

**MAJOR INFORMATION TECHNOLOGY DEVELOPMENT
PROJECT PORTFOLIO
MID-YEAR REPORT**

for
Fiscal Year 2026
As of December 31, 2025

Department of Information Technology

January 21, 2026



Wes Moore | Governor
Aruna Miller | Lt. Governor
Katie Savage | Secretary
Melissa Leaman | Deputy Secretary

The Honorable Wes Moore
Governor
Executive Department
State House
Annapolis, MD 21401

The Honorable Yaakov Weissmann
Secretary
Department of Budget and Management
45 Calvert Street
Annapolis, MD 21401

The Honorable Guy Guzzone
Chair
Senate Budget and Taxation Committee
3W Miller Senate Office Building
Annapolis, MD 21401

The Honorable Brian J. Feldman
Chair
Senate Education, Energy, and the Environment
Committee
2W Miller Senate Office Building
Annapolis, MD 21401

The Honorable Ben Barnes
Chair
House Appropriations Committee
121 House Office Building
Annapolis, MD 21401

The Honorable Melissa Wells
Chair
House Government, Labor, and Elections Committee
145 Lowe House Office Building
Annapolis, Maryland 21401

The Honorable Katie Fry Hester
Senate Chair
Joint Committee on Cybersecurity, Information
Technology, and Biotechnology

The Honorable Anne R. Kaiser
House Chair
Joint Committee on Cybersecurity, Information
Technology, and Biotechnology
425 Lowe House Office Building
Annapolis, MD 21401



Wes Moore | Governor
Aruna Miller | Lt. Governor
Katie Savage | Secretary
Melissa Leaman | Deputy Secretary

January 21, 2026

Dear Governor Moore, Senator Guzzone, Delegate Barnes, Senator Hester, Secretary Weissmann, Senator Feldman, Delegate Wells, and Delegate Kaiser:

The Department of Information Technology (DoIT) is pleased to submit its report on the State of Maryland's Major Information Technology Development Project (MITDP) portfolio. This report is submitted in accordance with Section 3.5-309 (m) of the State Finance and Procurement Article which requires the Secretary to submit a report by January 15th of each year, extended to January 21st this year. This report describes Fiscal Year (FY) 2026 projects and the status of those projects as of December 12, 2025. The report also identifies known or anticipated cost, scope or schedule changes and risks identified since the FY25 End of Year Report, submitted in November of 2025.

If you have any questions or comments, please contact me at katie.savage@maryland.gov.

Sincerely,

A handwritten signature in black ink that reads "Katie Savage".

Katie Savage
Secretary

Enclosure

Cc: Ryan Bishop, Office of Policy Analysis, Department of Legislative Services
Melissa S. Leaman, Deputy Secretary & Chief Operations Officer, Department of Information Technology
Dana Phillips, Director of Government Relations, Department of Budget and Management

MY Report for Publication v1 Jan2026 JAS (1) (1)

Final Audit Report

2026-01-23

Created:	2026-01-22
By:	ashley burks (ashley.burks@maryland.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA-xrjIINQBHt_F4ARFhlsNYHxnrhFbsrqr

"MY Report for Publication v1 Jan2026 JAS (1) (1)" History





-  Document created by ashley burks (ashley.burks@maryland.gov)
2026-01-22 - 4:19:27 PM GMT
-  Document emailed to Katie Savage -DoIT- (katie.savage@maryland.gov) for signature
2026-01-22 - 4:19:37 PM GMT
-  Document e-signed by Katie Savage -DoIT- (katie.savage@maryland.gov)
Signature Date: 2026-01-23 - 6:32:14 PM GMT - Time Source: server
-  Agreement completed.
2026-01-23 - 6:32:14 PM GMT

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State Agency Abbreviations

Baltimore City Community College	BCCC
Comptroller	COMP
Department of Budget and Management	DBM
Department of General Services	DGS
Department of Human Services	DHS
Department of Housing and Community Development	DHCD
Department of Information Technology	DOIT
Department of Natural Services	DNR
Department of Public Safety and Correctional Services	DPSCS
Governor's Grants Office	GGO
Interagency Commission On School Construction	IAC
Maryland Department of Labor	MDL
Maryland Department of Environment	MDE
Maryland Department of Health	MDH
Maryland Insurance Administration	MIA
Maryland Institute for Emergency Medical Services Systems	MIEMSS
Maryland State Department of Education	MSDE
Maryland State Police	MSP
Maryland State Retirement and Pension System	SRA
Maryland Department of Transportation	MDOT
Maryland Aviation Administration	MDOT-MAA
Maryland Transit Administration	MDOT-MTA
Maryland Transportation Authority	MDTA
Motor Vehicle Administration	MDOT-MVA
State Highway Administration	MDOT-SHA
The Secretary's Office	MDOT-TSO
Office of the Attorney General	OAG
Office of the Public Defender	OPD
State Board of Elections	SBE
State of Maryland Assessment and Taxation	SDAT
State Treasurer Office	STO
Workers' Compensation Commission	WCC

Executive Summary

The Maryland Department of Information Technology's (DoIT) Fiscal Year 2026 (FY26) Major Information Technology Project (MITDP) portfolio mid-year report provides an update on the most recent status of Maryland's major information technology development projects. The portfolio currently consists of 60 active projects across 19 agencies and received \$315,431,787 in appropriations in FY26. The current estimate-at-completion for all projects in the portfolio is \$1.835B - \$2.495B.

Projects and FY26 Appropriations by Agency

Agency	Number of Projects	FY26 Appropriation
Maryland Department of Health	23	\$176,999,547
Department of Information Technology	4	\$5,905,166
Maryland State Board of Elections	4	\$3,624,542
Comptroller of Maryland	3	\$77,189,067
Department of Labor	3	\$8,309,198
Department of the Environment	3	\$3,050,000
Department of Budget and Management	2	\$1,250,000
Department of General Services	2	\$5,353,724
Department of Natural Resources	2	\$0
Department of Public Safety and Correctional Services	2	\$0
Department of Agriculture	2	\$1,183,400
Department of Education	2	\$2,678,167
Department of Assessments and Taxation	2	\$13,935,696
Department of Housing and Community Development	1	\$0
Department of Juvenile Services	1	\$0
Maryland Higher Education Commission	1	\$3,071,111
Maryland Insurance Administration	1	\$7,623,877
Department of State Police	1	\$298,727
State Treasurer's Office	1	\$4,959,565

New FY26 Projects

FY26 began with the addition of five new major projects to the MITDP portfolio:

Department of Juvenile Services | **Juvenile Case Management Modernization** (DJS-26-CMMY)

DJS' Juvenile Case Management Modernization project will upgrade or replace the agency's current case management system, allowing for improved security, improved interoperability, and, critically, better ability to update the system to allow for better user experiences and facilitate better outcomes for the juveniles in state custody.

DJS and DoIT's Maryland Digital Service are collaborating on this project and piloting new ways of working together to set MITDPs up for success.

Department of the Environment | **ETS and LRCA System Consolidation and Modernization Project** (MDE-26-MDEC)

MDE's System Consolidation project will consolidate numerous certification and accreditation systems across the agency into a streamlined, interoperable ecosystem. In practice, this will mean consolidating these legacy applications into a single set of technologies, making them easier and cheaper to maintain and share data across applications. This will allow MDE to be more responsive to changing program requirements, including legislative changes, and provide better user experiences.

At this time, we do not anticipate any new or innovative aspects of the development process on this project.

Department of Labor | **Family and Medical Leave Insurance (FAMLI)** (MDL-26-FAMLI)

The Family and Medical Leave Insurance program (FAMLI) is implementing the technology systems required to operate the State's new insurance program. The platform will enable workers, employers, and third-party administrators to create accounts, submit data, process claims, and receive and submit payments—ultimately enabling the Family and Medical Leave Insurance program to operate.

The Labor team is operating in an agile manner. We do not anticipate any new or innovative aspects of the development process on this project.

The FAMLI project has been underway since 2023 but was not previously classified as an MITDP.

Department of Education | **MSDE Website** (MSDE-26-WEBSITE)

The MSDE Website project will implement improvements to marylandpublicschools.org, making it easier for Maryland residents—students, families, educators, administrators, childcare providers, local education agencies, and more—to find the information they are looking for and access the services they need. In addition to usability and accessibility improvements, MSDE must upgrade the underlying technology, which is outdated.

At this time, we do not anticipate any new or innovative aspects of the development process on this project.

Maryland State Board of Elections | **Voter Registration Election Administration Management System** (SBE-26-VREAM)

The VREAM project will implement a new system for voter registration and election management in Maryland. The existing system is twenty years old and cannot meet the needs of modern election administration, including integration with new systems, increased security guidelines, GIS integration, and accessibility requirements.

At this time, we do not anticipate any new or innovative aspects of the development process on this project.

Projects Closed or Paused in FY26

No projects have closed since the beginning of FY26. However, the Maryland Department of Health has placed the PHS Data Modernization Program project on pause to allow the team to focus on higher priorities.

In addition, the following projects have not yet received funding and are not currently active:

- Department of the Environment | ETS and LRCA System Consolidation and Modernization Project (MDE-26-MDEC)
- Department of Education | MSDE Website (MSDE-26-WEBSITE)
- Department of Education | The Educator Application and Certification Hub (TEACH) (MSDE-25-TEACH)
- Maryland State Board of Elections | Voter Registration Election Administration Management System (SBE-26-VREAM)

Financial Summary: Portfolio

Funding Through FY 2026					
Funding Type	ITIF	Agency	Federal	Reimbursable	Total
Project Funding	552,705,574	181,879,810	247,705,909	6,960,302	989,251,595
Total	552,705,574	181,879,810	247,705,909	6,960,302	989,251,595

Project Costs Through FY 2025	
Item	Actual Costs through FY 2025
Project Costs	486,636,589
Total	486,636,589

Projected Future Costs						
Item	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
Estimated Costs	373,363,421	323,871,728	323,871,728	295,046,684	246,516,257	1,562,669,819
Total	373,363,421	323,871,728	323,871,728	295,046,684	246,516,257	1,562,669,819

Financial Summary: Projects

Agency	Project	Project Funding Through FY 2026				Project Costs Through FY 2026			Ongoing Operating Costs	
		ITIF	Agency	Federal	Reimburs- eable	Total Funding	Actual Costs through FY 2025	FY 2026 Baseline Forecast	Total Actual & Planned Costs through FY 2026	FY 2027 Projected
COMP	Integrated Tax System	107,111,082	82,488,301	-	-	189,599,383	164,078,360	27,721,328	191,799,688	
COMP	Financial Management Information System (FMIS)	50,250,000	-	-	-	50,250,000	11,660,657	34,461,186	46,121,843	
COMP	CPB Payroll System Modernization (PSM)	39,440,521	-	-	-	39,440,521	16,996,909	19,242,141	36,239,050	
DBM	Capital Budgeting Information System (CBIS) replacement	4,964,313	-	-	-	4,964,313	2,289,312	1,462,788	3,752,100	
DBM	Fleet Management System Replacement	1,450,000	-	-	-	1,450,000	-	1,420,000	1,420,000	
DGS	Maryland Marketplace (eMMA) eProcurement Solution	48,631,047	-	-	-	48,631,047	39,389,031	8,944,306	48,333,337	
DGS	AS400 Replacement	1,523,810	-	-	-	1,523,810	422,064	1,083,411	1,505,475	
DHCD	Energy Efficiency Program Management System	-	2,758,332	-	-	2,758,332	72,955	679,684	752,639	300,000
DJS	Juvenile Case Management Modernization	-	-	-	-	-	-	540,000	540,000	
DNR	DNR Modernization and OneStop Integration Project	15,323,719	-	-	-	15,323,719	9,680,750	4,405,550	14,086,300	
DNR	Park Reservation and Revenue Management System (PRRMS)	3,727,533	500,000	-	-	4,227,533	63,724	1,900,000	1,963,724	

Agency	Project	Project Funding Through FY 2026				Project Costs Through FY 2026			Ongoing Operating Costs	
		ITIF	Agency	Federal	Reimburs- eable	Total Funding	Actual Costs through FY 2025	FY 2026 Baseline Forecast	Total Actual & Planned Costs through FY 2026	FY 2027 Projected
DoIT	Enterprise Solutions Planning Initiative (ESPI)	12,971,668	-	-	-	12,971,668	4,667,725	1,602,000	6,269,725	-
DoIT	Maryland OneStop Portal	30,946,742	-	-	-	30,946,742	14,134,588	5,342,557	19,477,145	4,765,771
DoIT	NwMD Modernization	9,421,334	-	-	-	9,421,334	4,827,066	4,374,492	9,201,558	-
DoIT	Maryland Enterprise Web Strategy	1,450,000	-	-	-	1,450,000	-	1,450,000	1,450,000	-
DPSCS	Computerized Criminal History (CCH) Replacement (Phase II)	12,765,385	-	562,385	-	13,327,770	2,084,383	10,681,002	12,765,385	-
DPSCS	Electronic Patient Health Record (EPHR) Replacement	16,519,785	-	-	-	16,519,785	6,944,356	9,492,723	16,437,079	-
MDA	Maryland Department of Agriculture (MDA) Modernization Program	11,529,682	-	-	-	11,529,682	7,066,592	3,626,155	10,692,748	-
MDA	MDA Digitization and Modernization Project	2,183,400	-	-	-	2,183,400	161,106	2,022,294	2,183,399	-
MDE	MDE Portal Project	3,000,000	-	-	-	3,000,000	275,078	1,108,808	1,383,885	-
MDE	Wells and Septic Portal	1,908,964	-	-	-	1,908,964	-	957,828	957,828	-
MDE	Environment (MDE) ETS and LRCA System Consolidation and Modernization Project	-	-	-	-	-	-	-	-	-
MDH	Statewide Electronic Health Records (EHR) system	25,540,219	-	-	-	25,540,219	12,533,625	11,870,912	24,404,537	-

Agency	Project	Project Funding Through FY 2026				Project Costs Through FY 2026			Ongoing Operating Costs	
		ITIF	Agency	Federal	Reimburs- eable	Total Funding	Actual Costs through FY 2025	FY 2026 Baseline Forecast	Total Actual & Planned Costs through FY 2026	FY 2027 Projected
MDH	Enterprise Licensing and Regulatory Management Solution (LRMS)	7,166,967	438,864	-	-	7,605,831	764,855	5,247,240	6,012,095	-
MDH	Integrated Electronic Vital Records Registration System	16,836,586	-	3,053,582	-	19,890,168	16,629,952	2,971,875	19,601,827	2,664,400
MDH	Migrate MDH HQ Data Center to the Cloud	17,685,070	-	-	-	17,685,070	10,680,256	1,813,000	12,493,256	-
MDH	Bed Registry and Referral System	5,856,895	-	-	-	5,856,895	514,087	4,244,000	4,758,087	-
MDH	MD AIDS Drug Assistance Program (MADAP)	2,390,334	2,104,650	-	-	4,494,984	388,710	2,282,700	2,671,410	-
MDH	OPER - Systems Integration and Modernization	6,961,852	-	-	-	6,961,852	127,793	3,451,836	3,579,629	-
MDH	MDH Non-Medicaid Case Management (CMM) Modernization	1,000,000	-	-	-	1,000,000	-	990,500	990,500	-
MDH	PHS Data Modernization Program	1,000,000	-	-	-	1,000,000	-	500,000	500,000	-
MDH	MMT - Behavioral Health ASO (BHASO)	4,951,640	-	16,009,673	-	20,961,313	16,863,015	27,601,278	44,464,293	49,755,000
MDH	MMT - Business Process Reengineering & Consolidated CRM	2,476,648	-	12,544,024	-	15,020,672	9,279,782	14,821,233	24,101,014	-
MDH	MMT - Consolidated Call Center and IVR	111,218	-	5,403,136	-	5,514,354	37,286	971,700	1,008,986	-
MDH	MMT - CMS Interoperability Rule	1,502,933	-	10,032,486	-	11,535,419	2,655,633	8,408,556	11,064,189	-
MDH	MMT - Dental Administrative Services (DASO)	8,982,963	-	10,796,635	-	19,779,598	1,682,960	7,751,430	9,434,390	-

Agency	Project	Project Funding Through FY 2026				Project Costs Through FY 2026			Ongoing Operating Costs	
		ITIF	Agency	Federal	Reimbursable	Total Funding	Actual Costs through FY 2025	FY 2026 Baseline Forecast	Total Actual & Planned Costs through FY 2026	FY 2027 Projected
MDH	MMT - Decision Support & Enterprise Data Warehouse	1,993,429	-	16,650,119	-	18,643,548	812,893	11,780,840	12,593,732	-
MDH	MMT - EDI Gateway	241,030	-	7,891,710	-	8,132,740	1,349,146	620,718	1,969,864	-
MDH	MMT - Enterprise Document Management System	118,709	-	4,807,212	-	4,925,921	19,024	597,560	616,584	-
MDH	MMT - Hospice And Maryland Daycare Enrollment	1,403,495	-	7,069,501	-	8,472,996	4,035,455	9,999,490	14,034,945	3,121,600
MDH	MMT - MES Claims Module	2,964,718	-	6,025,254	-	8,989,972	8,916,588	7,570,787	16,487,375	-
MDH	MMT - Non Emergency Medical Transportation (NEMT)	227,618	-	7,160,199	-	7,387,817	1,952,531	278,680	2,231,211	-
MDH	MMT - Provider Management Module	7,118,139	-	62,984,279	-	70,102,418	22,196,881	43,192,430	65,389,311	-
MDH	MMT - Surveillance Utilization Review Subsystem	313,924	-	6,952,862	-	7,266,786	1,626,638	1,512,600	3,139,238	-
MDH	MMT - Utilization Control Agent (UCA)	4,021,441	-	9,060,896	-	13,082,337	6,524,413	7,439,213	13,963,626	20,297,367
MDL	Electronic Licensing Modernization (ELMo)	4,500,000	2,450,000	-	-	6,950,000	1,192,098	3,298,205	4,490,303	-
MDL	LABOR Omni-channel Contact Center System (LOCCS)	-	-	16,217,135	-	16,217,135	462,676	1,716,253	2,178,930	-
MDL	Family and Medical Leave Insurance (FAMLI)	to be added	to be added	to be added	to be added	to be added	to be added	to be added	to be added	-
MHEC	New Unified Financial Aid System for Higher Education (or MDCAPS 2.0)	5,815,125	7,619,776	-	-	13,434,901	1,216,318	8,983,846	10,200,165	-

Agency	Project	Project Funding Through FY 2026				Project Costs Through FY 2026			Ongoing Operating Costs	
		ITIF	Agency	Federal	Reimbursable	Total Funding	Actual Costs through FY 2025	FY 2026 Baseline Forecast	Total Actual & Planned Costs through FY 2026	FY 2027 Projected
MIA	MIA's Insurance Tracking System (ITS)	-	19,894,973	-	-	19,894,973	12,924,876	8,043,877	20,968,753	-
MSDE	CCATS Migration Project	-	-	44,084,821	-	44,084,821	14,768,180	12,409,004	27,177,184	-
MSDE	MSDE Website	-	-	-	-	-	-	-	-	-
MSP	Automated Licensing and Registration Tracking System (ALRTS)	8,895,394	-	400,000	-	9,295,394	8,593,805	962,558	9,556,363	520,000
SBE	Campaign Reporting Information System (CRIS)	2,631,626	-	-	-	2,631,626	1,033,093	1,598,533	2,631,626	-
SBE	2026 New Voting System	10,399,359	10,399,359	-	-	20,798,718	1,094,771	615,007	1,709,777	-
SBE	Statewide Pollbook Modernization (SPM)	726,680	3,469,745	-	-	4,196,425	305,043	1,254,099	1,559,142	-
SBE	Voter Registration Election Administration Management System	-	-	-	-	-	-	-	-	-
SDAT	Computerized Records Information System	1,482,302	37,227,308	-	-	38,709,610	14,594,026	6,728,504	21,322,530	-
SDAT	Maryland Assessment Administration and Valuation System (MAAVS) Modernization	800,000	6,050,000	-	-	6,850,000	-	1,950,000	1,950,000	-
STO	Financial Systems Modernization	21,470,278	6,478,502	-	6,960,302	34,909,082	26,045,526	7,366,703	33,412,229	-

Project Updates

New Projects

Education: MSDE Website (WEBSITE) (#A700)

Project Summary

<p>Project Description: The Maryland State Department of Education (MSDE or the Agency) is seeking to design and build a new MSDE website. The new website must be modern, intuitive, and built with a fully responsive, accessible web design that meets or exceeds the identified functional, technical, and organizational requirements of MSDE. MSDE is promoting a new strategic plan for public education throughout Maryland and seeking to partner with a vendor to design, develop, host, and support the primary MSDE website, replacing the existing MSDE website (https://www.marylandpublicschools.org) which is on an unsecured and unsupported SharePoint 2013 CMS. In addition to the design and development of the new website, the project includes the requirement for hosting services, user experience (UX) strategy, information architecture, content strategy and development, training, and ongoing support. DoIT is leading an effort to standardize the website landscape across the State, and offer a partnership for MSDE to migrate to a modern and secure CMS Platform (Drupal), Cloud hosting environment, with standardized and customized templates, site architecture, and content management services. With this consideration, MSDE is seeking a more immediate and cost-effective solution that helps the State of Maryland meet its digital aspirations and new standards.</p>	
<p>Project Status (through December 12, 2025): This project is on hold as it received no funding/appropriations for FY26. However, MSDE and DoIT are working together to determine if any or all of the scope of this project should be combined with DoIT's Maryland Enterprise Web System (MEWS) MITDP.</p>	
<p>Project Phase: Planning</p>	<p>Project ID: MSDE-26-WEBSITE</p>
<p>Project Start Date: 9/1/2023</p>	<p>Estimated End Date: 2030</p>

Elections: Voter Registration Election Administration Management System (VREAM) (#1900)

Project Summary

<p>Project Description: The State Board of Elections (SBE’s) Voter Registration and Election Administration Modernization (VREAM) project will procure and implement a modernized, Statewide, centralized, GIS-capable, secure voter registration, candidate filing, election judge tracking, petition process capable, ballot-producing, electronic pollbook interfacing and various other related election administration solutions for the 2028 statewide elections and beyond. The anticipated solution is a modified off-the-shelf system, replacing the existing 20-year-old system, MDVOTERS. The new system will incorporate a real-time database accessible by at least 500 election officials from up to 48 locations across Maryland, including local board offices and warehouses. SBE estimates that a modified off-the-shelf system including requirements development, software development, testing, implementation, contractor development, training, and support resources for a 5-year base period, will cost between \$30M-\$50M. The estimated cost for VREAM was calculated by considering the annual maintenance cost of SBE's existing system, which is approximately \$5M, and the cost of a new statewide centralized Voter Registration system deployed by Nevada in 2024 for \$30M. Nevada has about half the number of registered voters as Maryland. The initial implementation cost for Nevada is estimated at approximately \$10M which likely translates to \$15M - \$20M in Maryland due to the higher population.</p>	
<p>Project Status (through December 12, 2025): The current voting system lease agreement is set to expire in March 2027; however, there is an additional option period to March 2029 if there are any issues in the implementation process. SBE currently plans to complete vendor evaluation, State certification, and system implementation ahead of the 2028 Presidential Election.</p>	
<p>Project Phase: Procurement</p>	<p>Project ID: SBE-26-VREAM</p>
<p>Project Start Date: 7/1/2025</p>	<p>Estimated End Date: 2032</p>

Environment: Environment (MDE) ETS and LRCA System Consolidation and
Modernization Project (MDEC) (#3170)

Project Summary

Project Description: To ensure continued support for regulatory changes, efficiency, and security, MDE is undertaking the consolidation and modernization of its legacy IT systems into a consolidated system that includes the Environmental Tracking System (ETS) and Lead Rental Certification and Accreditation (LRCA) systems. This strategic initiative aims to streamline operations, reduce costs, enhance security, and foster innovation. MDE’s current fragmented and outdated systems impede its ability to respond to legislative changes and provide superior customer experiences. LRCA applications identified for consolidation:

- Administration / Program / Legacy Application(s)
- WSA / Water Supply / AAMS – Drinking Water & Public Water Certification
- WSA / Wetlands and Waterways Protection / Marine Licensing, Certification & Accreditation
- WSA / Water Supply / Well Drillers License & Certification
- WSA / Water Supply / Operators Certification & Accreditation
- WSA / Wastewater Pollution Prevention and Reclamation/ Septic Application License & Certification
- WSA / Stormwater / Dam Safety, and Flood Management RPC - Certification
- WSA / Wetlands and Waterways Protection / Tidal Wetlands Authorize Training
- ARA / Air Quality Compliance / Asbestos Licensing Asbestos Training
- ARA / Radiological Health
- ARA / Facility Registration Certification and Training
- LMA / Oil Control UST system certifications- technicians, removers, inspectors
- LMA / Mining License / License

ETS applications identified for consolidation:

- Administration / Program / Legacy Application(s)
- ARA / Radiological Health / Radiological Health Program (RHP)- ETS – Registration, Compliance, Enforcement, Reporting
- WSA / Wetlands and Waterways Protection / eCollaboration ETS Consolidation
- WSA / Stormwater Dam Safety and Flood Management / MS4 Geodatabase Migration to ETS
- LMA / Resource Management / Food Residual Diversion Inspections ETS Implementation

Project Status (through December 12, 2025): This project is on hold as it received no funding/appropriations for FY26.

Project Phase: Not started

Project ID: MDE-26-MDEC

Project Start Date: 7/1/2026

Estimated End Date: 2035

Juvenile Services: Juvenile Case Management Modernization (CMMY) (#1280)

Project Summary

Project Description: The Department of Juvenile Services (DJS) is currently operating a legacy case management application, ASSIST, developed in 1999 using SQL/Win32. Due to the outdated source language and architecture, the application can no longer be recompiled, presenting significant limitations in terms of scalability, security, and maintainability. Critical challenges include the lack of modern security features, such as Multi-Factor Authentication (MFA), and the complexity of the codebase, which makes updates or modifications increasingly difficult without risking negative impacts on the existing system. To address these challenges, DJS has been limited to creating smaller web modules or making database-layer-only updates. However, these measures are no longer sufficient to meet the evolving needs of the department. As such, DJS is seeking an IT solution to replace the ASSIST application, either through a comprehensive modernization effort or by implementing a Commercial Off-The-Shelf (COTS) solution. This initiative intends to ensure the new system supports current security standards, offers scalability, and allows for future enhancements to improve overall service delivery. The new system must also interface seamlessly with the MD THINK CJAMS application to meet the Title IV-E requirements, ensuring compliance with federal funding and reporting standards.

The Maryland Digital Service (MDDS) previously completed a discovery sprint on this project and currently has a deployed team on this project.

Project Status (through December 12, 2025): Due to budgetary constraints, the project underwent a strategic refocus to ensure long-term viability. In collaboration with DoIT, the project successfully onboarded two essential resources, satisfying the staffing requirements for Major Information Technology Development Project (MITDP) compliance. Originally, the project followed a bifurcated strategy; a long-term solutioning (an evaluation of COTS (Commercial Off-the-Shelf) vs. custom development) and an internal project to "lift and shift" (an interim web-based version intended for immediate "quick wins"). Due to limited funding projections for FY26 and FY27, the two initiatives have been unified. The internal project has evolved from a "lift and shift" into the primary vehicle for the comprehensive long-term solution. This pivot prioritizes architectural integrity and workflow enhancements over short-term milestones.

The Product Manager and UX Manager are currently conducting a discovery process to refine major requirements and ensure the application meets long-term institutional needs. A key focus of the current phase is a technical validation determining if the development strategy requires adjustment. The team has successfully completed two Program Increments (PIs), establishing the core application framework (e.g., authentication protocols and password reset functionality). The next phase will focus on critical architectural decisions, specifically evaluating the feasibility of building an enhanced

application layer upon the existing underlying database structure.	
Project Phase: Planning	Project ID: DJS-26-CMMY
Project Start Date: 10/1/2025	Estimated End Date: 2032

Labor: Family and Medical Leave Insurance (FAMLI) (#HB10)

Project Summary

Project Description: The Family and Medical Leave Insurance (FAMLI) digital platform is the end-to-end system that will operate Maryland’s paid family and medical leave insurance program. It will provide secure online services for workers to apply for benefits, submit documentation, receive multilingual notices, and track payments, while enabling employers and third-party administrators to manage accounts, submit wage reporting, and remit required contributions. For State operations, it will support staff workflows for claims, appeals, customer service, and compliance, with automation and program-integrity controls to reduce improper payments. The platform will also support required financial management, reconciliation, and reporting and will integrate with a banking partner to issue benefit payments. It is sized to serve 2.6 million covered workers and 180,000+ employers, with projections of ~160,000 claims annually in the early years.

Project Status (through December 12, 2025): The FAMLI program is actively building a seamless, accessible experience for Maryland employers submitting quarterly reports and contributions and workers filing benefit claims. The FAMLI digital services team, supported by vendor partners Nava, Fearless, 18F, and Slalom, has been developing core components of the solution, including employer and worker registration, the quarterly wage reporting process, staff workflows to review and resolve issues, the claim submission process, and the technical foundation for a contact center that will handle inquiries by phone, web form, and email. Although contracts with 18F and Slalom have concluded, Nava and Fearless remain engaged under multi-year contracts and will continue to support delivery. In October 2025, the team conducted its first round of user testing focused on employer registration, allowing employers and third-party agents to interact with the interface that all employers will use to register in FAMLI’s system in 2026; insights from this testing are being used to refine the user experience ahead of broader rollout planned by fall 2026. Based on our assessment, the project is progressing as expected for a new MITDP with clear momentum on core digital services, and the early investment in user testing and vendor capacity positions FAMLI well, provided that future phases maintain the same focus on accessibility, employer readiness, and claim-processing effectiveness.

Project Phase: Implementation

Project ID: MDL-26-FAMLI

Project Start Date: 7/1/2023

Estimated End Date: 2030

Projects in Planning and Procurement

Assessment and Taxation: Maryland Assessment Administration and Valuation System Modernization (MAAVS) (#9200)

Project Summary

<p>Project Description: The Maryland Assessment Administration and Valuation System (MAAVS) project is a statewide initiative to modernize Maryland’s Computer Assisted Mass Appraisal (CAMA) system, which is responsible for maintaining records for every parcel of land in the State and valuing each parcel for ad valorem property taxes. Unlike most states, where property assessments are conducted at the county or city level, Maryland—along with Hawaii—performs this function at the state level, making the CAMA system a critical statewide capability. The current system, with an outdated interface and performance issues reminiscent of early Windows platforms, struggles to efficiently process data, frequently frustrates users during periods of heavy demand, and lacks mobile functionality. This antiquated environment no longer meets the operational demands required to support accurate, timely, and accessible property valuations. It is slow to accept data and move between the dozens of screen tabs involved in any one account; performs extremely poorly during times of heavy usage leading to much user frustration; and has no built-in mobile component. The current system is not built to interface with our county and municipal government stakeholders. The MAAVS project will implement a modern, reliable, and scalable solution designed to improve system usability, streamline workflows, reduce inefficiencies, and enhance service delivery for both staff and taxpayers. By replacing the legacy system, the project will strengthen Maryland’s ability to perform property assessments with greater accuracy and efficiency, while ensuring the technology foundation can evolve to meet future operational and policy needs.</p>	
<p>Project Status (through December 12, 2025): SDAT has extended an offer to a Technical Writer to start in Q3 FY26. Once onboarded, the MITDP Oversight Division (MOD) will support rebaseline activities defining the new project timeline. No expenses have been incurred to date on this project.</p>	
<p>Project Phase: Planning</p>	<p>Project ID: SDAT-25-MAAVS</p>
<p>Project Start Date: 7/1/2025</p>	<p>Estimated End Date: 2032</p>

Comptroller of Maryland: Financial Management Information Systems Transformation (FMIS) (#1024)

Project Summary

Project Description: Previously known as the FMIS Modernization, the State Financial Modernization is a statewide initiative led by the Comptroller of Maryland to replace the State’s aging Financial Management Information System (FMIS) with a modern, cloud-based Enterprise Resource Planning (ERP) solution. This effort is mandated by St. Gov. Art. §4-113, enacted on April 11, 2023, which established the 21st Century Financial Systems Enterprise (21CFSE) to deliver a centralized ERP system for all state agencies. Originally deployed in the mid-1990s, FMIS, comprising core applications ADPICS and R*STARS, has served as the State’s official accounting system of record, supporting accounting, procurement, inventory management, and reporting functions. The modernization initiative goes beyond system replacement. It aims to transform Maryland’s financial infrastructure through Business Process Reengineering (BPR), consolidating disparate systems, improving data quality, and enabling more effective financial reporting and analysis. The new ERP system will reduce redundancy, enhance compliance, and support a more agile and digitally literate workforce. To lead this transformation, the Office of State Financial Innovation (OSFI) was established in February 2025 within the Comptroller’s Office. OSFI serves as the dedicated transformation office for 21CFSE, focusing on people, process, technology, and data to drive operational efficiency and improve the user experience across the State’s financial enterprise. The project is closely aligned with other statewide modernization efforts, including eMaryland Marketplace Advantage (eMMA), the Central Payroll System, the Budget Analysis and Reporting System (BARS), etc. The FMIS Modernization project will implement a modernized financial management ecosystem that consolidates disparate financial systems, streamlines financial processes, harmonizes statewide financial data, and transforms financial operations across the State of Maryland. In FY24, the program scope was rebaselined to include oversight of the eMMA reversion and expanded staffing capacity, ensuring a comprehensive modernization roadmap supported by robust program governance.

Project Status (through December 12, 2025): The State Financial Modernization initiative has completed its first two major phases of discovery and analysis and has begun the third. The team has engaged more than 300 subject matter experts from 32 agencies, documented over 2,700 financial business processes, and identified more than 1,300 operational pain points, creating a baseline to support future-state design and to inform upcoming ERP and system integrator procurements.

From a people and change readiness perspective, agencies strengthened organizational readiness through targeted engagement, training, and role clarification, reducing reliance on institutional knowledge and improving cross-functional coordination in preparation for implementation and onboarding of future vendors. As part of this effort, OSFI completed its inaugural Change Readiness Survey, receiving responses from 484 employees across 32 of 35 agencies; the results reflected general

optimism while highlighting opportunities to strengthen communication, training, and leadership support. The team intends to use these insights to inform tailored engagement strategies, with a complementary business readiness survey scheduled to launch in the current reporting period.

From a data standpoint, key financial datasets, including vendor, asset, and grant records, were reviewed and validated to address duplication and inconsistencies, reducing future migration risk and increasing confidence in the quality of data expected to support the new ERP platform, although confirmation is still needed on whether full-scale data cleansing activities had formally begun.

On the process side, the project identified high-friction workflows and internal control gaps, using these findings to inform future process redesign efforts and early consideration of automated controls to improve compliance and operational efficiency, while governance was further strengthened through approval of a statewide financial data strategy working group and seven statewide financial process working groups to guide future requirements, policies, and regulatory alignment.

Technology readiness also advanced through a comprehensive inventory of existing systems and integration points, enabling more informed configuration planning and reducing future manual reconciliation efforts, and through the rationalization of more than 500 financial reports to support standardized, streamlined reporting.

In parallel, workforce capability building continued through the Maryland Accounting Academy, which reached 1,170 enrollments across 87 agencies and completed 1,847 courses, demonstrating strong statewide engagement.

Project Phase: Planning	Project ID: COMP-22-FMIS
Project Start Date: 7/1/2021	Estimated End Date: 2032

Elections: 2026 New Voting System (NVS26) (#1800)

Project Summary

Project Description: The Maryland State Board of Elections (SBE) is seeking to procure a new statewide voting system. Under Maryland law, any voting system used in the State must be certified by the U.S. Election Assistance Commission (EAC) under the Voluntary Voting System Guidelines (VMSG), which outlines specific requirements and standards for voting systems. Furthermore, the system must also be certified for use within Maryland by the State Board of Elections. SBE's current voting system is under a lease agreement set to expire in March 2027. There is an additional option period to extend until March 2029. SBE must initiate the procurement process for a new voting system in 2025 to allow sufficient time for the Request for Proposal (RFP) process, vendor evaluation, state certification, and system implementation ahead of the 2028 Presidential Election.

The RFP will request vendor proposals that include both purchase and lease options to ensure SBE can assess the financial impact and make an informed decision in the best interest of the State of Maryland. If this procurement is not initiated in 2025, Maryland may not have a voting system under contract for the 2028 election cycle or future elections. The SBE will manage and oversee the voting system project, with the Voting System Division responsible for the system's procurement, implementation, operations, and maintenance (O&M). The project will require close coordination with other divisions within SBE to ensure a seamless procurement and implementation process.

Project Status (through December 12, 2025): The RFP was released on June 27, 2025, and responses were received on September 5, 2025. Four offerors were deemed susceptible for award. One Offeror, however, withdrew its proposal, leaving three solutions to evaluate. Evaluations have been underway since November and intent to award is anticipated by the end of January 2026, with SBE presentation to the BPW for award planned for May 2026.

Project Phase: Procurement

Project ID: SBE-24-NVS26

Project Start Date: 8/1/2022

Estimated End Date: 2031

Elections: Statewide Pollbook Modernization (SPM) (#1600)

Project Summary

Project Description: The Statewide Pollbook Modernization (SPM) project is a Maryland State Board of Elections (SBE) initiative to procure and implement a modernized electronic pollbook solution that will be used by both the SBE and the local boards of elections during the FY28 statewide election cycle. The project encompasses the acquisition of new pollbook hardware and software, Maryland-specific system modifications, and comprehensive statewide integration and acceptance testing. It also includes training, change management, deployment, and long-term operational support to ensure effective statewide adoption. The scope extends to all associated needs, such as equipment, software, licenses, supplies, travel, transportation, training, and technical support services. In addition, the project will oversee the decommissioning and proper disposal of legacy pollbook equipment and supplies. Through these efforts, the SPM project will provide Maryland with a secure, reliable, and fully supported system to improve election management and strengthen the integrity of the voting process.

The Maryland Digital Service (MDDS) previously completed a discovery sprint on this project.

Project Status (through December 12, 2025): An intent to award was issued on October 1, 2025, to the first technically and financially ranked vendor. BPW approved the award on December 3, 2025. Notice To Proceed (NTP) was issued on December 3, 2025, and a kickoff was held on December 11, 2025. The Gap Analysis process of identifying any functional gaps between the as-is, off-the-shelf product and Maryland's SPM requirements will begin after the new year. This gap analysis process will span four weeks, with the following ten months of customization/development process to address any gaps. This will take place well in advance of Statewide Testing scheduled for the Q3 FY27.

Project Phase: Procurement

Project ID: SBE-25-SPM

Project Start Date: 4/1/2024

Estimated End Date: 2031

General Services: AS400 Replacement (AS400) (#1320)

Project Summary

Project Description: The Construction Project Management Information System (PMIS) project is a Department of General Services (DGS) initiative to modernize how capital and maintenance facility and construction projects are planned, managed, and reported across approximately 20 State agencies. Replacing the outdated AS400 system first deployed in 1990, the PMIS will provide a secure, cloud-based platform that streamlines contract management, budgeting, scheduling, compliance, and reporting for hundreds of millions of dollars in capital spending. The new system is designed to reduce manual processes, eliminate redundant data entry, and expand reporting capabilities beyond the limited resources currently supporting statewide project oversight. By incorporating commercial off-the-shelf technology, the PMIS will integrate with other state systems, provide user-friendly dashboards, and deliver enhanced automation to improve accuracy, efficiency, and transparency. Ultimately, the project will enable project managers, agency leadership, and elected officials to collaborate more effectively, strengthen decision-making, and ensure that public assets and investments are managed with greater accountability.

Project Status (through December 12, 2025): The AS/400 Modernization project has completed its planning activities, including requirements gathering and Project Management Information System (PMIS) vendor and product discovery, and has formally entered the procurement phase following approval of the Department of Information Technology (DoIT) procurement intake request. Current efforts are focused on identifying an Intergovernmental Cooperative Purchasing Agreement (ICPA) contract vehicle, with the Department working with potential vendors to determine an appropriate vehicle for product licensing and implementation services (including documentation and training, legacy data migration, and integrations). The Design, Construction and Engineering (DCE) division has completed its discovery work and will make a final product and vendor recommendation once the Project Manager delivers a comparative synopsis covering functional fit/gap, total cost of ownership, implementation approach, and reference checks. In parallel, the Project Manager is working with DCE leadership to define the minimum viable product for the first implementation, while additional phases are expected to expand use cases, user groups, and integrations with other State systems such as eMaryland Marketplace Advantage (eMMA), the Financial Management Information System (FMIS), and eMaint. Program governance has matured, with a regular reporting cadence to DGS and DCE leadership, consolidated dashboards in Jira and Confluence, and a drafted change management and project awareness framework pending leadership approval. The previously identified hardware risk has also progressed, with a separate DoIT intake request for replacement AS/400 hardware approved and contracting completed, and implementation of the new environment targeted for January 31, 2026. Based on our assessment, the project has made meaningful progress by closing out planning, strengthening governance, and addressing the immediate hardware risk; however, overall success still depends on timely confirmation of an ICPA-based procurement path, securing sufficient funding for

the intended scope, and fully executing organizational change management to support adoption of the new PMIS.

Project Phase: Procurement

Project ID: DGS-23-AS400

Project Start Date: 9/1/2023

Estimated End Date: 2031

Health: Non-Medicaid Case Management Modernization (CMM) (#A820)

Project Summary

<p>Project Description: The Non-Medicaid Case Management Modernization (CMM) project is a Maryland Department of Health (MDH) strategic initiative to implement a modernized case management system that supports multiple non-Medicaid business units across the enterprise. The project is designed to streamline case management activities by providing a unified interface, standardizing workflows where practical, and enabling efficient data sharing related to service management and delivery. By consolidating customer information into a single platform, the solution will improve coordination, reduce redundancies, and strengthen the agency’s ability to deliver timely and accurate services. Salesforce has been selected as the core technology platform, with customized interfaces planned to align with the agency’s unique requirements while maintaining flexibility for future needs. This approach is expected to enhance operational efficiency and reduce the overall cost of ownership, positioning the agency to manage non-Medicaid services with greater effectiveness and scalability.</p>	
<p>Project Status (through December 12, 2025):</p> <p>Accomplishments</p> <ul style="list-style-type: none"> • Completed 90% of recruitment activities, conducted interviews, and selected qualified candidates to staff the project team. • Initiated conversations with vendor partners to build a statement of work for Phase 0 blueprinting workshops to begin discovery and develop the feature backlog. <p>Up Next</p> <ul style="list-style-type: none"> • Finalize the blueprinting statement of work and start sessions in early February. • Continue progressing through the staffing process and onboard resources in January. <p>Challenges</p> <ul style="list-style-type: none"> • Risk of delays due to ongoing difficulty navigating the Statewide Agile resources contract. • Risk of extended onboarding timelines, as resource requests initiated in June 2025 remain without executed work orders. 	
Project Phase: Planning	Project ID: MDH-24-CMM
Project Start Date: 11/4/2024	Estimated End Date: 2031

Health: PHS Enterprise System Data Modernization (PHS) (#A819)

Project Summary

<p>Project Description: The PHS Enterprise System Data Modernization project is a Maryland Department of Health (MDH) statewide initiative to transform how Maryland's Public Health Services (PHS) information is collected, managed, and shared. The project will deliver an enterprise platform that supports surveillance data, maternal health, newborn screening, vital statistics, and additional use cases as they are identified. Through a unified portal, users will gain access to query-based data visualizations, dashboards, and advanced analytics tools that will enhance service planning and inform decision-making. The solution will be developed in phases, beginning with the establishment of system architecture, design, and a comprehensive roadmap, followed by the buildout of the data platform, infrastructure, and security framework. Once the foundation is in place, data from existing systems will be migrated in priority order, with the ultimate goal of integrating all public health datasets into a single, secure, and reliable enterprise solution. This modernization effort will improve transparency, efficiency, and accessibility of health information, positioning the agency to better meet current and future public health needs.</p>	
<p>Project Status (through December 12, 2025): This project is ON HOLD in FY2026 per agreement between MDH and DoIT.</p>	
<p>Project Phase: Planning</p>	<p>Project ID: MDH-24-PHS</p>
<p>Project Start Date: TBD</p>	<p>Estimated End Date: TBD</p>

Health: Maryland AIDS Drug Assistance Program Program Case Management System (MADAP) (#A809)

Project Summary

<p>Project Description: The Maryland AIDS Drug Assistance Program (MADAP) Case Management System project is a statewide initiative led by the Maryland Department of Health (MDH) to modernize and streamline case management services for vulnerable populations. Launched in 2023, the project delivers a secure, cloud-based platform designed to support the Maryland Acquired Immunodeficiency Syndrome Drug Assistance Program and the Chronic Health Impaired Students Program. Together, these programs provide critical access to medications and care coordination for individuals living with AIDS and offer support to students with chronic health conditions who rely on government assistance. The new system is intended to replace outdated processes with an integrated, modernized approach that enhances efficiency, ensures data security, and improves service delivery for those most in need. By strengthening operational capabilities and enabling more effective case management, the project supports MDH’s mission to improve health outcomes, promote equitable access to care, and uphold accountability in the administration of State and federally funded health programs. Through this effort, MDH is positioning itself to better serve residents, optimize program resources, and ensure long-term sustainability of critical public health services.</p>	
<p>Project Status (through December 12, 2025):</p> <p>Accomplishments</p> <ul style="list-style-type: none"> • Assigned and onboarded a new project manager to strengthen stakeholder relationships and support the legacy application upgrade. • Completed RFP review with procurement team and AAG. • Conducted interviews, selected qualified candidates, and completed 90% of recruitment activities to staff the project team. <p>Up Next</p> <ul style="list-style-type: none"> • Update RFP based on AAG guidance and include IT supplement in the next version. • Continue staffing process and onboard remaining resources in January. <p>Challenges</p> <ul style="list-style-type: none"> • Risk of delays due to difficulty navigating the Statewide Agile resources contract. • Risk of extended onboarding timelines, as resource requests initiated in June 2025 remain without executed work orders. 	
Project Phase: Procurement	Project ID: MDH-23-MADAP
Project Start Date: 9/25/2023	Estimated End Date: 2030

Health: OPER - Systems Integration and Modernization (OPER) (#A814)

Project Summary

Project Description: The OPER Systems Integration and Modernization project is a Maryland Department of Health (MDH) initiative led by the Office of Controlled Substances Administration to modernize licensing, compliance, and workforce regulatory functions. Originally initiated in 2023 with a Salesforce-based strategy, the project pivoted in Q4 FY25 to leverage implementation services from providers under the Agile 2.0 contract to ensure flexibility and scalability. The project aims to enhance healthcare delivery, improve workforce recruitment, and streamline regulatory oversight by replacing outdated manual processes with a unified, cloud-based system accessible to the public. Key benefits of this modernization include reduced errors, strengthened data security, real-time reporting, disaster recovery capabilities, improved efficiency, and adaptability to statutory or regulatory changes. Business unit activities supported through this project include automated licensing and compliance for Controlled Dangerous Substances, as well as the recruitment, data management, accreditation, and certification of Community Health Workers administered by the Office of Healthcare Access and Workforce Development. By consolidating processes and improving accessibility, the project is positioned to deliver a more efficient and responsive regulatory environment that supports Maryland's healthcare system and workforce needs.

Project Status (through December 12, 2025):

Accomplishments

- Socialized the high-level solution approach with business teams and leadership.
- Updated and revised all core project artifacts for new leadership and to reflect the solution approach, including the Project Charter, Communication Plan, Internal Kickoff Deck, and Stakeholder Registry.
- Conducted requirements gathering sessions and documented functional requirements to ensure consideration for all business users.

Up Next

- Onboard the full project team to support the expanded OPER portfolio.
- Initiate the vendor selection process for the implementation partner who will build the consolidated system.
- Establish the detailed project plan, sprint roadmap, and governance cadence once the development vendor is secured.

Challenges

- Risk of a delayed start of the implementation phase due to dependency on onboarding new resources.
- Risk of stalled vendor selection until the team is fully staffed and budget alignment is finalized.

- Risk of unmet expectations across multiple business units without revising the staffing plan to ensure adequate coverage.
- Risk of extended onboarding timelines due to challenges navigating the Statewide Agile resources contract, with resource requests initiated in June 2025 still lacking executed work orders.

Project Phase: Procurement	Project ID: MDH-23-OPER
Project Start Date: 10/3/2022	Estimated End Date: 2028

Health: MMT - Consolidated Call Center and IVR (CCC) (#T810, T811, T812)

Project Summary

<p>Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) - Consolidated Call Center (CCC) and IVR project is a Maryland Department of Health (MDH) initiative to unify the agency’s multiple direct-dial call centers into a single, centralized operation. The project focuses on modernizing technology platforms, standardizing workflows, and optimizing processes to improve efficiency and service delivery. By establishing a consolidated call center, MDH aims to streamline operations, reduce duplication, and provide residents with more consistent and accessible support across health programs and services. A key priority of the project is to implement solutions that comply with the Department of Information Technology’s (DoIT) security standards, ensuring that sensitive data and health information are managed securely. Through these efforts, the project seeks to enhance customer experience, strengthen operational performance, and deliver a more effective and coordinated service model for the residents of Maryland.</p>	
<p>Project Status (through December 12, 2025):</p> <p>Accomplishments</p> <ul style="list-style-type: none"> • Drafted the Consolidated Call Center (CCC) project Business Case and scope after completing discovery sessions with the business team. • Identified the 15 Medicaid call centers and their current stakeholders within the project scope documents. • Proposed a preliminary solution that includes Interactive Voice Response (IVR), improved call routing, and a Customer Relationship Management (CRM) system. • Started to create the initial project charter and communication plan to establish project governance <p>Up Next</p> <ul style="list-style-type: none"> • Present the business case to leadership to secure formal project approval from the MDH Secretary and the Medicaid Director. • Obtain final authorization from executive stakeholders to move forward with the CCC project. <p>Challenges</p> <ul style="list-style-type: none"> • The distributed management of the identified call centers prevents the project from having a single, primary sponsor to make final decisions. A lack of unified leadership causes conflicting priorities and delays the approval of critical project milestones. • The project failed to secure Major Information Technology Development Project (MITDP) funding for fiscal year FY27. 	
Project Phase: Planning	Project ID: MDH-25-MMT_CCC
Project Start Date: 8/1/2025	Estimated End Date: 2030

Health: MMT - EDI Gateway (EDI) (#T842)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Electronic Data Interchange (EDI) Gateway project is a strategic initiative to modernize how healthcare data is exchanged between providers, Medicare, other health plans, and third-party clearinghouses. The project is designed to streamline the transfer of information, reducing processing time and improving the accuracy of data exchanges critical to healthcare operations. A recent system assessment highlighted limitations in the current platform and revealed a significant opportunity for the Maryland Department of Health (MDH) to enhance both efficiency and effectiveness. By transitioning to a more scalable and secure environment, the project will strengthen system reliability, reduce operational risks, and ensure the long-term sustainability of electronic data interchange capabilities in support of Maryland’s healthcare ecosystem.

Project Status (through December 12, 2025):

Accomplishments

- Refined and validated requirements for security, architecture, compliance, integration, and interfaces.
- Updated maintenance, operations, and reporting requirements to ensure system alignment.
- Captured new operational and functional requirements from approved legacy system changes.
- Aligned the modernized solution with current business operations.

Up Next

- Will complete the Request for Proposal (RFP) as the next major project milestone.
- Will incorporate all operational and functional requirements from Trading Partners into the RFP.
- Will ensure the RFP supports a comprehensive and competitive procurement process.

Challenges

- Funding Shortfall: Missing or unconfirmed financial support for the next project phase threatens to delay procurement and implementation activities.

Project Phase: Planning

Project ID: MDH-25-MMT_EDI

Project Start Date: 7/1/2024

Estimated End Date: 2030

Health: MMT - Enterprise Document Management System (EDMS) (#T810, T811, T812)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Enterprise Document Management System project is implementing a comprehensive enterprise-wide solution to automate the organization, digitization, secure storage, and classification of documents across all Medicaid business areas. The project’s primary goal is to improve operational efficiency by establishing a centralized repository that serves as the authoritative source for critical documents. The solution will incorporate automated document ingestion, indexing, and classification while ensuring consistent application of metadata and adherence to information governance policies. Core features include version control, role-based access permissions, and secure audit trails that provide transparency and accountability for all document changes. By enabling controlled document editing and sharing, the system will strengthen collaboration across teams, streamline business workflows, and safeguard the integrity of Medicaid data. This enterprise approach will not only modernize document management practices but also position the organization to meet compliance requirements while enhancing its ability to respond quickly to programmatic and operational needs.

Project Status (through December 12, 2025):

Accomplishments

- Finalized the business case after completing several discovery sessions with the project team.
- Identified 26 departments that would benefit from the project through an initial analysis.
- Recommended a COTS or SaaS tool that includes options for converting historical records.
- Started to develop the initial project charter and communication plan to define project goals.

Up Next

- Socialize the EDMS Business Case with the Maryland Department of Health (MDH) to build support for the project.
- Secure formal approval from the MDH Secretary and the Medicaid Director to authorize the launch of the Enterprise Document Management System (EDMS).

Challenges

- The enterprise-wide scope of this business need has resulted in the project lacking a single, authorized sponsor to provide unified direction. Without a singular project sponsor, the team faces conflicting requirements and delayed decision-making, which stalls project progress.
- The project failed to secure Major Information Technology Development Project (MITDP) funding for the 2026 and 2027 fiscal years.

Project Phase: Planning

Project ID: MDH-25-MMT_EDMS

Project Start Date: 8/1/2025	Estimated End Date: 2030
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Health: MMT - MES Claims Module (MES) (#T810)

Project Summary

<p>Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Medicaid Enterprise System (MES) Claims Module project is a Maryland Department of Health (MDH) initiative to modernize and replace the legacy system used to process Medicaid claims. The project aligns with the Medicaid Information Technology Architecture (MITA) 3.0 principles and is designed to provide a more efficient, integrated, and flexible solution for claims management. The new system will streamline operations by consolidating processing for the Mental Hygiene Administration, Developmental Disabilities Administration, and Dental claims, while reducing duplicate work and improving accuracy. It will incorporate advanced features such as imaging, workflow management, and a robust business rules engine to enable adaptable benefit plans and efficient adjudication. The solution will also strengthen critical functions including coordination of benefits, surveillance and utilization review, federal and State reporting, and case management. Furthermore, the system will support a wide range of benefit programs such as Fee-for-Service Medicaid, the State Children’s Health Insurance Program, HealthChoice, Home and Community-Based Services Waiver Programs, the Program for All-Inclusive Care for the Elderly, and other specialized programs addressing mental health, pharmacy, dental, cancer screening, family planning, kidney disease, and corrective managed care. This modernization effort is central to ensuring efficient Medicaid administration and improved service delivery across Maryland.</p>	
<p>Project Status (through December 12, 2025):</p> <p>Accomplishments</p> <ul style="list-style-type: none"> • Documented current system functionality, business rules, and processes to build a comprehensive set of requirements. • Devised a strategy to ensure the project adheres to the CMS modularity mandate. <p>Up Next</p> <ul style="list-style-type: none"> • Will begin creating the product backlog and feature list to guide solution recommendations and the overall approach. • Will draft a project charter and business case for leadership review and formal adoption. <p>Challenges</p> <ul style="list-style-type: none"> • Budget Shortfall: The project lacks MITDP funding for FY2026 and FY2027, creating a risk that progress will stall unless agency funds are secured to cover costs. 	
Project Phase: Planning	Project ID: MDH-25-MMT_MES
Project Start Date: 7/1/2024	Estimated End Date: 2035

Health: MMT - CMS Interoperability Rule (CMS) (#T821, T822)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Centers for Medicare and Medicaid Services (CMS) Interoperability Rule project is a statewide initiative to implement the CMS Interoperability and Patient Access final rule, aimed at improving patient and provider access to health data, enhancing system integration, and reducing administrative burden for payers and providers. The project requires the Maryland Medicaid Administration to adopt Health Level Seven (HL7) Fast Healthcare Interoperability Resources (FHIR) Application Programming Interfaces (APIs), enabling the secure exchange of health data and streamlining prior authorizations. In addition to the technical implementation, the rule mandates operational changes such as processing standard prior authorization requests within seven days and expedited requests within 72 hours. The project also establishes requirements for ongoing monitoring, tracking, and reporting of API usage and authorization processing metrics to ensure compliance and transparency. By fostering interoperability, supporting innovation, and reducing administrative barriers, the project is designed to improve care coordination, deliver better health outcomes, and lower costs for both providers and patients, while ensuring Maryland's Medicaid program remains aligned with federal standards and future healthcare modernization efforts.

Project Status (through December 12, 2025):

Accomplishments

- Analyzed Centers for Medicare & Medicaid Services (CMS) Rule 0057-F to break down all operational and metrics requirements.
- Established partnerships with the five Administrative Service Organizations (ASO) teams and vendors (Dental (DASO), Behavioral Health (BHASO), Utilization Control (UCA), Long Term Services and Support (LTSS), and Manual Authorization).
- Implemented new operational requirements for 2026, including updated turnaround times and denial reasons, through coordination with Maryland Department of Health (MDH) Operations and vendors.
- Secured the required data from all UCA vendors and MDH teams to meet the March 2026 metrics publishing deadline.
- Resolved data quality issues by reviewing files from all five teams and conducting iterative corrections.
- Created the Request for Resources (RFR) for the FHIR solution and secured necessary approvals.
- Managed the procurement process via the National Association of State Procurement Officials (NASPO) contract in partnership with the Office of Contract Management and Procurement (OCMP).
- Fixed technical and data specification errors within the previous Provider Directory Application Programming Interface (API) implementation.

Up Next

- Will define data file requirements for future authorization extracts from all five UCA teams and vendors.
- Will establish a process to receive daily data for both decisioned and inflight authorizations.
- Will collaborate with the three UCA vendors on the technical design and specifications for the new PAS FHIR API.
- Will analyze LTSS Care Plan data and develop a compliance plan for all BHASO teams.
- Will collect and test sample files for the LTSS authorization data extract to fix any identified quality issues.
- Will map MDH source system data to the five required FHIR APIs based on CMS Rule 0057-F requirements.

Challenges

- Data Integrity Risk: Poor data quality from DASO vendor and BHASO vendor may prevent the timely publishing of authorization metrics by the March 2026 deadline.
- Onboarding Delays: Significant delays in the Statewide Agile resources contract may impact project timelines, as resource requests initiated in June 2025 remain unexecuted.

Project Phase: Procurement	Project ID: MDH-25-MMT_CMS
Project Start Date: 7/1/2024	Estimated End Date: 2031

Health: MMT - Decision Support & Enterprise Data Warehouse (DSDW) (#T830)

Project Summary

Project Description: The Maryland Department of Health (MDH) Medicaid Enterprise Systems Modular Transformation (MMT) Decision Support & Enterprise Data Warehouse (DSDW), or Data Lake project is a strategic initiative to establish a centralized platform for storing and analyzing critical health data that is currently dispersed across multiple systems. The project will develop a secure, cloud-based data lake and analytics environment capable of aggregating key data sources, including claims, authorizations, and recipient and provider information from the Medicaid Management Information System (MMIS), Behavioral Health Administrative Services Organization (BHASO), Dental Administrative Services Organization (DASO), and Utilization Control Agent (UCA). This effort is essential to meeting the Centers for Medicare and Medicaid Services (CMS) Interoperability Rule, which requires health agencies to provide data securely through application programming interfaces (APIs). By consolidating these data assets, MDH will not only meet federal compliance requirements but also improve reporting, enhance analytic capabilities, and enable more informed decision-making across its programs. The Data Lake project will serve as a foundation for better insight into program performance, greater operational efficiency, and more effective delivery of health services to Maryland residents.

Project Status (through December 12, 2025):

Accomplishments

- Created work orders for the new Enterprise Data Platform infrastructure in coordination with DoIT and Amazon Web Services (AWS).
- Designed the high-level Medallion Architecture and all supporting components.
- Secured leadership approval and finalized all necessary purchase orders.
- Generated the work order to acquire developer resources.
- Identified over 55 data extracts from MMIS and began defining a data dictionary and copybooks.
- Analyzed metrics data quality issues within the current patient access API implementation.
- Defined the project team structure and produced the Master Project Plan for review.
- Examined and fully analyzed EDI data flowing from the gateway to MMIS.

Up Next

- Will finish the hiring process for the four technical architects required for the project.
- Will launch the 12-week AWS ProServe engagement to build the infrastructure.
- Will realign and re-baseline the project plan once the lower environments are established.
- Will start ingesting authorization metrics data to meet the March 2026 CMS deadline.
- Will define CI/CD pipelines for all data sets coming from source systems.
- Will develop data models based on the Medallion Architecture approach.
- Will acquire the necessary software through the AWS purchase order amendment.

Challenges

- **Technical Staffing Shortfall:** The project faces delays because available vendor candidates lack the technical skills listed on their resumes; management is currently seeking alternative vendor options to fill these critical architect roles.

Project Phase: Procurement	Project ID: MDH-25-MMT_DSDW
Project Start Date: 10/14/2024	Estimated End Date: 2033

Health: MMT - Non-Emergency Medical Transportation (NEMT) (#T845)

Project Summary

<p>Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Non-Emergency Medical Transportation (NEMT) project is a Maryland Department of Health (MDH) initiative to acquire and implement a comprehensive technology solution that will modernize the management of Medicaid transportation services. The system is being procured to function as the central platform for dispatching, scheduling, and processing claims, thereby streamlining operations and enhancing accountability. By consolidating program functions within a single solution, the project aims to improve service delivery for beneficiaries, increase efficiency for providers, and ensure rigorous compliance with all applicable federal and State regulations. This effort reflects a strategic investment in strengthening Maryland’s Medicaid program infrastructure to better support residents’ access to essential healthcare.</p>	
<p>Project Status (through December 12, 2025):</p> <p>Accomplishments</p> <ul style="list-style-type: none"> • Published the NEMT Request for Proposals (RFP) on eMaryland Marketplace Advantage (eMMA) on September 17, 2025. Withdrew the RFP on November 24, 2025, to update human resources planning for current service providers. • Rebaselined the Non-Emergency Medical Transportation (NEMT) project to extend the procurement timeline through Q2 FY27. <p>Up Next</p> <ul style="list-style-type: none"> • Collaborate with MDH Procurement and DBM to resolve outstanding concerns regarding the RFP. • Repost the RFP with a revised closing date to attract qualified vendors. • Rebaseline the project schedule after updating the procurement target dates to ensure accurate tracking. 	
Project Phase: Procurement	Project ID: MDH-25-MMT_NEMT
Project Start Date: 7/1/2018	Estimated End Date: 2030

Health: MMT - Surveillance Utilization Review Subsystem (SURS) (#T854)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Surveillance and Utilization Review System (SURS) Replacement project is a strategic initiative led by the Maryland Department of Health (MDH) to implement a comprehensive, modernized solution that enhances oversight and program integrity. The project is designed to replace MDH's outdated surveillance and utilization review system, streamline and consolidate manual processes, and retire legacy applications that no longer meet operational or compliance needs. By deploying this replacement system, MDH will strengthen its ability to meet federal audit requirements and ensure continued compliance with the Centers for Medicare and Medicaid Services program integrity mandate. This effort represents a critical modernization step that will improve efficiency, accuracy, and accountability in managing health program data and operations while supporting the department's long-term compliance and operational objectives. MDH previously contracted a vendor to complete this work but terminated the contract in FY24 and is working on a new procurement.

Project Status (through December 12, 2025):

Accomplishments

- Finalized the solicitation documentation required to purchase the technology solution.
- Obtained procurement clearance from the Assistant Attorney General (AAG) and the Maryland Department of Health (MDH).
- Submitted all documents to the Secretary for approval before starting the CMS review process.
- Prepared the documents required for Centers for Medicare & Medicaid Services (CMS) approval.

Up Next

- Secure approval from the Secretary to submit the required documents to CMS.
- Obtain prior approval from CMS to move forward with the next project phase.
- Release the solicitation to NASPO vendors to begin the bidding process.

Challenges

- The procurement review process has exceeded the original schedule, and the solicitation still requires several outstanding approvals before publication. Extended review times will prevent the solicitation from reaching the market on time, leading to a shortened vendor response period or a late contract award.
- The procurement phase is trending toward missing the December 31, 2025, deadline due to the prolonged administrative review. Failure to meet this milestone will delay the start of the implementation phase and move the final project completion date further into the future.

Project Phase: Procurement

Project ID: MDH-25-MMT_SURS

Project Start Date: 7/1/2018	Estimated End Date: 2029
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Public Safety and Correctional Services: Computerized Criminal History (CCH)
(#1730)

Project Summary

Project Description: The Computerized Criminal History (CCH) Modernization project is a five-year initiative led by the Department of Public Safety and Correctional Services (DPSCS) Information Technology and Communications Division to replace the outdated mainframe system, including the Identification/Index and Arrest Disposition Reporting subsystems, with a modern, scalable solution. The project will enhance the accuracy and timeliness of offender information provided to law enforcement, community supervision programs, and other stakeholders by streamlining workflows, automating manual processes, and eliminating duplicative activities. The modern platform will conform to national and international criminal information data standards, support cost-effective data storage and retrieval, and improve information sharing across agencies. It will also introduce configurable administrative controls, automated monitoring tools to immediately detect and report system interruptions, and features that increase efficiency, reliability, and security. The selected contractor will deliver technical services guided by a Service Level Plan to ensure system requirements are fully met, while the solution's design will accommodate future growth and evolving needs. Ultimately, the project will strengthen the management of criminal history records, improve operational effectiveness across the State, and provide a more reliable foundation for public safety and correctional services.

Project Status (through December 12, 2025): Project activities during the reporting period focused on documenting and validating existing programs and business workflows supporting the Juvenile (JUVE) system to ensure modernization efforts aligned with current operational use. The project team analyzed legacy code and organized functionality into defined workflows, including Inquiry, Update, and Expungement, and then validated these workflows with users to confirm requirements. Through this process, the legacy manual record creation process was identified as no longer in use and was removed from the modernization scope.

The JUVE functionality reached a major milestone during this period. Modernized Inquiry, Update, and Expungement workflows were completed, tested, and confirmed to be fully functional, meeting the planned target for a fully demonstrable solution. Although the functionality was ready, JUVE was not deployed independently due to dependencies on other Criminal History applications, including the Identification Processing System (IPS) and Ident/Index. Deployment was intentionally planned as part of a coordinated release of related applications to support a consistent and integrated user experience.

Following completion of JUVE, the project pivoted its modernization efforts for the Ident/Index and IPS subsystems. Ident/Index was prioritized based on its functional similarities to JUVE and the

presence of existing user interface patterns that supported efficient workflow documentation. Current-state analysis for Inquiry, Update, and Expungement workflows was completed, and future-state requirements development progressed, while consolidation workflows continued to be analyzed. Deployment of Ident/Index is planned for early Q3 FY26. In parallel, documentation of the IPS subsystem continued, including identification of additional programs uncovered during code reviews. Given IPS's role as the central coordination layer managing data exchanges across Criminal History applications, the documentation effort was structured to serve as an interface control reference to support system integration and data flow clarity.

Project Phase: Procurement	Project ID: DPSCS-17-CCHII
Project Start Date: 7/1/2016	Estimated End Date: 2033

Public Safety and Correctional Services: Electronic Patient Health Record (EPHR)
 (#1740)

Project Summary

<p>Project Description: The Electronic Patient Health Record (EPHR) project is a Department of Public Safety and Correctional Services (DPSCS) initiative to modernize correctional healthcare through the implementation of a fully customized, cloud-based system. The solution is designed to improve clinical and operational efficiency by integrating key capabilities such as automated Electronic Medication Administration Records (EMAR) and scheduling that interfaces seamlessly with both internal systems and external vendor platforms. By replacing outdated applications and hardware, the project will ensure compliance with rigorous security and privacy standards while providing a secure and sustainable technology environment. The system will be scalable to accommodate future growth and evolving healthcare delivery needs, positioning the Department with a modern platform that enhances care coordination, strengthens operational workflows, and supports long-term organizational objectives. Through this implementation, the project aims to deliver a reliable and adaptable solution that meets the unique requirements of correctional healthcare while laying the foundation for improved efficiency, effectiveness, and service delivery across the Department.</p>	
<p>Project Status (through December 12, 2025): The EPHR project did not meet its target date in Q4 FY25 to onboard a vendor, as additional time was required to complete legal and internal reviews. Since the FY25 end-of-year report, the Statement of Work was finalized and mutually agreed upon. Procurement subsequently submitted solicitation packages to two vendors qualified under the NASPO contract, and vendor responses were received in Q2 FY26. Following the evaluation of these responses, the project is now positioned to move toward contract execution in Q3 FY26, and then onboard the awarded vendor to begin the project's 24-month implementation.</p>	
<p>Project Phase: Procurement</p>	<p>Project ID: DPSCS-18-EPHR</p>
<p>Project Start Date: 7/1/2017</p>	<p>Estimated End Date: 2031</p>

Projects in Implementation

Agriculture: Digitization and Modernization Project (DIGM) (#1240)

Project Summary

Project Description: The Maryland Department of Agriculture (MDA) Digitization and Modernization project is a statewide initiative to implement a comprehensive and scalable Salesforce-based solution that modernizes and unifies program and grant management across the agency. The project will serve multiple programs, including Resource Conservation, Plant Industries, Pest Management, Marketing, Animal Industries, and Consumer Services, by consolidating licensing, permitting, inspection, enforcement, and grant processes into a single platform. The solution will provide an internal dashboard that delivers real-time visibility into active applications, permits, and grants, along with key performance indicators such as processing times, pending tasks, and fee-generated revenue. It will also support centralized application management, enabling staff to input paper-based applications, track statuses, manage documentation, and streamline communications. Additional features will include automated fee management, scheduling tools for inspections, compliance monitoring, and business intelligence capabilities for enhanced reporting and analytics. By integrating these functions, the project will reduce administrative burden, improve transparency, strengthen regulatory compliance, and provide decision-makers with timely and actionable insights. This modernized system is designed to increase efficiency and responsiveness across MDA operations while positioning the agency to meet current and future programmatic and regulatory needs.

Project Status (through December 12, 2025): MDA has successfully migrated four of nine programs from Oracle to Salesforce and continues to advance the remaining programs toward production readiness. Key accomplishments this period include completion of quarterly reporting for the Food Quality and Eggs program, enabling staff to enter reports, track financials, and generate late or annual notices electronically. Significant progress was also made in the Pesticides program, including alignment of license and ID outputs with MDA standards, implementation of exam grading for both online and in-person exams, completion of a second gap analysis with full Go-Live documentation, and delivery of Pesticide Sensitive Individual reporting and renewal functionality. For the Maryland Agricultural Water Quality Cost-Share (MACS) Program, financial tracking design is complete, supporting multi-budget tracking and clear visibility into available, encumbered, and disbursed funds. Manure grant intake and claims processing were rebuilt to align with existing business processes. In addition, a GIS solution was identified for Conservation Tracker and AgLand that supports current Oracle data structures while enabling a phased transition to standardized GIS mapping.

Several programs, including Apiary, Nursery, Poultry, and Food Quality and Eggs, are now in production with ongoing operations, enhancements, and continued development of reports, dashboards, and KPIs. Requirements gathering is underway for an online customer portal with integrated payment

capabilities. The Pesticides program is focused on user testing, training, UAT data refresh, gap resolution, and continued system optimization. Other programs are addressing feedback and resuming UAT as appropriate, with targeted efforts underway to complete remaining workflows, resolve data integration issues, and prepare for upcoming implementations.

The primary challenge this period has been the volume of blockers and gaps identified in the Pesticides program, requiring a revised Go-Live date of January 15, 2026, to ensure readiness. This risk is being actively mitigated through daily vendor-led UAT support sessions and focused issue resolution to maintain delivery confidence.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Lack of internal staff: MDA doesn't have its own technical team beyond a CIO and the agency is using vendor resources to manage the project. The impact is that the agency may have limited visibility into issues presenting a conflict of interest with the vendor. To mitigate this, the project team is requesting a deputy CIO and a Salesforce Administrator for FY27.
- Ongoing Support: There is uncertainty regarding how the agency will support this product beyond the end of the project. The impact is that this could lead to the project team becoming dependent on a vendor for support, increasing the risk of losing internal project knowledge and continuity of support. To mitigate this, the project team expects that the Salesforce Administrator (planned for FY27) will take on this responsibility.

Features Delivered (through December 12, 2025): For those programs that went live, stated above, the following features are available:

Security, Compliance and Risk Reduction

- Gov Cloud compliance posture ensures full FedRAMP compliance across all applications
- Full platform encryption for data at rest and in transit
- Event monitoring and audit trail
- Robust access controls

Improved Operational Efficiency and Staff Productivity

- Reduced manual data entry
- Mobile and remote work support
- Ability to automate notifications and licensing workflows
- Online inspection and compliance entry and tracking

<p>Data Reporting and Analytics</p> <ul style="list-style-type: none"> • Real-time dashboards and KPIs across programs • Improved regulatory reporting 	
<p>Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.</p>	
<p>Project Phase: Implementation</p>	<p>Project ID: MDA-25-DIGM</p>
<p>Project Start Date: 7/1/2024</p>	<p>Estimated End Date: 2031</p>

Agriculture: Digitization and Modernization Project (DIGM) (#1240)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	1,000,000	1,183,400	2,183,400
ITIF	-	1,000,000	1,183,400	2,183,400
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	1,000,000	1,183,400	2,183,400

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
3,775,000	1,000,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
13,514,000	2,022,294

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	161,106	TBD	161,106
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	161,106	TBD	161,106

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$60M - \$70M	\$60M - \$70M

Assessment and Taxation: Strategic Enterprise Application Network (SEAN)
(#0865)

Project Summary

Project Description: The State Department of Assessments and Taxation (SDAT) Cloud Revenue Integrated System Modernization (CRIS) (previously called SEAN) project modernizes and migrates mainframe-based applications to a secure cloud platform. This project addresses the modernization of the current tax credit application system and Maryland Business Entity System (MBES). These projects deliver a Section 508(c) compliant, web-enabled solution that is accessible on multiple browsers and devices, and compatible with assistive technologies such as screen readers and magnification software. This modernization will enable applicants to securely submit tax credit applications, upload supporting documentation, monitor submission status, and receive automated communications from SDAT. It will also allow applicants to make updates or corrections at their convenience. In addition, the project includes the migration of the Maryland Business Entity System (MBES), which supports the Maryland Business Express portal currently managed by NIC. This integration will expand online capabilities for business owners and entrepreneurs by transitioning manual, paper-based processes to digital services such as filing annual reports, submitting personal property returns, completing Uniform Commercial Code electronic filings, and obtaining Certificates of Good Standing. By improving accessibility, automation, and digital service delivery, the CRIS project strengthens Maryland's ability to support residents and businesses while fostering efficiency and economic growth.

Project Status (through December 12, 2025): The Tax Credit program vendor is providing post deployment support in addition to addressing legislative and Homeowner Protection Plan (HPP) updates. The team did encounter miscalculations in this last tax season and is working with the impacted counties to resolve and address residence concerns. The MBES project is completing evaluation of the three proof of concepts and looks to make a final decision in Q3 FY26.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: During the detailed requirements and design discussions with the four business units targeted for Release 4, the project team discovered a complex set of document management related requirements, which are currently being supported by a combination of the legacy ECTS system and manual processes. This discovery and analysis has led to the need to adjust the scope of the project and will be addressed in an upcoming rebaseline submission.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- The project encountered post deployment calculation issues that resulted in incorrect tax credits

being issued. The team is addressing the error, but the risk of future issues is compounded by the recent loss of subject matter experts in the agency. The team is working to verify calculations and work more closely with counties to ensure calculations are accurate.

- The MBES assessment is extremely complex, even with the proof of concept procurement approach.

Features Delivered (through December 12, 2025):

- Conveyance code data integration: Built integration with Maryland’s Assessment Administration and Valuation System (AAVS) to better identify property transfers of Homeowner’s Tax Credit (HTC) and Homestead Tax Credit (HST)
- Improved Transmission Method to Square9: Built new process for sending HTC Clerk and Citizen Forms to Square9 to promote consistent approach, accommodate attachment of large files, and make maintenance easier for OIT (HST, RTC, and HPP to follow)
- User Dashboards, List Views, and Submission Views for Renter’s Tax Credit (RTC): Created functionality to mirror HTC following Gap Analysis (functionality that exists for HTC but not RTC), with additional functionality in progress
- Rescind and Reinstate Functionality for Audit: Created functionality for auditors to reinstate or rescind credit as needed
- Homeowner Protection Program (HPP) Clerk Form: Created Clerk Form and integration with Square9 for HPP
- Repayment Tracker and Reminders: Created tracker for HPP loans, uploaded all existing loans, and built reminders for upcoming due dates
- New Letter Process: Piloted new process for letter sending from Formability with HST, which has resulted in improved success rate and visibility into failed letters. A similar effort is upcoming for the remaining letter types

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: SDAT-19-SEAN

Project Start Date: 6/3/2019

Estimated End Date: 2033

Assessment and Taxation: Strategic Enterprise Application Network (SEAN) (#0865)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	23,980,212	5,693,702	9,035,696	38,709,610
ITIF	1,482,302	-	-	1,482,302
Realigned ITIF	-	-	-	-
Agency Funds	22,497,910	5,693,702	9,035,696	37,227,308
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	23,980,212	5,693,702	9,035,696	38,709,610

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
5,944,429	6,902,131

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
9,035,696	6,728,504

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	11,357,778	3,236,248	TBD	14,594,026
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	11,357,778	3,236,248	TBD	14,594,026

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$30M - \$40M

Budget and Management: Capital Budgeting Information System (CBIS) (#B105)

Project Summary

Project Description: The Budget and Management Capital Budgeting Information System (CBIS) project is an extension of the State’s Budget Analysis and Reporting System (BARS), which has been in operation since 2018 and supports the Governor’s annual operating budget submission to the legislature. This initiative is focused on modernizing the management of capital projects and programs, including both new and carry-over funding requests for physical infrastructure such as buildings and for initiatives such as technology upgrades. The project will replace the existing CBIS and eliminate many manual processes, including Project Equipment Worksheets currently completed in Excel or Word, while also introducing advanced capabilities such as facility planning and geospatial integration with systems maintained by the Department of Planning. While designed as a separate system from BARS to accommodate distinct security requirements and user groups, the new solution will be fully integrated with BARS to ensure consistency across budgeting processes, and with the State’s Financial Management Information System (FMIS), which serves as the system of record for accounting transactions. By streamlining processes and enhancing integration, the project will provide a more efficient, transparent, and secure approach to managing the State’s capital budgeting activities.

Project Status (through December 12, 2025): For the core system, the project team completed a significant portion of the development work and is now focused on testing and back-end data connections. Additionally, they are simultaneously developing and testing reports.

The next major focus will be data connections, alignment, testing, and validations. The team plans to start releasing functions for business testing in February 2026. Current challenges include resource alignment and data availability, but the team has tactical solutions planned for them.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **DBM Resource Limitations:** Limited availability of DBM resources may lead to incomplete unit and system integration testing between the new CRABS system and the current BARS environment. This could delay validation activities and increase concerns regarding readiness. To mitigate this, the project is actively engaging BARS testing and maintenance staff to accelerate testing.
- **Unclear Definition of Done:** The project’s definition of done has not been sufficiently documented,

creating scope ambiguity. This could lead to misaligned expectations and unplanned work. To mitigate this, the project is refining deliverables through continuous improvement in the operation and maintenance phase.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: DBM-23-CBIS

Project Start Date: 7/1/2022

Estimated End Date: 2027

Budget and Management: Capital Budgeting Information System (CBIS) (#B105)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	4,964,313	-	-	4,964,313
ITIF	4,964,313	-	-	4,964,313
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	4,964,313	-	-	4,964,313

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,750,566	2,668,452

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
770,500	1,462,788

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	662,068	1,627,244	TBD	2,289,312
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	662,068	1,627,244	TBD	2,289,312

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Budget and Management: Fleet Management System Replacement (FLEET) (#B102)

Project Summary

Project Description: The Department of Budget and Management (DBM) Fleet Management System Replacement (FLEET) project is a statewide initiative to acquire and implement a fully functional and customizable software solution to replace the legacy WebFleetMaster system, which no longer meets business requirements. The new system will modernize fleet operations by tracking vehicles, repairs, usage, drivers, and telematics data, while consolidating manual processes to improve efficiency, accuracy, and consistency. It will provide enhanced reporting and dashboard capabilities to support informed decision-making, and it will strengthen data security and privacy protections. In addition, the system will interface with multiple critical platforms, including the State's fleet maintenance and repair system, fuel vendor system, the Financial Management Information System (FMIS), eMaryland Marketplace Advantage (eMMA), the Comptroller's Payroll Division, and the Treasurer's Insurance Division. By introducing functionality not currently available, including advanced reporting features, the project aims to deliver a modern, secure, and integrated fleet management solution that addresses current operational gaps, supports fiscal accountability, and positions the State for long-term sustainability and efficiency in fleet oversight and management.

Project Status (through December 12, 2025): To date, the project team has provided an intent to award to the chosen vendor and is awaiting their formal acceptance of the contract. DBM has remained at the ready for this implementation but has faced procurement challenges and delays from the onset of this project in January 2022.

Known / Anticipated Schedule Changes: Continued delays in the procurement phase resulted in the project needing to rebaseline the implementation schedule. The rebaseline is underway and is expected to be approved January 2026.

Known / Anticipated Cost Changes: As the implementation contract has not been awarded, the current cost is an estimate. The cost estimate is based upon agency market research of similar implementations within other states.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Procurement Delays:** If the project faces delays in procurement activities, it will impact the implementation schedule. This could result in the need to rebaseline the milestone schedule after award. As of December 2025, the agency has provided an intent to award to the chosen vendor, but awaits their formal acceptance. To mitigate this, the project is closely monitoring procurement

progress and preparing contingency adjustments to maintain alignment with critical milestones.

- **Uncertain Cost Estimates:** The project’s current cost estimates are based on market research and comparable state implementations, but the actual costs remain unknown until the contract is awarded. A significant variance could create funding shortfalls and require additional budget approvals. To mitigate this, the project is coordinating with finance stakeholders, conducting scenario planning, and preparing to request supplemental funding if needed.
- **Telematics Connectivity Costs:** The project must install roughly 9,000 telematic units in vehicles, each of which requires internet connectivity to function. The lack of accounting for connectivity costs introduces potential budget overruns and funding gaps. To mitigate this, the project is assessing connectivity options, engaging with networking providers, and preparing budget contingencies to secure additional funding if required.

Features Delivered (through December 12, 2025): Delays in procurement continue to delay this project. No award has been made.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP. This project is still in the procurement phase.

Project Phase: Implementation

Project ID: DBM-25-FLEET

Project Start Date: 1/7/2021

Estimated End Date: 2029

Budget and Management: Fleet Management System Replacement (FLEET) (#B102)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	200,000	1,250,000	1,450,000
ITIF	-	200,000	1,250,000	1,450,000
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	200,000	1,250,000	1,450,000

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
800,000	200,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
1,250,000	1,420,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	-	TBD	-

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Comptroller of Maryland: CPB Payroll System Modernization (PSM) (#1023)

Project Summary

Project Description: The Central Payroll Bureau Modernization project is a statewide initiative to replace the legacy mainframe payroll system, known as INFOR E-Series, with a modern cloud-based Software as a Service (SaaS) solution. This transformation is designed to streamline and automate outdated payroll processes while introducing standardized industry best practices to strengthen efficiency, accuracy, and compliance. The new system will serve more than 100,000 employees across the State of Maryland, including the Executive, Judicial, and Legislative branches, as well as the University System of Maryland. By moving to a scalable, cloud-based platform, the project will modernize payroll operations, enhance user experience, and position the State for long-term sustainability and improved workforce support.

Project Status (through December 12, 2025): During the fiscal year, the project team completed end-to-end testing and progressed into a second round of parallel testing to further validate results. Overall payroll calculations were trending close to the predefined accuracy thresholds when reviewed in aggregate, indicating that core processing logic was largely functioning as expected. However, during the go/no-go review, leadership determined that accuracy results varied at the individual agency level and did not consistently meet the required thresholds, which introduced unacceptable risk for deployment. As a result, the project team began reviewing alternative paths forward to address these gaps and stabilize results across agencies. Once a final course of action is selected, the project will develop and communicate a revised timeline to reflect the adjusted approach and next steps.

Known / Anticipated Schedule Changes: The agency decided to delay the production release of Cohort #1 that was scheduled for Q3 FY26. Cohort #1 focused on implementing Workday at the Judiciary, the Maryland Department of Transportation (MDOT), the Maryland General Assembly, Morgan State University, Baltimore City Community College, St. Mary's College and St. Mary's Commission, University of Maryland (UM) Connect institutions, and PACS–Towson. The project is revising its implementation strategy to mitigate integration and data quality risks, and anticipates a production release later in Q3 FY26.

Known / Anticipated Cost Changes: There may be cost implications of the schedule changes currently under discussion.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Data Exchange and File Transfers:** The project continues to monitor and address data quality

challenges that contributed to the no-go production release decision. These unresolved data issues limit the ability to complete required validations and pose a material risk to achieving acceptable payroll testing outcomes. To mitigate this, the team is conducting data cleansing cycles, reconciling source-to-target mappings, engaging agencies to correct upstream errors, and accelerating validation efforts to reduce exposure before resuming go-live readiness activities.

- **CICS Module Replacement:** The program continues to track risks associated with the legacy CICS module, particularly given the dependency on accurate and complete outbound files. Any gap in this module’s replacement or its data outputs could disrupt payroll and accounting synchronization with FMIS. To mitigate this, the project is evaluating interim stabilization options, coordinating with FMIS modernization teams to confirm downstream compatibility, and establishing validation checkpoints to ensure continuity before future deployment decisions.
- **System Integrations and Legacy Dependencies:** The project continues active oversight of critical system integrations, several of which remain off track and were key drivers of the no-go recommendation. Misalignment in interface requirements and incomplete validation of outbound files present significant risk to end-to-end processing and cohort deployment timelines. To mitigate this, the team is increasing cross-functional integration reviews, strengthening coordination with vendors and agencies, and prioritizing defect resolution and interface testing in order to reduce uncertainty ahead of future go-live assessments.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025):

- **Inbound Data Feed Accuracy and Financial Impact:** Reduced payroll discrepancies by more than \$200,000 through adjustments to inbound data feeds, measured by the dollar value of discrepancies identified and resolved after implementation.
- **Agency Feedback Resolution Effectiveness (Judiciary and MGA):** Processed and dispositioned 100 percent of agency feedback, with 50 percent resolved through system code updates, 25 percent identified as data quality issues requiring cleanup, and 25 percent routed for clarification of field definitions or requirements, as tracked through feedback resolution outcomes.
- **FMIS Accounting System Integration Progress:** Advanced integration with the FMIS accounting system by improving total gross pay reconciliation accuracy, measured by reduced reconciliation variances and progress toward finalized reconciliation required for full system integration.

Project Phase: Implementation

Project ID: COMP-22-PSM

Project Start Date: 7/1/2021

Estimated End Date: 2028

Comptroller of Maryland: CPB Payroll System Modernization (PSM) (#1023)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	3,904,762	550,000	19,007,550	23,462,312
ITIF	3,904,762	550,000	19,007,550	23,462,312
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	15,978,209	-	-	15,978,209
ITIF Realignment	15,978,209	-	-	15,978,209
Agency Funds Realignment	-	-	-	-
Total	19,882,971	550,000	19,007,550	39,440,521

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
7,619,048	20,003,373

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
19,007,550	19,242,141

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	402,998	16,593,911	TBD	16,996,909
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	402,998	16,593,911	TBD	16,996,909

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$30M - \$40M	\$40M - \$50M

Comptroller of Maryland: Integrated Tax System (ITS) (#1031)

Project Summary

Project Description: The Integrated Tax System (ITS) as known as Compass Program is the Comptroller of Maryland's initiative to modernize the State's tax administration by replacing outdated legacy systems with Government Premier, a cloud-based integrated tax system developed by Revenue Solutions Incorporated (RSI). Designed to enhance efficiency, transparency, and taxpayer services, the program integrates with Maryland's data warehouse to improve querying, auditing, reporting, fraud detection, analytical scoring, and forecasting. Approximately 50 full-time State employees, along with additional staff and vendor partners, provide project management, legacy system support, change management, and communications. Implementation is progressing through phased releases: the first release, covering Alcohol and Corporate Income Taxes, was deployed between 2020 and 2021; the second release, deployed in February 2024, introduced major tax types including Employer Withholding, Sales and Use, Tobacco, and Motor Fuel, along with fees and surcharges; and the third release, planned for August 2026, will complete the rollout with personal and miscellaneous taxes. Complementary initiatives include the launch of the Maryland TaxConnect self-service portal, the Audit Workpapers module to strengthen audit processes, and expanded program scope to address the Digital Advertising Gross Revenues Tax, a Multi-Point Use certificate, and advanced unclaimed property management. These advancements collectively position Maryland for a more agile, reliable, and responsive tax system.

Project Status (through December 12, 2025): During FY26, the project team continued progressing development of the Personal Income Taxes and Miscellaneous Taxes modules toward a planned Q1 FY27 deployment. Development activities advanced through sprint execution, with Sprint 9 of 11 underway in Q2 FY26, while User Acceptance Testing began in Q2 FY26 for completed components of the Integrated Tax System to validate functionality and readiness. Over the course of the fiscal year, several complementary initiatives and enhancements were successfully delivered, including the Multi-Point Use Certificate, the Unclaimed Property Management module, Single Sign-On with Multi-Factor Authentication for COM staff, and the FY25 Annual Legislative Forms updates, all of which expanded system capability and operational value. As the project moved forward, planning activities focused on completing User Acceptance Testing, finalizing Personal Income Taxes development and data conversion, executing COM end-user training, and coordinating internal and external communications in advance of deployment. A key operational focus during this period remained reducing return-processing backlogs to support a smoother transition to the new system, minimize in-process work at cutover, and ensure staff capacity was available to concentrate on training and system familiarization.

Known / Anticipated Schedule Changes: Integrated Tax System updates necessitated by legislation enacted for Tax Year 2025 will not impact the project's schedule.

Known / Anticipated Cost Changes: The project will see a cost increase of \$653,818 for implementing updates necessitated by legislation enacted for Tax Year 2025.

Known / Anticipated Scope Changes: Integrated Tax System updates necessitated by legislation enacted for Tax Year 2025 in accordance with the Budget Reconciliation and Financing Act (BRFA) and other legislation that impact revenue operations and accounting. Modification #4 results from the need to implement the following Legislative updates: Checkoff Veteran’s Contribution (HB316); Budget bill items: 2% Capital Gains Surtax, Additional PIT Brackets, and Changes/Repeals of Tax Credits (HB352); Earned Income Tax Credit Notice (HB603); and Sales and Use Tax – Taxable Business Services – Alterations (HB352).

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Legislative Scope Expansion:** The project continues to actively monitor potential statutory or regulatory changes that may require scope adjustments. Such changes could increase costs, require rebaseline actions, or shift delivery timelines. To mitigate this, the team is maintaining close coordination with DoIT and DBM, analyzing potential impacts early, and preparing contingency plans to adjust scope and funding as needed.
- **Agency Staffing Constraints:** The agency is closely tracking resource availability and monitoring impacts to discovery, testing, and training activities due to statewide staffing limitations. Reduced participation could slow progress and affect the completeness and quality of system readiness. To mitigate this, the project is reprioritizing engagement activities, supplementing capacity with vendor resources, and sequencing work to balance workload across agency teams.
- **Consolidated Deployment and QA Complexity:** The team is monitoring risks associated with deploying multiple tax types and surcharges in a single consolidated release, which increases testing complexity and overall delivery risk. This approach may impact quality, user acceptance, and readiness if issues arise late in the cycle. To mitigate this, the project is expanding test coverage across multiple sprints, applying SAFe Agile validation checkpoints, and ensuring robust joint testing between vendor and agency teams at each increment.

Features Delivered (through December 12, 2025):

- February 2020 –Alcohol Excise Tax deployment (including much of the base system functionality).
- February 2021 – Corporate Income Tax deployment.
- January 2023 - TaxMaster Deployment (audit workpapers) for Alcohol Tax
- February 2024 – All business taxes (Corporate Income, Sales & Use, Withholding, and Cannabis taxes) deployment in both Revenue Premier and newly launched tax portal, Maryland TaxConnect.
- April 2024 to July 2024 – Annual Forms Changes
- August 2024 – Opened Alcohol Taxes to Maryland TaxConnect.
- Dec. 2024 – Opened Tobacco Taxes to Maryland Tax Connect.
- January 2025 – Opened annual withholding reconciliation filing and W2 and 1099 reporting to the Maryland TaxConnect.
- January 2025 – Began receiving personal tax returns through the Fed/State IRS Direct File application

using Code for America software processed through Revenue Premier’s modernized e-File platform.

- March 2025 –TaxMaster deployment (audit workpapers) for Sales Tax
- July 2025 - Multi Points Use Certificate deployment
- September 2025 – Unclaimed Property deployment

Performance Metrics (through December 12, 2025):

- Personal Income Tax Refund Timeliness: Established a target of issuing Personal Income Tax refunds within three business days post-go-live, measured by average refund processing time and percentage of refunds issued within the three-day threshold.
- Central Registration Processing Automation: Eliminated routine manual review for Central Registration submissions by automating validation steps, measured by the reduction in registrations requiring manual intervention when submitted with complete and accurate information.
- Sales and Use Tax Exemption Certification (SUTEC) Processing Efficiency: Improved SUTEC application processing by routing all applications to a single worklist, measured by reduced staff handling time and increased throughput, with additional efficiency gains to be measured during the SUTEC renewal cycle in Q1 FY28.
- Amended Return Processing Automation: Replaced manual entry of amended returns with electronic processing, measured by the percentage of amended returns processed electronically and the corresponding reduction in manual data entry effort.
- Taxpayer Information Accessibility: Consolidated taxpayer data and scanned content into a single system view, measured by reduced system navigation steps and improved staff access time to complete taxpayer records.
- Automation of Previously Manual Tax Types: Automated tax types that were not supported in the legacy system, such as Alcohol Excise Tax, measured by reduced dependency on external divisions and increased staff self-service access to required data and reports.
- Return Exception Resolution Efficiency: Enabled real-time correction of multiple return exceptions simultaneously, measured by the reduction in overnight batch processing cycles and overall exception resolution time compared to the legacy process.

Project Phase: Implementation	Project ID: COMP-16-ITS
Project Start Date: 7/1/2015	Estimated End Date: 2030

Comptroller of Maryland: Integrated Tax System (ITS) (#1031)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	137,534,370	24,283,496	25,781,517	187,599,383
ITIF	75,539,568	14,293,059	15,278,455	105,111,082
Realigned ITIF	-	-	-	-
Agency Funds	61,994,802	9,990,437	10,503,062	82,488,301
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	2,000,000	-	2,000,000
ITIF Realignment	-	2,000,000	-	2,000,000
Agency Funds Realignment	-	-	-	-
Total	137,534,370	26,283,496	25,781,517	189,599,383

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
24,846,092	24,283,496

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
25,957,656	27,721,328

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	75,269,523	15,221,076	TBD	90,490,599
Agency Funds	63,440,376	10,147,385	TBD	73,587,761
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	138,709,899	25,368,461	TBD	164,078,360

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$60M - \$70M	\$200M - \$225M

Education: CCATS Replacement Project (CCATS) (#J011)

Project Summary

Project Description: The Child Care Administration Tracking System (CCATS) is a centralized tool used to manage and oversee the State's early care and education programs, including tracking child care facility licensing and compliance, administering the Child Care Scholarship Program, and managing the early childhood workforce data, including credentials and criminal background checks. The modernization project is a statewide initiative to migrate the Licensing and Scholarship components of the current platform to Salesforce, a secure, cloud-based solution. This transition enables a full system redesign that improves services for both agency staff and the public by streamlining customer service interactions, accelerating payment processing for childcare providers and staff, and strengthening accountability for quality care. The Salesforce platform will also enhance data accuracy and reporting capabilities, supporting more informed decision-making and program oversight. In addition, the modernized system will simplify code maintenance and updates, allowing the agency to more efficiently adapt to evolving State and federal regulations. By advancing both operational efficiency and service delivery, the project will better position the agency to meet its mission of ensuring safe, high-quality childcare services for Maryland families.

Project Status (through December 12, 2025): Over this reporting period, the CCATS Migration Project completed core development for the Licensing and Scholarship modules and advanced deep into end-to-end testing on the Salesforce platform. Significant effort was devoted to reviewing and rationalizing an extremely large legacy test-script inventory, conducting user training, and shifting to a more agile testing model to accelerate defect resolution and focus on critical business processes. These activities provided valuable insight into system behavior, data flows, and process alignment, and highlighted areas where additional structure and testing discipline were needed.

As testing progressed, MSDE leadership determined that fundamental issues—such as defect volume, test-coverage gaps, documentation inconsistencies, and uncertainties about overall system readiness—required a strategic pause. During this pause, MSDE is conducting a comprehensive assessment not only of the technical solution and vendor performance, but also of the underlying business requirements themselves. With new leadership in the Division of Early Childhood (DEC), the agency will be re-evaluating whether the previously defined requirements and solution approach align with the Division's updated vision and operational priorities. Additionally, DEC must consider and address major concerns over the ongoing costs of maintaining the system, including Salesforce licensing costs and ongoing vendor support in an environment of funding constriction. As a result, the timeline and conditions for restarting the project remain undetermined, and the immediate focus is on completing the assessment and establishing a clear path forward before any future implementation decisions are made.

Known / Anticipated Schedule Changes: The Agency has put the project on pause for an evaluation

which will result in a schedule rebaseline.	
Known / Anticipated Cost Changes: The Agency has put the project on pause for an evaluation which will likely result in a cost rebaseline.	
Known / Anticipated Scope Changes: The Agency has put the project on pause for an evaluation which will likely result in a scope rebaseline.	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • Testing & Progress Issues: MSDE leadership is halting further work on the CCCATS upgrade due to unsatisfactory progress and critical issues uncovered during recent testing. This suspension will result in a major strategic change in direction for both the program and the system. To address this, the Department is utilizing the pause to conduct a deep dive assessment to ensure an informed decision on next steps. • Scope & Cost Sustainability: There is a concern that current requirements are not accurately documented, which could lead to cost-prohibitive future maintenance for the Salesforce system. Addressing these sustainability concerns will necessitate a significant change in direction for the program's system architecture. Consequently, the Department is pausing execution to perform a detailed analysis of the scope and costs to guide future decision-making. • Policy Changes: MSDE is currently engaged in discussions with State leadership regarding potential policy changes that fundamentally alter the program. These pending policy adjustments will result in a major shift in direction for the program and the system's design. As a mitigation measure, the Department is pausing work to fully evaluate the impact of these policies before proceeding. 	
Features Delivered (through December 12, 2025): Currently there are no features being used in production.	
Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.	
Project Phase: Implementation	Project ID: MSDE-21-CCATS
Project Start Date: 7/1/2020	Estimated End Date: 2029

Education: CCATS Replacement Project (CCATS) (#J011)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	36,644,749	4,761,905	2,678,167	44,084,821
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	36,644,749	4,761,905	2,678,167	44,084,821
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	36,644,749	4,761,905	2,678,167	44,084,821

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
12,506,449	12,506,449

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
2,678,167	12,409,004

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	7,917,980	6,850,201	TBD	14,768,180
Reimbursable Funds	-	-	TBD	-
Total	7,917,980	6,850,201	TBD	14,768,180

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$30M - \$40M

Elections: 2026 New Campaign Reporting Information System (NCRIS) (#1700)

Project Summary

Project Description: The Maryland State Board of Elections (SBE) is seeking to procure a new Campaign Reporting Information System (NCRIS) prior to the 2026 election cycle. The current system is used for the full management of the campaign finance system for the State of Maryland. Contributors and committees can self-register, declare their participation in an election cycle, document all contributions, expenditures, outstanding obligations, and loans, and electronically file reports to the State Board of Elections. The SBE uses the Maryland Campaign Reporting Information System (MDCRIS) to oversee filing cycles, establish filing periods, review and approve committee registrations, maintain users within the system, send correspondence to the committees, run audits on delinquent committees, and fine the committees as allowed through state statutes. Within MDCRIS, there is also a separate module called the Business Contribution Disclosure System (BCDS). Title 14 of the Election Law Article requires that a person doing business with the State, any one or more counties, incorporated municipalities, or other political subdivisions of the State, or with any one or more agencies of the State or a political subdivision involving aggregate consideration of \$200,000 or more, file a contribution disclosure statement with the State Board of Elections. Additionally, pursuant Section 5-716 of the General Provision Article, a person who employs a State lobbyist and makes applicable contributions must file a contribution disclosure statement. To satisfy this requirement, the BCDS module allows users to electronically file business contribution disclosures to SBE.

Project Status (through December 12, 2025): The project achieved two major milestones thus far with the successful launch of the Business Contributor Disclosure System (BCDS) on November 10, 2025, and the New Campaign Reporting Information System (NCRIS) on December 5, 2025. In preparation for these go-lives, the team conducted extensive user acceptance testing and training sessions with a broad range of internal and external stakeholders, ensuring users were well-prepared to navigate the new systems and complete required filings. BCDS included 8 training sessions totaling 37 hours, and CRIS included 19 training sessions totaling 59 hours.

A key enhancement to the FY26 project approach was the adoption of a tiered go-live strategy. By deploying BCDS first, the State Board of Elections (SBE) was able to gather valuable lessons learned—particularly around user support, data validation, and system performance—which were applied to the final rollout of NCRIS. This approach strengthened system readiness and enhanced the overall user experience at launch.

Hypercare support for BCDS began on November 11, 2025, and for NCRIS on December 8, 2025, and will continue through the remainder of December, providing focused, high-touch assistance during the initial post-launch period. The Operations & Maintenance (O&M) phase will formally commence with a kickoff meeting on December 18, 2025, for twelve (12) months transitioning the project into ongoing

support, optimization, and long-term sustainability.

The project remains on schedule and within its approved scope, with the team well-positioned to facilitate a smooth transition into steady-state operations. The project team does note that the FY26 appropriation was not sufficient for project expenses, and a deficiency request has been submitted to DBM for approval.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: NCRIS has submitted a deficiency request for FY26. DBM is in the process of conducting analysis of the request.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- SBE is facing a significant financial deficit if the deficiency request submitted is not approved. SBE will be required to use operations funds to address contracted project expenses.

Features Delivered (through December 12, 2025):

- Real-Time Transparency: Provides up-to-the-minute visibility into financial transactions reported by candidates, committees, and businesses—strengthening public trust.
- Higher Data Accuracy: Guided data entry and field-level validations minimize errors and prevent incomplete or incorrect information from entering the system.
- Automated Calculations: Built-in calculations eliminate manual math, reducing errors and ensuring more accurate financial totals.
- Simplified Filing & Clear Reporting: Users benefit from an intuitive filing process, clear financial breakdowns, and visual tools that make disclosure math easy to understand.
- Intuitive Committee Registration: A modern, step-by-step registration workflow makes it simple for committees to register and comply.
- Automated Compliance Monitoring: Configurable limits and business rules support staff in auditing and monitoring filings.
- Reduced Administrative Workload: Standardized notification templates and self-service features decrease staff intervention and lower call volume.
- Modern Transaction Importing: Multi-threaded processing accelerates import times, while auto-generated error files prevent redundant uploads and streamline corrections
- Campaign Finance Transparency: The system unifies a candidate’s financial records with independent-expenditure data from special-interest groups, providing a clearer view of the growing role these expenditures play in modern campaigns.

Performance Metrics (through December 12, 2025): As of December 10, 2025, BCDS has processed 1,392 Disclosure Reports, demonstrating strong early adoption and system reliability. During the same

period, NCRIS has successfully facilitated the filing of 243 Campaign Finance Reports, indicating steady user engagement following launch.

Project Phase: Implementation	Project ID: SBE-24-NCRIS
Project Start Date: 7/4/2023	Estimated End Date: 2028

Elections: 2026 New Campaign Reporting Information System (NCRIS) (#1700)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	95,000	504,554	521,626	1,121,180
ITIF	95,000	504,554	521,626	1,121,180
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	1,510,446	-	1,510,446
ITIF Realignment	-	1,510,446	-	1,510,446
Agency Funds Realignment	-	-	-	-
Total	95,000	2,015,000	521,626	2,631,626

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
504,554	504,554

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
544,626	1,598,533

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	1,033,093	TBD	1,033,093
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	1,033,093	TBD	1,033,093

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Environment: MDE Portal Project (PORT) (#3170)

Project Summary

Project Description: The Maryland Department of Environment (MDE) Portal project is a modernization initiative to create a centralized online portal and payment system for managing the agency's permitting and licensing applications, replacing primarily paper-based processes. The project will streamline public access to approximately 460 forms by providing structured informational pages, real-time status tracking, and integrated payment functionality. Designed to improve efficiency and transparency, the portal will include core features such as an initial setup page, a comprehensive payment portal, and specialized forms including the National Pollutant Discharge Elimination System (NPDES) submissions and related permit applications. This effort supports MDE's strategic goal of enhancing customer service while modernizing technology to provide a secure, user-friendly, and fully digital solution for residents, businesses, and stakeholders who rely on timely and accurate environmental permitting processes.

The Maryland Digital Service (MDDS) currently has a deployed team on this project.

Project Status (through December 12, 2025): Phase 1 MVP is complete and it meets both Maryland Web Design Standards (MDWDS) and U.S. Web Design Standards (USWDS). The project team onboarded the needed Agile staff and wrapped up requirements gathering across all eleven programs. They've also built out the core architecture for the Online Portal, received and configured the required hardware from DoIT, and stood up development and UAT environments. Ten programs have been built per MVP scope (i.e., View Permit Information, File upload and Accept Payment) and configured in the Online Portal. Govolution payment integration is complete in the Development & UAT environment.

In terms of next steps, the immediate push is User Acceptance Testing (i.e., UAT) and usability testing, followed by the DoIT Security Review needed for go-live. The project team believes the MVP is close to delivery once these final checks are done. Next steps include: fix remaining UAT issues, stabilize the MVP, and aim for a Phase 1 MVP go-live before January 9, 2026. In parallel the project team also started working on Design Sprint to lock down the Phase 2 - WEB Forms based application intake instead of PDF application intake approach.

Two challenges stand out. First, the DoIT Master Contract under which project staff are contracted expires in March 2027 while the portal project is scheduled to complete by May 2028. Without an extension, the project may lose key project staff and momentum. Second, the team is discovering additional requirements from UAT feedback and updates to the MDWDS/USWDS standards. Each change requires analysis and approval, and they're trying to guard the MVP timeline by being strict about what moves forward.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.	
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • Limited cost flexibility: The project has minimal room to absorb cost changes, and unexpected staff turnover could increase expenses over time. The impact of this risk is potential budget overruns that may affect overall project delivery. To mitigate this, the project team is extending resource contracts through the end of the project to maintain stability and control costs. • Insufficient internal technical support: MDE has a limited technical support team, and reliance on contracted resources raises concerns about long-term sustainability. The impact of this risk is increased vendor dependency and potential loss of institutional knowledge once the project concludes. To mitigate this, the project team is initiating plans to build an internal technical support team to ensure knowledge transfer and continuity of support. • Lack of Documented Processes: There is a risk that limited or incomplete process documentation could result in loss of institutional knowledge and inconsistent execution as staff members transition or roles change. Without formal process guides in place, onboarding, training, and long term system sustainability may be impacted. To mitigate this risk, the project team should prioritize the development of standardized process guides and knowledge transfer artifacts. 	
Features Delivered (through December 12, 2025): Currently there are no features being used in production.	
Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.	
Project Phase: Implementation	Project ID: MDE-25-PORTAL
Project Start Date: 7/1/2024	Estimated End Date: 2029

Environment: MDE Portal Project (PORT) (#3170)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	1,000,000	2,000,000	3,000,000
ITIF	-	1,000,000	2,000,000	3,000,000
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	1,000,000	2,000,000	3,000,000

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
1,860,922	1,000,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
3,600,000	1,108,808

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	275,078	TBD	275,078
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	275,078	TBD	275,078

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Environment: MDE Wells and Septic Portal Project (WELLS) (#3170)

Project Summary

Project Description: The Wells and Septic Portal project is a modernization initiative at the Maryland Department of the Environment (MDE) to streamline the management of on-site sewage disposal systems and well installation permits. The project will deliver a comprehensive online platform that enables applicants to submit and pay for permit requests, provides automated tools for application management and approval, and integrates stakeholders into a unified system. By digitizing the submission, processing, and tracking of applications, the portal will offer contractors and stakeholders real-time visibility into status updates, reducing delays and improving transparency. The initiative also includes the development of informational web pages to support public awareness and the creation of comprehensive training reference materials to ensure effective adoption by end-users. This effort is designed to meet all regulatory and operational requirements while enhancing efficiency, accessibility, and accountability in managing Maryland's well and septic permitting processes.

Project Status (through December 12, 2025): The project team completed initial requirements gathering and defined the system's core structure and functional needs. They met with subject matter experts and interviewed multiple County Health Departments to document current workflows and identify gaps. The high-level design for the initial Wells Permit Application is complete and ready for development.

In terms of next steps, the project is moving into infrastructure setup, development, and prototyping for the Wells Permit Application. The project team will refine and test the prototype, and present a consolidated permitting workflow based on findings from requirements sessions. A beta test with subject matter experts and County offices will validate usability and functional accuracy. After the initial release, the system will expand to support Well Completion, Well Abandonment, Well Modification, and Well Conversion. Requirements gathering for Septics will also begin to widen the system's scope and prepare for future phases.

Two challenges stand out. Payment processing is complex because fee collection and distribution rules differ by jurisdiction. The project team must identify a payment solution that can handle these variations cleanly and consistently. Data exchange is the second major challenge. The goal is to eliminate duplicate entry and create seamless workflows across multiple Local Health Department systems, including Accela, PatRac, LAMA, and OpenGov. To do this, the project team needs a well-defined integration strategy that ensures consistent data flow, reduces manual work, and minimizes the potential for error. Prioritizing this strategy is essential for long-term scalability and adoption.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.	
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • Potential Loss of Contract Resources: The staffing master contract ends in March 2027, more than a full year before the estimated end of the WELLS project. Without a contract extension, there's a potential loss of experienced resources - hence the need for an extension. To mitigate this, the project team is planning to extend resource contracts through the end of the project to ensure stability and predictability. • Lack of standardized septic systems and adoption issues: Counties currently rely on their own septic systems and may be hesitant to adopt a new, uniform system and procedures. This could delay decisions on whether a single or hybrid model will be implemented, leading to increased project time and costs. To mitigate this, the project team is consulting with county stakeholders to understand their needs and develop a solution that keeps the project on schedule and within budget. 	
Features Delivered (through December 12, 2025): Currently there are no features being used in production.	
Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.	
Project Phase: Implementation	Project ID: MDE-25-WELLS
Project Start Date: 7/1/2024	Estimated End Date: 2029

Environment: MDE Wells and Septic Portal Project (WELLS) (#3170)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	858,964	1,050,000	1,908,964
ITIF	-	858,964	1,050,000	1,908,964
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	858,964	1,050,000	1,908,964

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
858,964	858,964

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
1,050,000	957,828

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	-	TBD	-

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

General Services: Statewide Enterprise Procure to Pay System (eMMA) (#1310)

Project Summary

Project Description: The eMaryland Marketplace Advantage (eMMA) project is modernizing the State of Maryland’s enterprise procurement platform, designed to standardize and modernize the way State agencies manage solicitations, contracts, and vendor interactions. First launched in 2018 using the Ivalua Software-as-a-Service solution to replace the legacy eMaryland Marketplace system, the platform introduced core procurement capabilities such as solicitation posting, bid and contract management, and certification support for small and minority-owned businesses. While these functions provided significant improvements, an internal assessment found that the system does not fully achieve the State’s broader modernization objectives. In Q2 FY25, the Governor issued an Executive Order mandating statewide procurement reforms to drive efficiency, expand the use of data for decision-making, and strengthen participation by small businesses. In response, the eMMA project is enhancing its platform with strategic sourcing, catalog management, advanced reporting, and improved Minority Business Enterprise (MBE) and Veteran Small Business Enterprise (VSBE) compliance features. These efforts aim to unify procurement practices across agencies, increase accountability and transparency, and ensure alignment with the State’s policy priorities for procurement modernization. By advancing these improvements, the eMMA project will continue to serve as a central driver of efficiency, equity, and innovation in Maryland’s procurement operations.

The Maryland Digital Service (MDDS) previously completed a discovery sprint on this project.

Project Status (through December 12, 2025): The eMaryland Marketplace Advantage (eMMA) program is operating in a more stable and structured mode than at the time of the last report. Following intentional resets in product management and delivery, a new project lead, strengthened product management function, and a new system integrator are in place, and delivery is now organized under defined workstreams. Since June 30, the v1.82 upgrade was deployed on schedule with a successful hypercare period, improving overall stability, strengthening compliance with House Bill 932 reporting requirements, enhancing small- and veteran-owned business workflows, refining vendor notifications, and resolving several long-standing usability issues. The program has closed all previously identified security vulnerabilities and has initiated a predictable enhancement cycle, beginning with the November release, focused on contract transparency, data integrity, streamlined navigation for procurement officers, and reducing notification noise for vendors. Design work for Intake, Compliance, and Procurement Review Group (PRG) modules is progressing, with lifecycle mapping underway to align future enhancements to a statewide Target Operating Model (TOM). Agency engagement has increased, with agencies more actively involved in design discussions, enhancement prioritization, and user acceptance testing (UAT), and governance has matured through executive risk reporting and consolidated dashboards that provide leadership with near real-time visibility into progress and operational stability. Based on our assessment, the program has moved

from early stabilization into a more disciplined, predictable delivery model aligned with the Executive Order’s modernization goals; however, key dependencies remain, including finalizing the TOM and a realistic statewide deployment schedule, securing long-term funding for FY26–FY27, and continuing to manage performance and process variability risks as the platform scales across agencies.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- The project still does not have a finalized, realistic schedule for statewide deployment of the eMaryland Marketplace Advantage (eMMA) across all agencies. This creates uncertainty about when agencies will align under a single procurement solution and may delay realization of enterprise-wide efficiencies and policy goals. The program is mitigating this by advancing the Target Operating Model (TOM) work and using it to inform a phased deployment roadmap with clear milestones and dependencies.
- The total cost to complete the program beyond the current rebaseline, particularly into FY26–FY27, remains uncertain. If costs exceed current planning assumptions, the State may face funding gaps, require additional legislative action, or need to re-scope or re-phase work. To mitigate this, the agency has elevated cost visibility early to the Department of Budget and Management (DBM), submitted a deficit request for FY26, and is refining estimates as the enhancement roadmap and TOM work are solidified.
- Adoption of standardized procurement practices and use of eMMA functionality remains uneven across agencies. Inconsistent adoption could limit modernization benefits, reduce data quality, and weaken the integrity and transparency gains envisioned by the Executive Order. The program is mitigating this through dedicated Organizational Change Management (OCM) and training workstreams, structured agency engagement in design and user acceptance testing (UAT), and an enhancement cycle that prioritizes usability and cross-agency consistency.

Features Delivered (through December 12, 2025):

- Upgraded Ivalua system to v1.82
- House Bill 932 Ownership Interest compliance across the entire sourcing lifecycle
- Strengthened Certified Small Business (CSB)/Veteran-Owned Small Business Enterprise (VSBE) data and workflows
- Smarter vendor notifications

Performance Metrics (through December 12, 2025):

- UAT completion improved from <65% to 100% (288/288 test cases passed)
- Post-release defects reduced from 42 to 8 (goal: <10)

- System uptime increased from 97.8% to 99.2% (goal: ≥99%)
- Ticket backlog (>30 days) reduced from 312 to 41 (goal: <50)
- First-response Service Level Agreement compliance improved from 58% to 84% (goal: ≥80%)

Project Phase: Implementation	Project ID: DGS-18-EMM
Project Start Date: 7/1/2017	Estimated End Date: 2029

General Services: Statewide Enterprise Procure to Pay System (eMMA) (#1310)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	37,477,323	-	5,353,724	42,831,047
ITIF	37,477,323	-	5,353,724	42,831,047
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	3,000,000	2,800,000	-	5,800,000
ITIF Realignment	3,000,000	2,800,000	-	5,800,000
Agency Funds Realignment	-	-	-	-
Total	40,477,323	2,800,000	5,353,724	48,631,047

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
6,345,892	6,345,892

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
6,353,724	8,944,306

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	36,617,064	2,771,967	TBD	39,389,031
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	36,617,064	2,771,967	TBD	39,389,031

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$30M - \$40M	\$70M - \$80M

Health: Bed Registry and Referral System (BRRS) (#A813)

Project Summary

Project Description: The Bed Registry and Referral System (BRRS) project is a Maryland Department of Health (MDH) and Behavioral Health Administration (BHA) initiative to modernize the way the State tracks and manages behavioral health and substance use disorder treatment capacity. Launched in 2022, the project seeks to implement a commercial off-the-shelf solution configured to MDH specifications that provides real-time visibility into available beds across public and community-based healthcare providers. By enabling providers to rapidly share capacity data and facilitating timely referrals, the system will improve access to critical services for individuals in need. A key feature of the solution is the Care Traffic Control System, which will provide coordinated and seamless support for individuals experiencing behavioral health or substance use crises. The project will also strengthen reporting capabilities to enhance crisis management, enabling MDH and BHA to better understand service demand, identify gaps in care, and allocate resources more effectively. Through these improvements, the BRRS project will support a more responsive and efficient behavioral health system that ensures Maryland residents receive timely and appropriate care when and where they need it most.

Project Status (through December 12, 2025):

Accomplishments

- Developed over 60 foundational documents.
- Onboarded key resources and engaged extensively with the business team.
- Obtained leadership direction on the communications strategy.
- Received BPW approval for vendor awards.
- Initiated identification of key data sources required for system setup.

Up Next

- Facilitate two-day kickoff with the vendor.
- Initiate discovery sessions with business teams.

Challenges

- Risk of confusion and delays due to the absence of a single unified method for communications with external stakeholders.
- Risk of integration delays if external partners receive untimely notifications about project timeline and expectations.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- There is a medium risk that external engagement surveys may not be effective in collecting and analyzing user requirements and pain points. The impact could be that the product is inadequate to satisfy the agency’s requirements. Mitigation includes a comprehensive user engagement plan to gather insights, pain points, and expectations and providing regular feedback to users and interface demonstrations to set expectations and confirm a collective understanding of the planned solution.
- There is a medium risk that the team will not be able to ascertain the technical capabilities of external provider systems. If not addressed there is a high likelihood that subsequent efforts to integrate with provider systems will be impaired or prevented without facing complications or further expenses. Mitigation includes a detailed technical readiness assessment of the infrastructure and systems in use by qualified providers. The project can then provide close collaboration, training, and infrastructure support to ensure compatibility and ensure successful integration.
- There is a medium risk that lack of project team insight into the existing culture and procedures may give rise to misunderstandings and implementation challenges. Engagement includes early stakeholder sessions to set expectations, promote cooperation, answer questions, and motivate current users toward a desire to prepare themselves for a successful transition.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: MDH-23-BRRS

Project Start Date: 9/1/2021

Estimated End Date: 2029

Health: Bed Registry and Referral System (BRRS) (#A813)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	5,233,200	623,695	-	5,856,895
ITIF	5,233,200	623,695	-	5,856,895
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	5,233,200	623,695	-	5,856,895

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
4,277,000	2,845,845

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
4,130,612	4,244,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	382,835	131,252	TBD	514,087
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	382,835	131,252	TBD	514,087

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Health: BON Enterprise Licensing and Regulatory Management Solution (ELaRMS) (#A805)

Project Summary

Project Description: The Enterprise Licensing and Regulatory Management Solution (ELRMS) project is a Maryland Department of Health (MDH) initiative launched in 2019 to enhance the ability of the Maryland Board of Nursing (MBON) to manage health profession services and regulatory functions. The project establishes a modern enterprise platform that will first support the MBON and subsequently serve as the foundation for extending similar capabilities to the State’s remaining twenty-two health profession boards and commissions. This solution strengthens public health and safety by enabling more effective credentialing, permitting, licensing, examination, inspection, and discipline of healthcare providers, distributors, and facilities. It also improves the enforcement of statutes and regulations, facilitates complaint resolution, and supports public education on health and safety matters. By providing a consistent and scalable enterprise system, the project advances Maryland’s ability to regulate health professions with greater efficiency, accountability, and transparency while ensuring the public receives services from qualified and properly licensed professionals.

The Maryland Digital Service (MDDS) currently has a deployed team on this project.

Project Status (through December 12, 2025):

Accomplishments

- Finalized procurement and held the project kickoff in early October 2025.
- Initiated discovery sessions for requirements, business rules, and business processes.
- Completed 85% of MVP discovery sessions and covered 50% of integration documentation.
- Submitted Project Management Plan, Schedule, and Requirements Traceability Matrix for review by the vendor.
- Scheduled the initial joint steering committee meeting to occur prior to the new year.
- Integrated DoIT UX resources into the project team and established cadence meetings.

Up Next

- Finalize system architecture, including storage and notification solutions.
- Complete review of vendor-submitted deliverables.
- Complete Mulesoft procurement to support integration development.
- Complete discovery sessions.
- Start iterative development using sprints.
- Kick off user group and advisory committees.

Challenges

- Risk of delays due to difficulty granting timely access to current systems needed for data migration.
- Risk of extended timelines to procure supporting technology such as Mulesoft cores, storage, and notification solutions.
- Risk of scheduling conflicts caused by limited availability of subject matter experts for discovery sessions.

Known / Anticipated Schedule Changes: Two months into the implementation phase a change order to the contract is being initiated to extend the duration of the solution development. The length of the extension is being determined. The aim is to add architecture and design elements that will make LRMS extensible to other health services boards and commission with minimized rework. This additional effort will make a health services enterprise solution feasible. The changes made to the project schedule will be addressed in a project rebaseline request.

Known / Anticipated Cost Changes: Lengthening the duration of the project and increasing its scope are likely to increase the project's estimated cost at completion. Once the new schedule and scope have been finalized and approved a rebaseline request will be submitted by the agency for DoIT approval of the revised project constraints.

Known / Anticipated Scope Changes: In addition to adding scope for enterprise architecture and design changes, the project will also need to adapt the solution requirements to accommodate changes made during FY26 Q2 to the requirements and service descriptions for Certified Nursing Assistants (CNA). The scope changes will be addressed in a project rebaseline request.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- There is a high risk that the cloud-based solution for the Maryland Board of Nursing (MBON) solution may not be scalable for use as the foundation for the remaining twenty-two health services boards and commissions. Mitigation includes executing a contract change order that extends the MBON solution timeline and changes architecture and design to one that will lower the cost of expansion throughout the enterprise.
- There is a risk to the project schedule, and the productivity of the project management team, arising from six positions that remain vacant three months after the implementation vendor started work. The agency has taken every step to fill these positions, but external parties will control the pace and progress of acquisition. Consequently, the timeline will remain highly unpredictable.
- There is a medium risk that the project team may not fully capture the requirements for the new solution due to inefficiencies and gaps present in the current system. Mitigation strategy includes detailed documentation, validation, and joint approval of the functions required for the MVP.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to

capture improvements made by the MITDP.	
Project Phase: Implementation	Project ID: MDH-19-BON
Project Start Date: 7/3/2023	Estimated End Date: 2029

Health: BON Enterprise Licensing and Regulatory Management Solution (ELaRMS) (#A805)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	5,891,602	-	1,714,229	7,605,831
ITIF	5,452,738	-	1,714,229	7,166,967
Realigned ITIF	-	-	-	-
Agency Funds	438,864	-	-	438,864
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	5,891,602	-	1,714,229	7,605,831

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
3,454,500	3,396,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
3,633,877	5,247,240

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	99,319	226,672	TBD	325,991
Agency Funds	438,864	-	TBD	438,864
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	538,183	226,672	TBD	764,855

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Health: Migrate MDH HQ Data Center to the Cloud (CLOUD) (#A808)

Project Summary

Project Description: The Headquarters (HQ) Data Center Cloud Migration (CLOUD) project is a Maryland Department of Health (MDH) initiative established in 2020 to strengthen cybersecurity, modernize information technology infrastructure, and prepare for the relocation of the department’s headquarters and central staff. The project focuses on procuring hosting services from a nearby commercial private cloud facility and leveraging agency and contractor resources to migrate servers, applications, and databases from MDH headquarters and other locations into a secure and consolidated environment. Core objectives include implementing enhanced security measures to protect against physical and environmental threats, establishing a high-availability backup site in another state to ensure continuity of operations, and providing disaster recovery capabilities. Following completion of the primary migration, the project will also evaluate the potential to transition select health services and applications to public cloud environments, enabling secure access by citizens and authorized third parties. In FY22, the project scope was expanded to include modernization of MDH’s public websites, which involves upgrading website software and migrating hosting responsibilities to the Maryland Department of Information Technology (DoIT). Collectively, these efforts position MDH to deliver more secure, resilient, and accessible digital services to stakeholders.

Project Status (through December 12, 2025):

Accomplishments

- Decommissioned the MDH data center at Preston Street – State Center.
- Stood up a modern state-of-the-art data center at TierPoint.
- Completed migration of all in-scope at-risk data centers with only four servers remaining.
- Neared completion of migrating the last four servers from Lab Administration to the TierPoint data center.
- Initiated Amazon Web Services (AWS) engagement on the application assessment workstream.
- Began technical assessments focused on the National Electronic Diseases Surveillance System (NEDSS) and Vital Records Applications.

Up Next

- Complete application builds for Newborn Mango servers and Starlims servers.
- Initiate business functions work on the application assessment workstream.
- Address delays in starting the application assessment caused by procurement timelines and AWS resource availability, with potential impact extending the assessment beyond June.

Challenges

- Risk of extended assessment timeline due to procurement delays and limited AWS resource

availability.	
Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.	
Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.	
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.	
<p>Top Risks: Project risks for this project appear to be minimal. In six months, the project will shut down. The only remaining workstream consists of an assessment of the agency's portfolio of 100+ applications, along with recommendations concerning future hosting arrangements and application reengineering or replacement. Work on this assessment has begun. It is highly likely that the product of the completed assessment will be especially useful regarding the agency's portfolio ownership, management, and planning for follow-on developments.</p>	
<p>Features Delivered (through December 12, 2025):</p> <ul style="list-style-type: none"> • Improved secure environment with measures that protect MDH systems against physical and environmental threats. • Faster response to server issues. • Enhanced detection of potential infrastructure issues. • Ability to centralize and standardize infrastructure maintenance processes. 	
<p>Performance Metrics (through December 12, 2025):</p> <ul style="list-style-type: none"> • Improved reliability of 400+ servers running hundreds of applications. • Improved security of data and servers relocated to the commercial hosting site. • Consolidated servers from more than a dozen locations to a central, hosting site meeting data center standards. • Improved monitoring of network, servers, and data availability. • Reduced downtime and improved the environment and hardware hosting the systems. • More centralized management of infrastructure and systems. 	
Project Phase: Implementation	Project ID: MDH-20-CLOUD
Project Start Date: 7/1/2019	Estimated End Date: 2029

Health: Migrate MDH HQ Data Center to the Cloud (CLOUD) (#A808)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	17,685,070	-	-	17,685,070
ITIF	17,685,070	-	-	17,685,070
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	17,685,070	-	-	17,685,070

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,517,200	4,357,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
3,956,009	1,813,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	10,102,157	578,099	TBD	10,680,256
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	10,102,157	578,099	TBD	10,680,256

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$10M - \$20M

Health: Statewide Electronic Health Records System (EHR) (#A806)

Project Summary

Project Description: The Statewide Electronic Health Records (EHR) System project is a Maryland Department of Health (MDH) initiative launched in 2016 to modernize and replace the legacy Health Management Information System with a commercially available, cloud-based Software as a Service solution. The project is designed to support health and revenue-cycle operations across eleven State-run treatment centers, including eight behavioral health facilities and three hospitals. By implementing a standardized platform, the system will streamline admission, discharge, and transfer of patients while also managing revenue cycle, collections, pharmacy, laboratory, computerized physician order entry, clinical documentation, behavioral health, and long-term care functions. The decision to adopt a commercial SaaS product mitigates the risks and extended timelines associated with custom development while positioning the State for greater scalability and sustainability. Once fully deployed, the system will enhance reporting and analytics capabilities, improve operational efficiency, and strengthen data-driven decision-making. Ultimately, the initiative is expected to elevate the quality of patient care across MDH facilities while creating a more integrated, efficient, and reliable health information ecosystem for the State of Maryland.

Project Status (through December 12, 2025):

Accomplishments

- Completed several key milestones this period across governance, design, readiness, and technical preparation.
- Evolved the EHR Advisory Board to enhance subject matter expert input, accelerate cross-facility decision-making, and strengthen ownership and readiness across all 11 facilities.
- Developed 12 facility-specific Change Readiness Baseline Survey reports and reviewed findings with leadership teams.
- Onboarded additional PMO and technical resources and completed Wi-Fi infrastructure assessments across all 11 state-run hospitals to support implementation readiness.
- Formally accepted the updated Project Plan, establishing the baseline for progress tracking, risk management, and sequencing of design and build activities.
- Refined clinical and operational workflows, validated system configuration, and tracked detailed requirements to support a clinically effective, scalable, and operationally sustainable solution.
- Launched the Learning Culture Principles and activated the Basic Computer Skills Curriculum through Change Liaisons.

Up Next

- Finalize workflow validation with clinical and operational stakeholders and align configuration decisions with training and change impacts.
- Advance stakeholder impact assessments, expand targeted readiness and engagement strategies,

and begin detailed facility-level implementation logistics.

- Plan training curriculum, align training materials with the evolving build, and prepare for role-based training development.
- Continue iterative design/build demonstrations with Netsmart and executive leadership to validate functionality and support decision-making.
- Operationalize the FY27 deployment sequence (four waves from Q2–Q4) to enable a phased approach that builds on lessons learned while maintaining facility stability.

Challenges

- Risk of timeline and scope misalignment due to issues with Netsmart’s Requirements Traceability Matrix (RTM).
- Risk of unresolved discrepancies requiring formal change requests to realign scope, timeline, and downstream dependencies.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: In July 2025, the project schedule for development was increased by 16 months to 12/31/2026. At the time, the agency did not have sufficient information to complete a rebaseline for cost related to the schedule impact. Oversight anticipates that the EAC will increase and a rebaseline for cost is required.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- There is a high risk, with a high impact on project cost, if development velocity does not increase, and become sustained, so that development can be completed in the next twelve months. Mitigation will include close monitoring of progress, rapid responses to delays, and a change control process to limit scope beyond MVP.
- There is a high risk that the timeline and level of effort to complete the development could be underestimated and lead to missed milestones and increased cost. Mitigation strategies include a phased implementation that reduces complexity and resource loading. The project team will closely monitor tasks and milestones and promptly respond to any delays.
- There is a high risk that the project team and stakeholders may not clearly define and jointly validate the solution's requirements. This would lead to delays, rework, and additional costs. Mitigation strategy includes assigning staff support to each requirement domain and conducting joint validation sessions with the vendor and key stakeholders to ensure a shared understanding.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to

capture improvements made by the MITDP.	
Project Phase: Implementation	Project ID: MDH-16-EHR
Project Start Date: 8/6/2021	Estimated End Date: 2029

Health: Statewide Electronic Health Records System (EHR) (#A806)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	24,277,554	-	1,262,665	25,540,219
ITIF	24,277,554	-	1,262,665	25,540,219
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	24,277,554	-	1,262,665	25,540,219

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
5,073,929	10,153,373

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
9,526,337	11,870,912

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	6,680,741	5,852,884	TBD	12,533,625
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	6,680,741	5,852,884	TBD	12,533,625

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$20M - \$30M	\$30M - \$40M

Health: MMT - Business Process Reengineering & Consolidated CRM (BPR) (#T818, T820)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Business Process Reengineering & Consolidated Case Management Modernization (BPR) project is an initiative led by the Maryland Department of Health (MDH) to procure and implement a new Software as a Service solution that enhances the efficiency and effectiveness of case managers and supervisors. The system introduces automated workflow management, alerts, and triggers that streamline daily responsibilities and improve overall productivity. In addition to supporting member care management, the solution will strengthen provider customer relationship management by facilitating better coordination and communication across stakeholders. The project will initially interface with the existing Medicaid Management Information System before transitioning to full integration with the new Maryland Modular Medicaid Management Information System, ensuring both continuity and future scalability. It also creates an opportunity to expand electronic document management capabilities, reducing reliance on paper-based processes and supporting a more modern and responsive operational environment. This effort positions the MDH to improve service delivery, enhance provider relationships, and ensure that case managers have access to the tools needed to deliver high-quality care in a streamlined, technology-enabled manner.

Project Status (through December 12, 2025):

Accomplishments

- Deployed the Healthy Kids workstream functionality into production on September 15, 2025.
- Released the Recoveries & Financial Services (RFS) provider fraud and tort case types into production on October 27, 2025.
- Implemented the integration enhancement between Wells Fargo and Salesforce to improve system communication.
- Validated the completed Pooled Trust case type through User Acceptance Testing (UAT).
- Moved the Pooled Trust case type into the production environment on December 15, 2025.
- Launched the Grievance workstream by evaluating vendor proposals and finalizing the project kick-off for January 2026.

Up Next

- Start iterative development for the Insurance case type to begin the software building process.
- Finalize the Statement of Work for the grievance workstream to legally authorize project activities.
- Conduct a kickoff meeting with the vendor to align the grievance workstream team and project goals.

Challenges

• Inconsistent data formats and weak relationship controls in legacy systems make it difficult to integrate information into future workstreams. Poor data quality creates unpredictable technical complexity, which leads to frequent changes and delays in the project timeline.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top for the project:

- **No Formal Back Up Process:** The MD Benefits implementation team does not have a formal back-up process for lower development environments. To mitigate this, the Office of Enterprise Technology (OET) leadership team is in the process of acquiring the OwnBackup tool from Salesforce, which will automate the backup process for all Salesforce environments. Until that agreement is in place, the BPR-CRM team will continue to manually back up each Salesforce application.
- **Organizational Culture and Change Management:** Many of the current processes are manual, and user adoption of the new system will be a critical success factor. If end users are not engaged at the right times to participate in design and development reviews of mockups and user feedback/usability sessions, it could lead to poor user adoption rates. To mitigate this, MDH has engaged an Organizational Change Manager (OCM) early in the process to provide change management support, user training, and early communication to impacted stakeholders.

Features Delivered (through December 12, 2025): The Business Process Reengineering (BPR) team was able to deliver the following features in Healthy Kids Application and in Recoveries & Financial Services (RFS) application for different Case types that has been released into production.

- Practice Certification for Healthy Kids
- Provider Certification for Healthy Kids
- Site Visits and Records Audits for Healthy Kids
- Processing Medicaid Recoveries for Resource Case Types
- Processing Medicaid Recoveries for Annuity Case Types
- Processing Medicaid Recoveries for Paternity Case Types
- Processing Medicaid Recoveries for Recipient Fraud Case Types
- Processing Medicaid Recoveries for Provider Fraud Case Types
- Processing Medicaid Recoveries for Tort Case Types
- Processing MMIS Data Integration Events for 13 Separate API
- Processing Automated Payment Data and Image Files from Wells Fargo Bank

Performance Metrics (through December 12, 2025): Prior to implementing Salesforce, the BPR-Recoveries & Financial Services (RFS) team did not have access to operational metrics. With the implementation of the Salesforce (RFS) different Case types, there is much better visibility into the

roughly 10K active cases being managed across all case types resulting in the collection of more than \$7M year to date.

Project Phase: Implementation

Project ID: MDH-25-MMT_BPR

Project Start Date: 7/1/2018

Estimated End Date: 2030

Health: MMT - Business Process Reengineering & Consolidated CRM (BPR) (#T818, T820)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	5,686,855	7,619,077	13,305,932
ITIF	-	-	761,908	761,908
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	5,686,855	6,857,169	12,544,024
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	1,714,740	-	1,714,740
ITIF Realignment	-	1,714,740	-	1,714,740
Agency Funds Realignment	-	-	-	-
Total	-	7,401,595	7,619,077	15,020,672

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
6,007,702	11,128,472

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
7,619,077	14,821,233

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	993,496	TBD	993,496
Agency Funds	-	-	TBD	-
Federal Funds	-	8,286,286	TBD	8,286,286
Reimbursable Funds	-	-	TBD	-
Total	-	9,279,782	TBD	9,279,782

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$30M - \$40M	\$40M - \$50M

Health: MMT - Dental Administrative Services (DASO) (#T811)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Dental Administrative Services Organization (DASO) project is a Maryland Department of Health (MDH) initiative to improve access to dental care for Medicaid members while ensuring providers are reimbursed promptly through an efficient claims processing system. The project establishes a new Dental Administrative Services Organization that will oversee the management of dental claims and related operations. Its first objective is to improve recipient care by increasing annual utilization of preventive and restorative dental services by at least one percent each year. Its second objective is to develop and operate a robust claims processing system that ensures accuracy, timeliness, and efficiency in provider payments. The system is required to process all electronic claims within 14 calendar days of receipt and ensure that all claims are paid promptly, thereby supporting provider participation and strengthening overall program integrity. Through these dual goals, the project aims to enhance the oral health outcomes of Medicaid members while modernizing and streamlining the administration of dental services across the state.

Project Status (through December 12, 2025):

Accomplishments

- Finished requirements validation sessions with the vendor.
- Developed a prioritized list of critical features for the go-live phase and delivered it to the vendor.
- Escalated urgent project risks and issues to the joint leadership teams for resolution.
- Drafted a contract cure notice for the vendor and collaborated with Office of Contract Management and Procurement (OCMP) to finalize the document.

Up Next

- Will review the prioritized requirements list with the vendor to ensure alignment.
- Will hold ongoing joint leadership meetings to monitor progress and resolve emerging risks.
- Will provide a Go/No-Go date to the vendor to evaluate the system's readiness for launch.
- Will secure necessary approvals and signatures to extend the legacy contract.

Challenges

- Vendor Performance and Deadline Risk: Ongoing issues with testing, validation, and call center operations create significant concern regarding the vendor's ability to meet the implementation deadlines.

Known / Anticipated Schedule Changes: Go Live Date is pushed back by 30 days and is at risk of being pushed back further

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Bank Account Setup:** The bank account setup is 0% complete due to a conflict where DentaQuest proposed a co-mingled account despite MDH's contractual requirement for a dedicated account, which DQ estimates will take six months to establish. This configuration discrepancy will prevent a hard transfer between the new vendor and the legacy vendor, complicating the clear delineation of state funds. MDH leadership is currently engaged in contractual discussions with DQ to resolve this requirement conflict and determine the necessary path forward.
- **Provider File Load The Provider File:** Load is not complete, with the requirement of a 90% successful load rate. Inaccurate or incomplete provider data will prevent providers from being recognized by the system, effectively blocking authorizations and claims submissions. To address this, MDH is reviewing feedback to determine if another test file is needed while DQ implements modifications and logs defects for prioritization.
- **Historical Data Loads Historical:** data loads for remittance and call center history are 0% complete and are currently pending resolution of feedback. Missing historical data will hinder the call center's ability to assist members with past inquiries and prevent the continuity of essential financial records. DQ has provided a resolution plan for open items, and MDH will verify the load results once the necessary modifications are implemented.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: MDH-25-MMT_DASO

Project Start Date: 7/1/2018

Estimated End Date: 2028

Health: MMT - Dental Administrative Services (DASO) (#T811)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	2,126,746	17,339,778	19,466,524
ITIF	-	-	8,669,889	8,669,889
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	2,126,746	8,669,889	10,796,635
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	313,074	-	313,074
ITIF Realignment	-	313,074	-	313,074
Agency Funds Realignment	-	-	-	-
Total	-	2,439,820	17,339,778	19,779,598

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,240,390	3,546,144

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
17,339,778	7,751,430

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	168,296	TBD	168,296
Agency Funds	-	-	TBD	-
Federal Funds	-	1,514,664	TBD	1,514,664
Reimbursable Funds	-	-	TBD	-
Total	-	1,682,960	TBD	1,682,960

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$30M - \$40M	\$30M - \$40M

Health: MMT - Provider Management Module (PMM) (#T848)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Provider Management Module project is a Maryland Department of Health (MDH) initiative designed to streamline provider enrollment, updates, and revalidation across Medicaid Fee for Service, Behavioral Health, and Pharmacy programs. The project aims to modernize provider management processes by building a comprehensive system that supports efficient enrollment and revalidation functions while ensuring compliance with regulatory requirements. To enable effective operations, the project includes acquiring Help Desk and application processing resources through a Business Services Request for Proposal (RFP), implementing an Interactive Voice Response system to improve provider communications, and developing a robust reporting platform that captures and tracks Help Desk tickets and operational data. Collectively, these efforts are intended to enhance service delivery, improve data accuracy, and strengthen overall program administration for Maryland's healthcare providers.

Project Status (through December 12, 2025):

Accomplishments

- Developed the Reviewer and Admin modules.
- Performed performance and stress testing for the Self-Service Portal.
- Resolved ePREP data quality issues through iterative coordination with the current vendor.
- Fixed data conversion issues through an iterative review process.
- Defined and built the bi-directional MMIS data interface.
- Executed Business User Acceptance Testing (UAT) for the Provider Self-Service Module.
- Managed APD and budgeting tasks for FY27 and began drafting the PMM manuals.
- Finalized requirements for the Reviewer module, Admin module, and system notifications.
- Scheduled the transition of eMedicaid functions to the new MDH Central Provider Portal.
- Launched design sessions with MDH Operations for claims and recipient inquiries.
- Designed a manual claims submission process using AWS Textract for automated paper claim ingestion.
- Drafted the Statement of Work (SOW) and coordinated with the Office of Contract Management and Procurement (OCMP) for procurement via Lumen Technologies.
- Configured ServiceNow for PMM ticket capture requirements through iterative design.
- Designed call ticket entry, routing workflows, shell accounts, and dashboard reporting.
- Advanced the Business Services RFP through the OCMP procurement process.
- Evaluated vendor technical proposals, oral presentations, and financial bids.

Up Next

- Will complete development iterations for letters, notifications, and addenda updates.

- Will conduct a penetration test and formal security audit.
- Will update the Interface Control Document (ICD), System Design Document (SDD), and System Security Plan (SSP).
- Will finalize project plans for data conversion and transition for MMT review.
- Will coordinate the production SOW with MD Benefits to establish the environment by February 2026.
- Will migrate the code base and load data into the new production environment.
- Will perform detailed QA testing on the bi-directional MMIS interfaces.
- Will retrieve and load 40 years of application history and scanned documents from DH and AHS.
- Will facilitate Business UAT for all Provider Module functions starting May 1, 2026.
- Will finish manual creation and assist business units with Standard Operating Procedure (SOP) updates.
- Will launch provider outreach and education efforts in April 2026.
- Will gather requirements for 3 speciality care programs.
- Will design central provider enrollment and insurance functions for the Self-Service portal.
- Will process the Lumen Technologies SOW to begin technical design for the IVR solution.
- Will extract two years of historical ticket data from the ServiceNow team.
- Will manage the Business Services RFP through contract award and federal approval.
- Will support contract launch and staffing with the selected vendor.

Challenges

- Infrastructure Readiness Risk: Uncertainty regarding MD Benefits' ability to support production environment requirements may delay security testing and launch readiness scheduled for February 2026.
- Delivery Schedule Risk: A missed code delivery in November 2025 has delayed the validation and testing of critical system components.
- Personnel Transition Risk: Recent staff changes at MD Benefits may stall progress, as new resources lack the system knowledge and historical context needed to work without significant training time.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Delayed Code: MDB failed to deliver the critical User Registration code and documentation by the November 25th deadline, citing contract issues despite having one year of advance notice. This failure creates an unquantifiable project delay until the code is assessed and puts the scope at risk due to MDB's refusal to develop agreed-upon items. To address this, the issue was formally escalated to MDH leadership on December 1st to resolve the contract disputes and secure a firm delivery date.

• **Lack of Data Governance:** The absence of a dedicated data governance team for the MMIS system risks undermining data quality. This could affect the long-term consistency and reliability of provider data across multiple systems. To mitigate this, MDH is defining a formal data governance process and forming a dedicated team to oversee and manage provider data.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: MDH-25-MMT_PMM

Project Start Date: 7/1/2018

Estimated End Date: 2031

Health: MMT - Provider Management Module (PMM) (#T848)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	25,206,459	41,697,341	66,903,800
ITIF	-	-	3,919,521	3,919,521
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	25,206,459	37,777,820	62,984,279
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	3,198,618	-	3,198,618
ITIF Realignment	-	3,198,618	-	3,198,618
Agency Funds Realignment	-	-	-	-
Total	-	28,405,077	41,697,341	70,102,418

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
28,220,000	30,773,356

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
41,975,356	43,192,430

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	2,219,660	TBD	2,219,660
Agency Funds	-	-	TBD	-
Federal Funds	-	19,977,222	TBD	19,977,222
Reimbursable Funds	-	-	TBD	-
Total	-	22,196,881	TBD	22,196,881

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$125M - \$150M	\$150M - \$175M

Information Technology: Enterprise Solution Planning Initiative (ESPI) (#P013)

Project Summary

Project Description: The Enterprise Solutions Planning Initiative (ESPI) project is a strategic effort led by the Department of Information Technology's (DoIT) Major Information Technology Development Project (MITDP) Oversight Division (MOD) to establish a centralized planning process for evaluating MITDP requests, integrating agency needs, and aligning enterprise strategies with agile principles and enterprise architecture. The project streamlines the intake process by shifting from siloed, agency-specific planning toward a coordinated enterprise-level approach, enabling MOD to assess whether requests can be addressed through existing initiatives, minor efforts, or new enterprise projects. By providing integrated planning support and tools, ESPI fosters collaboration across agencies, promotes the identification of common needs, and supports enterprise-wide strategies that optimize resources and align with modern technology standards. This centralized planning approach eliminates the need for large, upfront planning documents traditionally required under the Information Technology Project Request (ITPR) process, replacing them with agile, iterative strategies that strengthen portfolio management. In parallel, MOD will continue to modernize portfolio oversight and dashboard reporting capabilities, ensuring that all MITDPs under DoIT's purview are supported with transparent and actionable data. Ultimately, the ESPI project is designed to enable a more agile, collaborative, and enterprise-focused approach to statewide technology planning and delivery.

Project Status (through December 12, 2025): Implementation of the new Project Management Information System (PMIS) was halted in FY25. The selected vendor significantly increased the cost of the user licenses upon the first renewal. The project team determined that it was better to terminate the contract than to proceed further with an unreliable vendor. Since the termination of the effort the team continued further refinement of needed functionality and data definition by leveraging the Google platform. The team created mock ups and leveraged user centered design and development to release several new tools built within the Google environment to bridge the gap until a new Request for Proposal (RFP) can be published and a new contract awarded for an enterprise PMIS. The first implementation of the Google tools used to collect FY27 Funding Requests and FY27 Annual Submissions (ITPRs) was a success with agencies providing a consensus of users pleased with the ease of use and functionality of the data collection form. These forms were used to support the MITDP Oversight Division budget recommendation process. Likewise a new DoIT MITDP Project Request Form was launched. Leveraging the user feedback the team continues to evaluate solution options and conduct market research.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- PRISM System Replacement: Since the PRISM system is no longer supported, a replacement system must be established. Without a central system for gathering and storing MITDP data the statutory reporting and oversight activities cannot occur. To mitigate this the team assembled interim tools using the Google platform.

- Google Platform is not sufficient: As an interim measure the Google platform has enabled the team to continue working since the PRISM system is unsupported, however the Google platform has significant issues with lag and refresh due to the tools pushing the boundaries of the platform. To mitigate this the team continues to pursue an enterprise SaaS solution to replace the PRISM system.

Features Delivered (through December 12, 2025):

- New DoIT MITDP Project Request Form was launched and used by newly requested MITDPs
- New FY27 Funding Request forms were successfully launched to MITDP owning agencies
- New FY27 Annual Submission forms (ITPRs) were successfully generated and completed by MITDP owning agencies, and made available to DBM and DLS

Performance Metrics (through December 12, 2025):

- 100% of MITDP owning agencies completed FY27 Funding Requests
- 100% of MITDP owning agencies completed FY27 Annual Submissions (ITPRs)
- Budget Recommendation process was completed on time leveraging the data collected via the new forms
- All MITDP owning agencies received transparent communication regarding the MITDP Oversight Division budget recommendations

Project Phase: Implementation

Project ID: DOIT-18-ESPI

Project Start Date: 7/1/2017

Estimated End Date: 2031

Information Technology: Enterprise Solution Planning Initiative (ESPI) (#P013)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	11,320,468	-	1,651,200	12,971,668
ITIF	5,685,468	-	-	5,685,468
Realigned ITIF	5,635,000	-	1,651,200	7,286,200
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	11,320,468	-	1,651,200	12,971,668

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,280,000	2,154,906

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
2,431,200	1,602,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	3,929,951	737,774	TBD	4,667,725
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	3,929,951	737,774	TBD	4,667,725

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Information Technology: Maryland Enterprise Web Services (MEWS) (#P027)

Project Summary

Project Description: Maryland websites provide information, services, and benefits to 6M+ state residents and employers, including 1M+ individuals with disabilities. The Maryland Enterprise Web Services (MEWS) project is a statewide effort to modernize and consolidate 100+ government websites into a centralized, accessible, secure, user-centered, and cost-effective content management system (CMS). The project directly aligns with the Governor’s priorities, notably his Executive Order to Transform Maryland Executive Branch Digital Services, and addresses urgent challenges such as compliance with updated ADA Title II requirements by April 24, 2026; growing security risks from unsupported platforms highlighted by the July 2025 ToolShell attack; inconsistent and siloed user experiences that make it difficult for residents and businesses to find and access services; and the cost and complexity of maintaining multiple CMS platforms. By consolidating and modernizing digital services, MEWS will create a more accessible, secure, user-centered, and cost-effective statewide web ecosystem.

Project Status (through December 12, 2025): The enterprise Drupal content management system was completed, and the project team successfully launched the beta version of Maryland.gov during Q2 FY26, marking a major milestone in the modernization effort. Following the launch, the site entered a structured review period focused on accessibility, security, and content readiness to ensure it meets statewide standards prior to public release. The Authority to Operate was approved by the DoIT Chief Information Security Officer in Q2 FY26, allowing the platform to proceed into final security validation activities. Vulnerability disclosure testing continued during this period, and penetration testing planning progressed in preparation for execution in Q3 FY26. The public launch of the new Maryland.gov website remained on track for early Q3 FY26. At the same time, multiple agency websites—including ai.maryland.gov, digital.maryland.gov, and several departmental and commission sites—were provisioned and aligned to launch within the same timeframe. To support long-term sustainability, the team advanced the development of training materials through Q3 FY26 to promote consistency across agency site builds, while additional agencies prepared their content for migration. Staffing capacity remained a challenge given the volume and pace of agency onboarding; however, plans were put in place to add contract support in Q3 FY26 to address knowledge gaps, maintain the migration schedule, and manage scope through content reduction and tighter control of new development to ensure continued budget alignment.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: The project expects to increase its estimate-at-completion to accommodate the scope increases described below.

Known / Anticipated Scope Changes: The project is in the midst of rebaselining its scope, driven by

the need to address statewide accessibility deficiencies with significant compliance and litigation risk, urgent security vulnerabilities exposed by the ToolShell hack in July 2025, and widespread inconsistencies in user experience that hinder resident access and increase operational support costs.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Scope Refinement:** The team continues to monitor and refine the MEWS scope as the project enters a formal rebaseline to ensure alignment with updated priorities and migration requirements. Without a clearly defined and right-sized scope, the project could face delays in meeting its intended outcomes. To mitigate this, the project is sequencing scope-adjustment activities through the rebaseline process, validating approaches during the pilot migration, and documenting definitions of done to support consistent and repeatable implementation.
- **Funding Availability Constraints:** The project is actively tracking funding needs as agency executives work to secure additional resources to address prior funding shortfalls. Without adequate funding, project work will be significantly hampered. To mitigate this, the project updated its FY26 spend forecast, and is partnering with leadership to pursue supplemental funding to support critical activities and statewide migration efforts.
- **Resource Alignment Readiness:** The project continues to assess and monitor staffing requirements while onboarding resources needed to support migration and framework development activities. Insufficient or misaligned staffing could impede the project's ability to execute the pilot and scale future migration work. To mitigate this, the project is onboarding specialized resources, refining a role-based staffing plan, validating capacity assumptions during the pilot, and establishing a repeatable resource model for agencies to adopt in future migration cycles.

Features Delivered (through December 12, 2025):

- beta.maryland.gov launched on the new Drupal CMS on November 19, 2025. The beta site is currently undergoing security and content review.
- The new Maryland.gov website will launch to the public by the end of year 2025.

Performance Metrics (through December 12, 2025):

- **Accessibility Compliance and Remediation:** Achieved full accessibility review of beta.maryland.gov against ADA Title II requirements and WCAG 2.1 Level AA standards, measured by identification of 31 accessibility defects and a remediation rate of 100% scheduled for completion in Q2 FY26 prior to public launch.
- **Authorization to Operate (ATO) Readiness:** Secured CISO approval of the Authority to Operate for beta.maryland.gov in Q2 FY26, measured by formal ATO issuance and identification of 17 non-compliant items with a defined remediation window of six months.
- **Security Testing Progress:** Initiated Vulnerability Disclosure Program (VDP) testing in Q2 FY26 ahead of public launch, measured by commencement of coordinated vulnerability intake and review activities, with penetration testing plans advancing toward finalization.
- **Digital Standards Alignment:** Achieved alignment of the new Maryland.gov with digital.maryland.gov standards and best practices, measured by conformance validation during design and implementation

reviews.

- **User Research and Information Architecture Validation:** Validated the new information architecture through user interviews and tree-testing analytics, measured by 67% of tested tasks achieving success rates above 60%, indicating effective navigation for the majority of users.
- **Usability Improvement Targeting:** Identified and prioritized seven navigation tasks for refinement based on usability testing results, measured by classification of three high-priority and four medium-priority tasks for additional review and revision.
- **Content Accuracy and Agency Engagement:** Confirmed 100% content accuracy across Maryland.gov pages, measured by formal validation from 25 agencies representing 65 subject matter experts.

Project Phase: Implementation	Project ID: DOIT-25-MEWS
Project Start Date: 7/1/2024	Estimated End Date: 2031

Information Technology: Maryland Enterprise Web Services (MEWS) (#P027)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	1,450,000	-	1,450,000
ITIF	-	1,450,000	-	1,450,000
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	1,450,000	-	1,450,000

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
1,500,000	1,448,003

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
5,502,240	1,450,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	-	-	TBD	-

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$20M - \$30M	\$20M - \$30M

Information Technology: networkMD Modernization Modernization (nwMD)
(#P025)

Project Summary

Project Description: The Network Maryland Infrastructure Modernization project is a statewide initiative to expand high-speed internet capacity and redundancy from the backbone to county Points of Presence in order to meet the State’s rapidly growing bandwidth demands. The existing network, which supports more than 900 locations and 6,000 circuits, was designed over 15 years ago and is no longer adequate for the needs of Executive Branch agencies, as network traffic has grown exponentially. Five years ago, the largest single circuit requirement was 1 gigabit per second, whereas agencies now routinely require services of 10 gigabits per second or more. By extending 100-gigabit per second capacity and redundancy from the backbone to county Points of Presence, the project will improve network performance, strengthen reliability, and enable agencies to adopt and expand cloud-based strategies. Ultimately, the modernization will ensure that Maryland’s statewide network is positioned to meet current and future technology demands while providing a secure and resilient foundation for agency operations.

Project Status (through December 12, 2025): The project successfully completed the foundational implementation phase, which established the core infrastructure for the initiative and included the full deployment and precision splicing of the fiber optic network that supports the entire system. This work represented a critical milestone and provided the technical backbone required for all subsequent deployment activities. The project team also completed infrastructure buildout activities in the western region, ensuring that the network was fully prepared to support equipment installation, system configuration, and future service activation.

The project also made progress with deployment and activation efforts in the northern service area while concurrently completing detailed engineering and final configuration activities to optimize the newly constructed western infrastructure. In addition, all required network equipment for the next two planned implementation stages was successfully procured, positioning the project to transition efficiently into upcoming installation activities once delivery is finalized. From an oversight perspective, the project remained aligned with the Q1 FY26 ITPR milestone schedule, approved spend plan, and established scope. The project team continued to actively manage known dependencies related to traffic control permits and interagency agreements, recognizing their potential impact on schedule.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Extended Procurement Timelines:** The project continues to observe longer-than-expected procurement lead times influenced by tariff changes, and the team is monitoring and responding to these developments as they occur. The impact remains a possibility of schedule adjustments if procurement pathways shift. To mitigate this, the project is maintaining steady coordination with procurement staff, reviewing tariff updates, and considering alternative acquisition approaches to reduce potential disruption.
- **Unprojected Tariff Costs:** The project is noting ongoing cost variations related to tariffs not covered under existing price protections, and the team is monitoring and responding to these fluctuations as orders progress. The impact is a potential increase in expenses that may require budget adjustments. To mitigate this, the project has identified contingency resources, continues to review cost assumptions, and may draw on operating funds if needed.
- **Vendor Resource Uncertainty:** The project is seeing continued variability in vendor delivery and availability linked to tariff-related factors and is monitoring and responding to these changes as part of routine planning. The impact is the possibility of modest cost or schedule adjustments depending on vendor timelines. To mitigate this, the team is phasing resource needs more deliberately, refining forecast models, and coordinating with vendors to maintain alignment with project priorities.

Features Delivered (through December 12, 2025):

- Phase 1A core infrastructure completed
- Phase 1A fiber build and splicing completed
- Phase 1C Western infrastructure completed
- Phase 1B Northern deployment underway
- Phase 2 network equipment fully procured

Performance Metrics (through December 12, 2025):

- **Phase 1A Core Completion:** Achieved 100% completion of Phase 1A Core activities, measured by full delivery and acceptance of all planned scope elements.
- **Phase 1A Fiber Completion:** Achieved 100% completion of Phase 1A Fiber work, measured by finalized construction, validation, and closeout of all fiber-related tasks.
- **Phase 1B Fiber Build Completion:** Completed 100% of Phase 1B Fiber Build activities, measured by full execution of planned fiber construction milestones.
- **Phase 1B Fiber Splicing Completion:** Achieved 100% completion of Phase 1B Fiber Splicing, measured by finalized splicing activities and verification against design specifications.
- **Phase 1C Western Infrastructure Completion:** Achieved 100% completion of Phase 1C Western Infrastructure activities, measured by delivery and acceptance of all infrastructure scope.
- **Phase 1B Northern Regional Progress:** Reached 65% completion of Phase 1B Northern regional work, measured against planned milestones and aligned with the FY26 ITPR schedule.
- **Phase 1C Western Engineering Progress:** Achieved 10% completion of Phase 1C Western engineering activities, measured against planned engineering deliverables and aligned with the FY26 ITPR

schedule.

- Cost Performance Against Spend Plan: Maintained alignment with the FY26 ITPR approved spend plan, measured by zero unplanned cost growth to date.

Project Phase: Implementation

Project ID: DOIT-24-NWMD

Project Start Date: 7/1/2023

Estimated End Date: 2030

Information Technology: networkMD Modernization Modernization (nwMD) (#P025)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	5,132,135	4,289,199	-	9,421,334
ITIF	5,132,135	-	-	5,132,135
Realigned ITIF	-	4,289,199	-	4,289,199
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	5,132,135	4,289,199	-	9,421,334

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
4,289,199	9,220,693

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
1,735,588	4,374,492

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	2,510	4,824,556	TBD	4,827,066
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	2,510	4,824,556	TBD	4,827,066

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$10M - \$20M

Insurance Administration: Insurance Tracking System (ITS) (#1300)

Project Summary

Project Description: The Maryland Insurance Administration (MIA) identified the need to replace the current Enterprise System (ES), which was custom built in the 1990s as a rudimentary case tracking and case management platform for Company Licensing and Renewals, and Hearings and Orders. The ES technology is obsolete and its functions are minimal and insufficient to meet the needs of the MIA with respect to the units that are using it. ITS, as redesigned, will use Salesforce as a platform to automate and digitize MIA processes in order to improve functionality, efficiency, and speed; remove data silos; and enhance privacy and security protection. ITS will address the needs of the following business units:

- Company Licensing
- Consumer Education and Advocacy
- Financial Regulation
- Fraud and Enforcement
- Producer Licensing
- Property and Casualty
- Life and Health
- Hearings and Orders

The ITS project includes the upgrading or introduction of case management, document management, a centralized database, and data management controls, license management, a contact center environment, and portals for communications with and the secure receipt of data from the public and from licensees. ITS will also strengthen (and in some cases, implement) IT, data privacy, and security governance and risk management controls; initiate platform and release management; and establish agency-wide data and document indexing methods and protocols.

Project Status (through December 12, 2025): During this period (July - December, 2025) a total of 49 epics (large themes of functionality) and the development for 323 user stories (epics broken down to smaller pieces of functionality to track work activities at a granular level) were completed by the project team. In an effort to prepare the business units targeted to go live with Release 4, MIA has developed a comprehensive change management strategy, adopting a 'Train-The-Trainer' model where the project team worked closely with a select group of Subject Matter Experts (SMEs) from the business units to train them on Salesforce terminology, navigation and future state processes, and managing the business unit's work on the Salesforce Insurance Tracking System (ITS). MIA continued integration work with the National Association of Insurance Commissioners (NAIC), which provides expertise, data, and analysis for insurance commissioners to effectively regulate the insurance industry and protect consumers. MIA's integration team completed the design, configuration, development, and IT testing for NAIC's Complaints Database System (CDS) and Regulatory Information Retrieval System (RIRS) Modernization. MIA has also completed the design, template development and QA

testing for the legacy Enterprise Complaint Tracking System (ECTS) and Enterprise systems data migration. The agency has hired a contractual Senior IT Project Manager in Q1 FY26 and Senior Salesforce Developer in Q2 FY26. These additions are helping the agency with managing project implementation, as well as laid the foundation to build internal Salesforce related skills.

During the detailed requirements and design discussions with the four business units targeted for Release 4, the project team discovered a complex set of document management related requirements, which are currently being supported by a combination of the legacy ECTS system and manual processes. This discovery and analysis has led to the need to adjust the scope of the project and will be addressed in an upcoming rebaseline submission.

Known / Anticipated Schedule Changes: MOD awaits the MIA team's rebaseline submission to determine if there is a potential schedule impact to the project milestones.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: MIA team is in the process of drafting a rebaseline to address the reduction in scope of the Hearing division from the selected vendor. This reduction in scope is due to determined incompatibility to the Hearing division complex document management needs. MOD anticipated the rebaseline to be submitted by Q3 FY26.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- The project is working through an issue with a document management system that is incompatible with a few divisions of MIA. There is a risk the team will have to pivot to an alternative solution for the Hearing division that may delay the implementation.
- The Salesforce solution requires specialized post deployment resources. The MIA team is working to develop an internal team to support the application, however there could be significant post MITDP expense if MIA is required to extend the Salesforce support contract.

Features Delivered (through December 12, 2025):

- Enhancements related to access and email functionality for all business units live on Salesforce
- Enhancements to developing reports, data updates, and adding dropdown values for Company Licensing business unit
- Delivered various enhancements including adding dropdown values, record page updates to H-CAT (Health Coverage Assistance Team) business unit

Performance Metrics (through December 12, 2025): Since the Salesforce ITS implementation, MIA's business units have reported the below:

- Producer Licensing unit has processed and completed 372 service requests on Salesforce, with a noticeable reduction in the number of emails received in the shared email box
- Fraud & Enforcement business unit has reported numerous positive impacts on their workflow since

implementing Salesforce as the case managing system to include, streamlined capture and storage of all emails related to a case.

- MIA’s H-CAT (Health Coverage Assistance Team) business unit reported that Salesforce allows the business unit to keep all of the case notes, consumer details, and follow-up tasks in one organized place.
- Implementation of Real-time dashboards allows the unit to quickly see how many Marylanders the unit is helping, what issues are coming up most often, and where the unit might need to shift resources.

Project Phase: Implementation	Project ID: MIA-21-LSR
Project Start Date: 4/1/2020	Estimated End Date: 2029

Insurance Administration: Insurance Tracking System (ITS) (#1300)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	3,280,000	8,991,096	7,623,877	19,894,973
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	3,280,000	8,991,096	7,623,877	19,894,973
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	3,280,000	8,991,096	7,623,877	19,894,973

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
3,809,524	3,809,524

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
7,623,877	8,043,877

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	2,224,980	10,699,896	TBD	12,924,876
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	2,224,980	10,699,896	TBD	12,924,876

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$20M - \$30M	\$30M - \$40M

Labor: Electronic Licensing Modernization (ELMo) (#HB10)

Project Summary

Project Description: The Electronic Licensing Modernization (ELMo) project is a statewide initiative led by the Department of Labor to replace their existing legacy licensing system with a modern, cloud-based Platform as a Service solution. The project is designed to enhance the customer experience for applicants, licensees, and consumers while improving internal efficiency through streamlined office procedures. Delivery will occur in an iterative manner, beginning with a pilot scheduled for Q3 FY26 and followed by successive waves of 5 to 10 licensing boards at a time through Q3 FY27. Key features of the modernized system include configurable workflows and forms, enhanced online services, improved payment processing, electronic content management for documents and communications, and mobile-friendly access. Additionally, the system will include an integrated analytics platform to support continuous improvement in both service design and operational effectiveness. The project is employing a Service Design-centric approach, partnering with the Department of Information Technology's Chief Digital Experience Officer and Maryland Digital Service to redefine requirements and establish standardized licensing patterns across the State. To support this vision, a proof of concept is underway leveraging Salesforce Public Sector Solutions under the State's master contract.

The Maryland Digital Service (MDDS) currently has a deployed team on this project.

Project Status (through December 12, 2025): The Electronic Licensing Modernization (ELMo) project remains in the service design phase and has completed initial research for two of the 26 licensing boards, commissions, programs, professions, and occupations that will ultimately be in scope. This builds on earlier work to refine vision, scope, and standardized licensing workflows; however, the prior pilot approach has been paused and the project has effectively undergone a soft reset while the overall solution for the business problems and delivery path are reconsidered. Progress has also been affected by significant staffing changes, with three of the four individuals assigned to the project having accepted new roles and departed, and the department's central technology team working to re-establish project staffing and maintain continuity of service design activities. Based on our assessment, the project has made limited but tangible progress on early research and service design, but the combination of staffing instability and the absence of a clearly defined end-to-end solution and implementation strategy poses a risk to pace and clarity; timely backfilling of key roles and agreement on a concrete go-forward approach will be critical to keeping the project on track.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Lack of a defined implementation strategy. The project is currently in a soft reset, and a clear, comprehensive approach to completing the business scope and requirements has not been established. This creates uncertainty around delivery sequencing and increases the likelihood of rework. The team is working to stabilize the project foundation by refining the implementation approach and reconnecting deliverables to service design outcomes.
- Staffing gaps and leadership vacancies. The departure of three of the four project resources, combined with the absence of a Project Lead and Technical Product Manager, threatens continuity and slows requirements and design progress. These gaps increase schedule and quality risks. The Maryland Digital Service and Labor are actively prioritizing staffing and working to reassign or onboard key personnel to restore delivery capacity.
- Unresolved risks from prior reporting periods. Risks related to backlog definition, stakeholder engagement consistency, and data conversion/business-rules management remain unmitigated and continue to pose delivery challenges. Failure to resolve these foundational items may delay subsequent phases. The project is revisiting these areas as part of the reset, with renewed emphasis on formalizing subject matter expert participation, defining requirements, and establishing governance around data and business rules.

Features Delivered (through December 12, 2025):

Currently there are no features being used in production.

Performance Metrics (through December 12, 2025):

- Conducted User Feedback Sessions for: barbers, cosmetologists, electricians and related staff including discussions with unions, trade associations, and private companies.
- Boards Researched: 2 of 26
- Service BluePrints Completed: 2, Cosmetology and Electrician
- Feedback Collected: 150+ aggregated ideas
- Pain Points Identified: 60+

Project Phase: Implementation

Project ID: MDL-19-ELMO

Project Start Date: 6/1/2025

Estimated End Date: 2030

Labor: Electronic Licensing Modernization (ELMo) (#HB10)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	6,250,000	(600,000)	1,300,000	6,950,000
ITIF	3,800,000	(600,000)	1,300,000	4,500,000
Realigned ITIF	-	-	-	-
Agency Funds	2,450,000	-	-	2,450,000
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	6,250,000	(600,000)	1,300,000	6,950,000

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,400,000	830,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
3,800,000	3,298,205

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	1,170,000	-	TBD	1,170,000
Agency Funds	-	22,098	TBD	22,098
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	1,170,000	22,098	TBD	1,192,098

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Labor: Labor Omni-channel Contact Center Solution (LOCCS) (#HB10)

Project Summary

Project Description: The Labor Omni-Channel Contact Center Solution (LOCCS) project is a multi-phase initiative led by the Maryland Department of Labor Unemployment Insurance division to modernize and centralize contact center operations. The project replaces the temporary, outsourced call center established during the COVID-19 pandemic with a State-managed, cloud-based Software as a Service solution designed to improve customer service, operational efficiency, and system integration. The solution provides omni-channel capabilities including voice, chat, email, web forms, self-service interactive voice response, call recording, transcription, analytics, workforce optimization, quality management, and knowledge base functionality. These features will enable the Department to streamline case handling, reduce duplicate data entry, and better serve Maryland residents by integrating with the existing BEACON system and Salesforce platform. Implementation will occur in three phases, beginning with claimant services to support the termination of the outsourced call center contract, followed by expanded coverage across additional unemployment insurance functions such as Benefit Payment Control, Central Processing, Reemployment and Trade, Benefits and Accuracy Measurement, and the Contributions Contact Center. The final phase will achieve full system integration and extend support to seven Unemployment Insurance field offices statewide. This strategic initiative positions the Department to deliver a modern, efficient, and resident-focused customer service model.

Project Status (through December 12, 2025): The Labor Omni-Channel Contact Center Solution (LOCCS) program continues to perform well and remains on track with its modernization objectives. Building on earlier milestones—expedited procurement, contract award, and the January 2025 launch of the in-house Claimant Contact Center—the project successfully deployed the self-service Interactive Voice Response (IVR) and the Contributions Contact Center in October 2025, fully transitioning both IVR systems onto the Genesys platform. These deployments introduced key capabilities such as expanded emergency hours, call recording and transcription, and a call-back feature, while maintaining overall system stability and performance. The current focus is on improving agent efficiency by finalizing Workforce Management (WFM) and Quality Management (QM) documentation and preparing for the rollout of additional channels, including web chat/chatbot and integrated email support. Based on our assessment, the project has sustained strong delivery momentum and effective coordination with business stakeholders; the next phase will hinge on completing WFM/QM readiness and managing the operational impacts of adding new channels so that service levels and user experience remain consistently high.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Sustained vendor and stakeholder engagement. As new communication channels such as chat, chatbot, and integrated email are introduced, consistent engagement from both the vendor and business stakeholders remains essential to avoid rework or delays. The project team continues to mitigate this through active governance, scheduled touchpoints, and strong collaboration across technical and business teams.
- Dependence on federal funding. Continued federal support remains critical to sustain upcoming phases of LOCCS modernization. Any reduction or delay in funding could affect the delivery schedule or require scope adjustments. The agency is mitigating this by closely coordinating budget planning with federal and state partners to ensure alignment.
- Availability of subject matter experts and business staff for UAT and requirements validation. Upcoming enhancements, including Workforce Management (WFM), Quality Management (QM), and expanded communication channels, require timely involvement from subject-matter experts. Insufficient subject matter expert participation could slow testing and reduce solution accuracy. To mitigate this, leadership is reinforcing subject matter expert commitments and prioritizing UAT participation.

Features Delivered (through December 12, 2025):

- Claimant Contact Center: Successfully launched in January 2025.
- Emergency Hours Expansion.
- Call Recording/Transcription.
- Call-Back Feature.
- Contribution Contact Center: Went live in October 2025.
- Self-Service IVR (Interactive Voice Response): Went live in October 2025.

Performance Metrics (through December 12, 2025):

- Establishment of Core Capability:
 - The project successfully transitioned from having no in-house contact center to a fully implemented, operational contact center using Genesys.
- Real-time Operational Control (Qualitative):
 - Live Monitoring: We now have the ability to monitor the live call flow and agents' involvement in real-time, which was impossible before.
 - Live Dashboards: Implementation of live dashboards provides instant visibility into agent status and call queue conditions.
- Data-Driven Staffing (Qualitative):
- We can now utilize historical data (call volume, demand patterns) to inform staffing decisions and man up the queues on heavy traffic days, ensuring resources align with demand.

Project Phase: Implementation

Project ID: MDL-22-LOCCS

Project Start Date: 7/1/2021	Estimated End Date: 2028
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Labor: Labor Omni-channel Contact Center Solution (LOCCS) (#HB10)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	6,575,673	2,632,264	7,009,198	16,217,135
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	6,575,673	2,632,264	7,009,198	16,217,135
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	6,575,673	2,632,264	7,009,198	16,217,135

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,632,264	2,632,264

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
7,009,198	1,716,253

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	462,676	-	TBD	462,676
Reimbursable Funds	-	-	TBD	-
Total	462,676	-	TBD	462,676

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Maryland Higher Education Commission: Unified Financial Aid System (MHEC)
(#A001)

Project Summary

Project Description: The Maryland Higher Education Commission (MHEC) Scholarship Application Modernization project is a statewide initiative to transform how students access and manage financial aid across 29 State programs. Each year, these programs process approximately 250,000 applications and deliver more than \$125 million in financial assistance to over 55,000 students. The project is implementing a new web-based application that consolidates access to all scholarships, offering features such as multilingual support, mobile accessibility, electronic signatures, and integration with student and parent tax data. Beyond improving the student experience, the system will streamline administrative functions, including processing initial and renewal applications, managing awards, verifying eligibility, processing payments, and tracking service obligations. It will also enhance communication by providing students with real-time updates and enabling institutions and legislators to receive timely award notifications. Additionally, the system will strengthen data-driven decision making by generating detailed reports and performance metrics to support legislative requests and inform future policy. While the project faces an ambitious timeline, a phased implementation strategy is being employed to ensure that the system meets both operational and legislative requirements.

Project Status (through December 12, 2025): The Maryland Student Information System (MDSIS) project remains on track with continued progress across major workstreams. Portal development has advanced beyond initial requirements work: research portal mock-up screens have completed initial review, stakeholder feedback is being incorporated, and mock-up development is expanding to include Accounting, Legislative, and other user groups, with Customer Zone tickets used to manage Maryland Higher Education Commission (MHEC) feedback. The implementation vendor, Regent, and integration partner, Attain, are holding weekly integration workflow sessions, and MHEC staff have begun hands-on scenario walkthroughs using the Regent prototype, with additional prototype review sessions scheduled. On the technical side, the Department of Information Technology (DoIT) is configuring Simple Mail Transfer Protocol (SMTP) relay services and Regent is advancing internal system configuration. Critical blockers remain around DoIT licensing for Google Cloud Platform (GCP), Twilio, and SendGrid; these licensing issues are being actively worked on by Attain and the MHEC project team. Data migration planning is also progressing with Interclipse through installation of Microsoft SQL Server to access and restore data from the current vendor environment. In parallel, development of the Student Obligation Loan Repayment (SOLR) Request for Proposals (RFP) is underway, and the draft will require compliance review and approval from DoIT and the Office of State Procurement (OSP) before it can be published. Based on our assessment, the project is making steady progress in design, prototyping, and technical readiness consistent with prior plans, but remains dependent on timely resolution of outstanding licensing blockers, successful SOLR RFP review and publication, and continued coordination across vendors and MHEC to keep the overall schedule on

track.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- RFP completeness and timing. This is the second attempt to issue the procurement after the initial unsuccessful effort, and the Request for Proposals (RFP) must fully capture all business, technical, and data requirements. Incomplete or delayed RFP finalization could lead to vendor misalignment, procurement slippage, and downstream implementation issues. The project team is mitigating this by conducting detailed reviews with business owners, incorporating stakeholder feedback, and aligning the document with lessons learned from the prior procurement.
- Vendor capability and understanding of system complexity. Given the multifaceted nature of MDSIS—including research, accounting, legislative workflows, integrations, and data migration—there is a risk that a selected vendor may underestimate system complexity. This could lead to implementation delays, rework, or cost escalations. The project team is mitigating this by increasing discovery depth, encouraging more targeted vendor questions, and using prototype walkthrough sessions to validate understanding.
- Adequacy of funding to support vendor onboarding and full implementation. The project relies on funding from the IT Investment Fund (ITIF) and a Dedicated Purpose Account, and insufficient funding could prevent securing a qualified vendor or sustaining the implementation lifecycle. This poses a risk to procurement success and schedule continuity. The agency is mitigating this by reviewing funding levels, validating estimated vendor costs, and confirming the status of the Dedicated Purpose Account to ensure sufficient resources are available before award.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: MHEC-23-FAMS

Project Start Date: 7/1/2022

Estimated End Date: 2028

Maryland Higher Education Commission: Unified Financial Aid System (MHEC) (#A001)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	860,560	9,503,230	3,071,111	13,434,901
ITIF	-	2,744,014	3,071,111	5,815,125
Realigned ITIF	-	-	-	-
Agency Funds	860,560	6,759,216	-	7,619,776
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	860,560	9,503,230	3,071,111	13,434,901

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
18,182,893	9,779,337

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
3,295,004	8,983,846

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	218,251	TBD	218,251
Agency Funds	484,346	513,722	TBD	998,067
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	484,346	731,972	TBD	1,216,318

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Natural Resources: DNR Modernization and OneStop Integration Project (#A144)

Project Summary

Project Description: The Department of Natural Resources (DNR) Licensing Modernization project is a statewide initiative to replace the agency's existing COMPASS system with a modern, web-based platform that enables comprehensive licensing and permitting services. The solution, developed and customized as a commercial off-the-shelf (COTS) system, is designed to provide a central point of access that supports all 134 licenses and permits, including newly added Deep Creek Dock permits. The platform will feature Open Application Programming Interface (API) will permit the application to scale with new enterprise technologies or needs, be more compatible to support sustainable financial and operational models, facilitate integration with internal and external systems, and strengthen customer engagement. Key capabilities include online payment processing, the application and renewal of licenses and permits, tracking of application status, and the ability to apply discounts and fees for premium services. Internally, DNR will gain workflow automation to streamline licensing and permitting processes, enhancing operational efficiency. The project also incorporates Geographic Information System (GIS) enhancements, including improvements to the Maryland Outdoors Mobile Application (MDOMA) and GIS-based shellfish reporting. By modernizing its licensing and permitting operations, DNR seeks to improve customer experience, increase transparency, and ensure a scalable system capable of meeting future service delivery needs.

Project Status (through December 12, 2025): The project completed a rebaseline in Q1 FY26 . The rebaseline added scope items to increase the functionality and accessibility through GIS enhancements and reporting as well as adding permitting and licensing for the Deep Creek Lake to modernize the legacy system where it is currently housed by bringing it onto the MD Outdoors platform. This rebaseline work addressed in Phase 2 is underway with progress being made and the first 3 of a total 12 sprints completed and deployed to production. The major content included in these sprints is as follows:

- Full boat dealer functionality including the ability for boat dealers to renew vessel registrations.
- Tinder finder component for the mobile application.
- Enhancements to the offshore blind site module.
- Hunters/boaters/trappers education safety certificates printable within the system.
- College enrollment certification functionality.

Known / Anticipated Schedule Changes: MOD anticipates a rebaseline submission in Q3 FY26 due the delay in the Phase 2 implementation.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: The vendor has a limited understanding of what is required to complete the implementation Phase 2 of the project. Based upon current progress in development and addressing the Operations and Maintenance of Phase 1, there is a risk of delay to the planned implementation date of June 2026. MOD is recommending a rebaseline submission with a detailed plan to achieve the revised implementation date when determined.

Features Delivered (through December 12, 2025):

- Full deployment of the web based sales platform processing over 4,000 transactions daily
- Ability for new customer enrollment as well as migrated over 2 million customer records from previous system
- Atlas Marketing Module is turned on and delivering targeted marketing email campaigns driven by system data
- Auto Renew functionality is enabled for annual licenses allowing customers to set their licenses to renew each year without additional steps
- Successfully deployment of a new mobile application which now features offline functionality for users in areas with limited mobile connectivity

Performance Metrics (through December 12, 2025):

- There have been 70,000 new customer accounts created since system deployment in June of 2025
- There has been an increase of over \$500,000 in license revenue generated between July, August, and September of 2025 vs. July, August, and September of 2024
- The Atlas Marketing module has directly contributed to over \$270,000 in new revenue as a result of email marketing campaigns

Project Phase: Implementation

Project ID: DNR-21-ONESTOP

Project Start Date: 10/1/2019

Estimated End Date: 2029

Natural Resources: DNR Modernization and OneStop Integration Project (#A144)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	15,323,719	-	-	15,323,719
ITIF	15,323,719	-	-	15,323,719
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	15,323,719	-	-	15,323,719

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
1,738,095	1,820,064

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
1,820,064	4,405,550

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	9,513,950	166,800	TBD	9,680,750
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	9,513,950	166,800	TBD	9,680,750

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$20M - \$30M

Natural Resources: Park Reservation and Revenue Management System (PRRMS)
(#A144)

Project Summary

Project Description: The Parks Reservation and Revenue Management System (PRRMS) project is a modernization effort led by the Department of Natural Resources (DNR) to transform how park reservations, revenue management, and customer services are delivered statewide. The initiative will implement a secure, web-based platform with mobile functionality that enables residents, visitors, park employees, and call center staff to efficiently manage reservations for campsites, cabins, pavilions, boating facilities, yurts, barns, group areas, and organized events. Beyond reservations, the system will integrate modules for retail transactions, gift cards, revenue tracking, and enhanced inventory control, offering robust reporting to strengthen agency workflows. A critical element of the project is the development of an Open Application Programming Interface infrastructure, which will allow for future integration opportunities such as alignment with the statewide OneStop portal and potential interoperability with the Maryland Transportation Authority E-Z Pass Pay-By-Plate system. By combining enhanced digital access with improved operational efficiency, the PRRMS project will deliver a more user-friendly experience for the public while equipping the Department of Natural Resources with the tools required to sustainably manage Maryland’s natural resources and advance the State’s long-term stewardship objectives. Additional modernization efforts have now been identified included in scope: Internet infrastructure upgrades at selected parks, hardware to run the PRRMS at the parks and a robust GIS system to provide accessibility mapping, wayfinding, amenity mapping and terrain analysis tailored to user needs with the State parks.

Project Status (through December 12, 2025):

- The project is currently in Phase 1 of the User Acceptance Testing phase, which includes reservation management, fees and rates, inventory, site details, some aspects of customer communication, and user management.
- All the data exports required from the outgoing vendor were received and validated by Aspira.
- Four interactive design sessions were conducted to get agency user feedback.
- New credit card machines have been tested and ordered to ensure compatibility with the merchant processing systems in place
- The new software that will need to be installed on the park staff computers is currently with the DoIT software assessment team.
- Aspira conducted onsite evaluations to better determine hardware needs for thirty-nine park locations.
- The project team is working with DoIT to confirm the scope and timeline for the internet and GIS infrastructure needs of the project.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.	
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • There is a potential delay in the development of the internet/GIS system that may impact the effectiveness of the application in a number of remote park areas. • UAT testing is being conducted by the DNR PRRMS subject matter expert (SME) team, however, the end user (general public) will not have the ability to test prior to Go Live. SME are testing in the persona of the general public but this approach does leave room for potential errors. 	
<p>Features Delivered (through December 12, 2025):</p> <ul style="list-style-type: none"> • The project team is conducting UAT for the project. The target completion date for the UAT phase is 12/28/2025 • Confirmed and ordered hardware for new Point of Sale (POS) integration for onsite PRRMS use. 	
<p>Performance Metrics (through December 12, 2025): Performance metrics anticipated post Go Live February 24,2026</p>	
Project Phase: Implementation	Project ID: DNR-23-PRRMS
Project Start Date: 9/1/2023	Estimated End Date: 2030

Natural Resources: Park Reservation and Revenue Management System (PRRMS) (#A144)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	4,232,143	1,995,390	-	6,227,533
ITIF	3,732,143	1,995,390	-	5,727,533
Realigned ITIF	-	-	-	-
Agency Funds	500,000	-	-	500,000
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	(2,000,000)	-	(2,000,000)
ITIF Realignment	-	(2,000,000)	-	(2,000,000)
Agency Funds Realignment	-	-	-	-
Total	4,232,143	(4,610)	-	4,227,533

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,857,143	1,995,390

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
1,428,571	1,900,000

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	63,724	-	TBD	63,724
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	63,724	-	TBD	63,724

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

State Treasurer Office: Financial Systems Modernization (FSM) (#1800)

Project Summary

Project Description: The Financial Systems Modernization (FSM) project is a strategic initiative to transition the State Treasurer’s Office (STO) from its aging IBM AS400/i5 Treasury and Insurance Management System to a modern, cloud-based Microsoft enterprise resource planning (ERP) financial and insurance management solution. This modernization effort is essential to ensuring the continuity and enhancement of the Treasurer’s Office mission-critical financial and operational functions. The legacy AS400/i5 platform currently serves as the core financial interface system, supporting constitutional and statutory responsibilities to disburse funds as warranted by the Comptroller’s Office, while also enabling daily cash flow management, reconciliation, automated clearing house (ACH) and wire transfers for statewide receipts and disbursements, investment of State funds, daily budget and accounting activities, and comprehensive claims management and record-keeping. With IBM’s end-of-service date of December 31, 2018, the transition is imperative to avoid operational risk and to position the Treasurer’s Office to leverage enhanced system capabilities. The FSM project will deliver a secure, reliable, and scalable platform that strengthens financial management, improves efficiency, and ensures the State of Maryland’s financial and insurance operations are sustainable and responsive to future needs.

Project Status (through December 12, 2025): During Q1 FY26, the project successfully migrated and implemented the Payroll module within the new ERP system, enabling support for all payroll types, including regular, contractual, and university payroll. During the same period, the team also deployed the Interest Certification and Collateral Validation module, which improved the State’s ability to track depository accounts and monitor collateralization levels to ensure compliance. Following these completed efforts, the project shifted its focus toward upcoming deployments, with the Deposits module planned for rollout in Q3 FY26, followed by the Tax Refund, Interest Allocation, and Vendor Payment modules across Q3–Q4 FY26, after which the project is expected to transition into the Operations and Maintenance phase. In parallel with these activities, the project team continued to support closely aligned Comptroller of Maryland initiatives by participating in integration testing efforts, including coordination with Compass and Workday Payroll, to ensure compatibility and reduce risks across interconnected systems.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Comptroller Interdependencies:** The project continues to monitor its dependencies with the Comptroller’s Revenue Premier Enterprise and related initiatives to ensure alignment as both technical and business requirements evolve. Misalignment could delay schedules, introduce design conflicts, or disrupt statewide tax-processing workflows. To mitigate this, the project is maintaining structured agency-to-agency coordination through recurring meetings, strengthened escalation pathways, and ongoing collaboration with Comptroller technical and business leaders.
- **Legacy-to-Cloud Migration:** The team continues to evaluate emerging complexities associated with transitioning from the legacy mainframe to Microsoft Dynamics 365 as modernization work progresses. Unresolved migration issues could increase costs, delay implementation timelines, or diminish stakeholder confidence. To mitigate this, the project is advancing detailed process reviews, accelerating early testing cycles, and refining its phased migration plan to identify and resolve issues before they affect the broader schedule.
- **Limited Internal Staff Capacity:** STO continues to assess its internal staffing needs to reduce long-term dependence on vendor technical resources as solution development advances. Limited in-house capacity may weaken STO’s oversight capability and create sustainability risks after go-live. To mitigate this, the project is developing a staffing plan that prioritizes internal technical hiring, knowledge transfer sessions, and capacity-building activities to ensure stable operations and independent support post-implementation.

Features Delivered (through December 12, 2025):

- Both external and internal facing applications to submit and manage Insurance claims.
- Accounting module for processing claim payments, agency payments, and interface with FMIS.
- Managed File Transfer (MFT) platform to securely transmit files between partner banks and agencies.
- External facing application for agencies to securely submit and e-sign bank account applications.
- Internal application and reporting framework to manage and monitor bank accounts, interest certification, and collateralization.
- Processing State Payroll and reconciliation with electronic bank statements, along with check management features and workflows.
- Processing and printing DHS Child Support and E&E check payments.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: Implementation

Project ID: STO-18-FSM

Project Start Date: 7/1/2017

Estimated End Date: 2028

State Treasurer Office: Financial Systems Modernization (FSM) (#1800)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	23,703,742	5,005,884	6,199,456	34,909,082
ITIF	12,932,857	3,577,856	4,959,565	21,470,278
Realigned ITIF	-	-	-	-
Agency Funds	3,810,583	1,428,028	1,239,891	6,478,502
Federal Funds	-	-	-	-
Reimbursable Funds	6,960,302	-	-	6,960,302
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	23,703,742	5,005,884	6,199,456	34,909,082

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
6,640,707	7,022,782

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
5,904,244	7,366,703

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	11,172,042	3,960,125	TBD	15,132,167
Agency Funds	2,727,544	2,438,608	TBD	5,166,152
Federal Funds	-	-	TBD	-
Reimbursable Funds	5,747,207	-	TBD	5,747,207
Total	19,646,793	6,398,733	TBD	26,045,526

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$30M - \$40M

Projects in Operations & Maintenance

Agriculture: Modernization Program (MODP) (#1240)

Project Summary

Project Description: The Maryland Department of Agriculture Modernization Program (MODP) is a strategic initiative to transform how the Department delivers licensing, certification, permitting, and related agricultural services. The program focuses on three core departments—Nutrient Management, State Chemist, and Turf and Seed—and will replace outdated systems with a single, streamlined solution. Central to the effort is the digitization of paper-based forms and reports, secure online payment capabilities, and integration with external systems to enable seamless data exchange. The initiative also includes the retirement of legacy applications and the consolidation of disparate platforms, reducing redundancy and improving operational efficiency. By providing user-friendly public access and modern digital services, the MODP project will enhance service delivery, improve transparency, and strengthen the Department’s ability to support Maryland’s agricultural community with reliable, accessible, and efficient solutions.

Project Status (through December 12, 2025): For the State Chemist program, the team delivered an administrative enhancement that enables read-only access to registrant experience data within the Renewal and Reporting portal. This capability improves program oversight and supports compliance review without impacting registrant workflows.

For the Nutrient Management program, the team is addressing data quality issues stemming from legacy Oracle records. More than 5,000 producer accounts contain non-unique names with limited identifying information, requiring analysis to determine proper consolidation and relationship mapping in Salesforce. This work is underway and is necessary to establish accurate producer and consultant relationships.

User Acceptance Testing for Nutrient Management is dependent on resolution of these data issues. While this presents a schedule challenge, the team is actively analyzing and remediating the data to enable testing to proceed once account integrity is established.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

• Migration from Oracle to Salesforce: MDA's current environment uses Oracle, which became unsupported October 2025. The project team mitigated this by securing the Extended Support Security Upgrade, maintaining system security and compliance during the transition. New target date transitioning to Salesforce is January 2026, however it is uncertain if the team will meet that timeframe.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: O&M

Project ID: MDA-18-MODP

Project Start Date: 7/1/2017

Project End Date: 6/30/2026

Agriculture: Modernization Program (MODP) (#1240)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	9,465,474	2,064,208	-	11,529,682
ITIF	9,465,474	2,064,208	-	11,529,682
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	9,465,474	2,064,208	-	11,529,682

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,063,255	4,967,075

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
183,400	3,626,155

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	5,697,307	1,369,285	TBD	7,066,592
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	5,697,307	1,369,285	TBD	7,066,592

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027	FY 2028	FY 2029	Total
Licenses / Subscriptions	-	TBD	TBD	TBD
Staff	-	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	-	TBD	TBD	TBD

Health: Integrated Electronic Vital Records Registration System (VRRS) (#A807)

Project Summary

Project Description: The Integrated Electronic Vital Records Registration System (VRRS) project is a statewide initiative launched by the Maryland Department of Health (MDH) in 2019 to consolidate and modernize legacy applications that manage the creation, retention, and distribution of vital demographic information. Administered by the Division of Vital Records (DVR) in coordination with local health departments, the project supports the issuance of critical certificates, including birth, death, marriage, and fetal death. To reduce development risk and accelerate delivery, Maryland adopted and customized the California Integrated Vital Records System (Cal-IVRS) to meet state-specific requirements. The new system provides a secure, web-based interface that incorporates all legacy data while continuing to support user accounts at Maryland’s medical and funeral facilities. It also enables streamlined integration with federal partners, including the National Center for Health Statistics and the Social Security Administration, ensuring timely and accurate data exchange. By replacing outdated systems with a single modern platform, the VRRS project enhances service delivery to Maryland residents, improves operational efficiency across State and local agencies, and strengthens data integrity for critical public health and administrative functions.

Project Status (through December 12, 2025):

Accomplishments

- Delivered key enhancements for the Electronic Birth Record System (EBRS) and the Work Order Management System (WOMS).
- Integrated Marriage and Divorce certificate issuance into WOMS and expanded workflows for the MVA to issue Birth and Death certificates, ensuring standardized issuance statewide.
- Expanded WOMS use by the MVA for these processes, marking a significant increase in adoption.
- Relaunched new Geocoding systems for Birth and Death records to improve data quality and reporting.
- Completed and certified FHIR implementation for death records, enabling data exchange with agencies such as the CDC and NAPHSIS; placed on hold at the request of CDC and NAPHSIS due to challenges from the government shutdown.

Up Next

- Implement FHIR for birth records once clearance is received from CDC partners.
- Continue FDRS feature development, expand testing, and gather user feedback from a wide internal user base.
- Provide training environment for trainers to prepare external users, with production availability expected in Q3 FY26.

Challenges

- Risk of delays due to ongoing changes in hosting environment resources and vendor delays in

resolving critical system issues; onboarding new resources requires significant time because of system complexity.

- Risk of losing internal development expertise without long-term contracts to retain knowledgeable staff in the VRRS domain.
- Risk of compliance gaps as 508 accessibility efforts continue, with Birth Registration already in production and Death Registration (EDRS) and issuance system (WOMS) still in development.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- There is a high risk that the project management team, including the PM, will not be able to continue beyond the final expiration date of its contract in February 2026. The impact will be on the agency's ability to plan and execute the final four months of its one-year Operations and Maintenance phase, which ends on June 30, 2026. Specifically affected will be: 1) Maintenance of features in operational software applications, 2) Continuity of vital record business functions and public services, and 3) Knowledge transfer to the agency and future long-term system support staff. Beyond receiving an extraordinary emergency extension, the options for mitigation are none and the agency must accept the risk.

Features Delivered (through December 12, 2025):

- Modernized Birth Registration system with its wide features is in production.
- WOMS is a central system for all issuance of Birth, Death across the state of Maryland utilized by the Local Health Department and various MVA to issue Birth and Death certificates. Also used by the Division of Vital records to manage all amendment requests for both birth and death as well as Marriage, Divorce and Fetal Death certificates issuance.
- The 508 Compliance for Birth Registration System (EBRS) is currently in production.
- Death FHIR is available in production pending resolution of technical issues on CDC end.
- Re-architected Geocoding Systems for Birth System.
- Re-architected Geocoding Systems for Death System.

Performance Metrics (through December 12, 2025): Legacy systems didn't have much data collected at the start, so we are working off of current data.

The following is the impact on Maryland residents during the first half of FY26 (July thru November)

Number of Birth Certificates Registered -- 25,829

Number of Birth Corrections -- 17,053

Number of Death Certificates Registered -- 20,573

Number of Death Corrections -- 2,959

Number of Maryland residents that had certificates issued -- 112,594 Number of certificates printed -- 129,901	
Project Phase: O&M	Project ID: MDH-19-VRRS
Project Start Date: 7/1/2018	Project End Date: 9/30/2026

Health: Integrated Electronic Vital Records Registration System (VRRS) (#A807)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	18,826,257	1,063,911	-	19,890,168
ITIF	15,772,675	1,063,911	-	16,836,586
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	3,053,582	-	-	3,053,582
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	18,826,257	1,063,911	-	19,890,168

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
4,223,770	4,163,770

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
4,907,350	2,971,875

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	11,882,855	3,372,722	TBD	15,255,577
Agency Funds	-	-	TBD	-
Federal Funds	1,374,375	-	TBD	1,374,375
Reimbursable Funds	-	-	TBD	-
Total	13,257,230	3,372,722	TBD	16,629,952

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$20M - \$30M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	60,000	TBD	TBD	TBD
Staff	2,004,400	TBD	TBD	TBD
Other	600,000	TBD	TBD	TBD
Total	2,664,400	TBD	TBD	TBD

*Covers 12 months of expenses

Health: MMT - Behavioral Health ASO (BHASO) (#T810, T811, T812)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Behavioral Health Administrative Services Organization (BHASO) project is a Maryland Department of Health (MDH) initiative to secure a vendor that will oversee the delivery and management of Medicaid behavioral health services. The selected vendor will serve as the BHASO and will be responsible for implementing and operating a software system to review, process, and pay claims for all Medicaid behavioral health providers across the State. Beyond technology implementation, the vendor must bring deep expertise in behavioral health services and policies to ensure that the program is administered in alignment with State and federal requirements. The vendor will also provide a dedicated account team with specialized knowledge in behavioral health to deliver programmatic support, ensuring efficient claims management and consistent service delivery. By integrating both technology and subject matter expertise, the project seeks to streamline behavioral health service administration, reduce operational risk, and improve access and accountability within Maryland's Medicaid system. This effort represents a critical step toward ensuring sustainable, efficient, and equitable behavioral health services for Maryland residents while meeting MDH's statutory and operational obligations.

Project Status (through December 12, 2025):

Accomplishments

- Launched Phase One functionality in January 2025.
- Finalized the multi-phase contract amendment through coordination with MDH leadership, CMS, Procurement, and the AAG.
- Completed Phase Two Design, Development, and Implementation (DDI) on December 1, 2025.

Up Next

- Will complete the transition to the Operations phase.
- Will submit MITDP project close-out documentation.

Challenges

- Staffing Continuity: The project faces a potential loss of Quality Assurance resources for ASO oversight when the current work order expires in February 2026.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **TPL Logic & Cleanup:** There is a risk that claims affected by previously unresolved Third Party Liability (TPL) logic may not be successfully identified during the current cleanup effort. Failing to capture and reprocess these claims will result in inaccurate Coordination of Benefits (COB) for members, causing payment errors or delays. To mitigate this, the cleanup initiative must be rigorously monitored to ensure all impacted claims are identified and corrected.
- **Defect Reporting:** Carelon is currently failing to submit and report defects to MDH in adherence to the required defect management process. This process gap impedes MDH's visibility into system issues and hinders the business team's ability to track resolutions effectively. As a mitigation, Carelon has initiated a revised defect management workflow with bi-weekly meetings, which is currently being assessed to ensure it meets MDH's support needs.
- **Unapproved Production Changes:** Carelon is actively promoting changes to the production environment without notifying MDH QA or ensuring validation is complete. Bypassing these critical quality gates poses a severe risk of introducing unverified defects and instability into the live system. Strict enforcement of change management protocols is necessary to ensure no code acts as a production candidate without prior QA notification and validation.

Features Delivered (through December 12, 2025):

- Centralized administration of Medicaid behavioral health claims processing across the State.
- Review, processing, and payment of behavioral health claims through the BHASO system.
- Integration with Medicaid eligibility and provider data to support claims adjudication.
- Operational reporting to support MDH oversight and vendor performance monitoring.
- Ongoing system operations and maintenance supporting statewide behavioral health services.

Performance Metrics (through December 12, 2025): The BHASO system has been live and operational statewide for nearly one year, supporting behavioral health claims processing and administrative functions without material system disruptions.

MDH monitors vendor performance through contractually defined SLAs, operational reporting, and issue tracking to ensure ongoing compliance and service stability.

Since go-live, MDH has observed stable operations, consistent claims processing, and improved centralized oversight of behavioral health services.

Performance issues identified through operational monitoring are tracked and addressed through established MDH governance and vendor management processes.

Project Phase: O&M	Project ID: MDH-25-MMT_BHA
Project Start Date: 7/1/2018	Project End Date: 3/1/2026

Health: MMT - Behavioral Health ASO (BHASO) (#T810, T811, T812)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	3,547,825	12,461,848	16,009,673
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	3,547,825	12,461,848	16,009,673
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	4,951,640	-	4,951,640
ITIF Realignment	-	4,951,640	-	4,951,640
Agency Funds Realignment	-	-	-	-
Total	-	8,499,465	12,461,848	20,961,313

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
4,220,368	28,202,665

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
24,923,156	27,601,278

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	3,806,650	TBD	3,806,650
Agency Funds	-	-	TBD	-
Federal Funds	-	13,056,365	TBD	13,056,365
Reimbursable Funds	-	-	TBD	-
Total	-	16,863,015	TBD	16,863,015

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$30M - \$40M	\$50M - \$60M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	-	TBD	TBD	TBD
Staff	49,755,000	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	49,755,000	TBD	TBD	TBD

*Covers 12 months of expenses

Health: MMT - Hospice and Medical Daycare Enrollment (HOS) (#T810)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Hospice and Medical Daycare Enrollment project is a modernization initiative designed to resolve longstanding data conflicts within the State’s Medicaid Management Information System (MMIS) that occur when beneficiaries transition between long-term care and hospice or medical daycare programs. These conflicts have historically required manual intervention by the Problem Resolution Unit, creating backlogs and delaying payments to nursing facilities. To address this, the project will integrate hospice and medical daycare programs into the State’s Eligibility and Enrollment application, automating processes, reducing manual workload, and accelerating payment timeliness. In addition, the project will deliver enhanced reporting capabilities through new dashboards that provide a comprehensive view of provider and patient data to support more informed decision-making. The effort also includes automating the Form 257 process for short-term stays, improving efficiency for multiple beneficiary groups, including Modified Adjusted Gross Income (MAGI) adults and pregnant women. With two primary workstreams scheduled for completion by FY26, the project will consolidate these improvements into a single customer relationship management platform, streamlining workflows and ensuring a more reliable, integrated solution for both providers and beneficiaries.

Project Status (through December 12, 2025):

Accomplishments

- Launched the Hospice Feature into production on October 27, 2025, and transitioned it to the operation and maintenance (O&M) phase.
- Tracking post-production defects while preparing for the final transition to operations.

Up Next

- Develop new system enhancements based on requests from Hospice business users to improve functionality.
- Incorporate feedback from Hospice stakeholders into the project roadmap for future technical updates.

Challenges

- The new feature enhancements depend on significant, timely changes to the core Medicaid Management Information System (MMIS) to resolve existing Hospice errors. Delays in updating the core MMIS will prevent the feature from functioning correctly, resulting in continued hospice processing errors and project schedule slips.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated cost changes at this time.	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • System Interdependencies: The reliance of the MMIS on existing data mapping for Eligibility and Enrollment (E&E) System could result in data errors or instability for the 257, Hospice, and MDC projects. This may cause inaccurate program coverage data, claims processing errors, and disruption to new functionalities. The project team is validating MMIS data processes through pre-launch testing, process isolation, and coordination with the MMIS technical team to confirm that no code changes are required. • The enhancements to the feature delivered require significant changes to the core Medicaid Management Information System (MMIS) to be implemented timely to resolve Hospice MMIS Errors. 	
<p>Features Delivered (through December 12, 2025): With the Hospice applications going Live, the following features were delivered to better serve the business units and the citizen of Maryland with following features:</p> <ul style="list-style-type: none"> • Hospice Request Management • Provider Dashboard and User Interface • Document and Correspondence Management • Account Management & Security • Support for Long-Term Care Facilities 	
<p>Performance Metrics (through December 12, 2025): With Hospice application going live the following metrics were achieved:</p> <p>Hospice Enrollment Requests:</p> <ul style="list-style-type: none"> • Starting measurement: 0 • Goal measurement: 100 per month on average • Current measurement: 115 per month on average 	
Project Phase: O&M	Project ID: MDH-25-MMT_HOS
Project Start Date: 12/20/2023	Project End Date: 12/31/2026

Health: MMT - Hospice and Medical Daycare Enrollment (HOS) (#T810)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	2,802,680	5,670,316	8,472,996
ITIF	-	1,403,495	-	1,403,495
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	1,399,185	5,670,316	7,069,501
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	-	2,802,680	5,670,316	8,472,996

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
2,796,760	8,326,356

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
6,300,351	9,999,490

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	403,545	TBD	403,545
Agency Funds	-	-	TBD	-
Federal Funds	-	3,631,910	TBD	3,631,910
Reimbursable Funds	-	-	TBD	-
Total	-	4,035,455	TBD	4,035,455

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$10M - \$20M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	-	TBD	TBD	TBD
Staff	1,371,600	TBD	TBD	TBD
Other	1,750,000	TBD	TBD	TBD
Total	3,121,600	TBD	TBD	TBD

*Covers 12 months of expenses

Health: MMT - Utilization Control Agent (UCA) (#T810, T811, T812)

Project Summary

Project Description: The Medicaid Enterprise Systems Modular Transformation (MMT) Utilization Control Agent (UCA) project is a Maryland Department of Health (MDH) initiative designed to strengthen oversight of medical services reimbursed by Maryland Medicaid. The project engages a contracted agent to evaluate the necessity and appropriateness of services across hospitals, nursing facilities, chronic and pediatric hospitals, audiology, and home and community-based care programs. The UCA is tasked with authorizing hospital inpatient services only when they cannot be effectively delivered in an outpatient setting and approving long-term care and community-based services only when individuals meet established medical eligibility criteria. In addition, the UCA ensures that all services meet professional standards of quality, are delivered effectively and efficiently, and align with Medicaid guidelines. A critical responsibility of the UCA is to identify, monitor, and report potential misuse or inappropriate utilization of services or payments, providing MDH with actionable oversight information. By implementing this initiative, MDH is promoting higher standards of care, safeguarding taxpayer resources, and ensuring that Maryland residents receive medically necessary services in the most appropriate and cost-effective manner.

Project Status (through December 12, 2025):

Accomplishments

- Launched the electronic submission system for Level I Preadmission Screening and Resident Review (PASRR).
- Trained various stakeholder groups on the new PASRR electronic submission process.
- Reconciled nursing facility census records by comparing claims data against the vendor's database.
- Applied liquidated damages to the vendor for submitting an incomplete initial census report.
- Rolled out the hospice Continued Stay Reviews (CSRs) and provided necessary training to hospice providers.
- Educated vendor plan-of-service reviewers and maintained a full staffing level for the team.

Up Next

- Will transition all plan-of-service reviews from MDH staff to the vendor by January 2026.
- Will reduce turnaround times for completing plan-of-service reviews.
- Will improve census data accuracy by resolving vendor system issues and external data integrity flaws.

Challenges

- Operational Transition Delay: Efforts to meet CMS Interoperability Rule data requirements may postpone the scheduled handover of operations.
- Scope Increase and Budget Impact: New requirements under the CMS Interoperability Rule may

<p>necessitate a contract amendment to expand the project scope.</p> <ul style="list-style-type: none"> • Incomplete Data Tracking: Ongoing system and data integrity issues may prevent the department from identifying all residents who require a Continued Stay Review. 	
<p>Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.</p>	
<p>Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.</p>	
<p>Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.</p>	
<p>Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:</p> <ul style="list-style-type: none"> • PHI Data Retention Risk: The Request for Proposal (RFP) contained data retention language in conflict with policies governing protected health information (PHI). This creates the potential for a compliance violation if the vendor retains PHI for five years after the contract ends. To mitigate this, the project is pursuing a contract modification to require the vendor to destroy all PHI and provide formal certification of its destruction at contract conclusion. 	
<p>Features Delivered (through December 12, 2025):</p> <ul style="list-style-type: none"> • Electronic submission of the Level I Pre-admission Screening and Resident Review (PASRR) for nursing facilities • Automation of nursing facility (NF) residents continued stay review (CSR) schedule. This is to ensure there is an accurate census of NF residents who require CSRs. • Implementation of hospice continued stay reviews • Implementation of Plan of Service (POS) reviews for Community First Choice (CFC), Community Personal Assistance Services (CPAS), and Community Options waiver programs 	
<p>Performance Metrics (through December 12, 2025):</p> <ul style="list-style-type: none"> • Plan of Service backlog decreased from a high of approximately 12,000 plans in August 2024 to 510 plans as of 12/15/25. This was a joint accomplishment between the UCA and MDH staff. • UCA has continually successfully met 15/16 SLAs since Jan 2025. These SLAs are related to timeliness of reviews. The UCA continues to work toward improving their timeliness related to POS reviews. 	
<p>Project Phase: O&M</p>	<p>Project ID: MDH-25-MMT_UCA</p>
<p>Project Start Date: 7/1/2018</p>	<p>Project End Date: 12/1/2025</p>

Health: MMT - Utilization Control Agent (UCA) (#T810, T811, T812)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	-	5,932,262	4,171,512	10,103,774
ITIF	-	-	1,042,878	1,042,878
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	5,932,262	3,128,634	9,060,896
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	2,978,563	-	2,978,563
ITIF Realignment	-	2,978,563	-	2,978,563
Agency Funds Realignment	-	-	-	-
Total	-	8,910,825	4,171,512	13,082,337

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
7,561,737	11,570,316

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
4,171,512	7,439,213

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	1,405,498	TBD	1,405,498
Agency Funds	-	-	TBD	-
Federal Funds	-	5,118,915	TBD	5,118,915
Reimbursable Funds	-	-	TBD	-
Total	-	6,524,413	TBD	6,524,413

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$20M - \$30M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	-	TBD	TBD	TBD
Staff	20,297,367	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	20,297,367	TBD	TBD	TBD

*Covers 12 months of expenses

Housing and Community Development: Energy Efficiency Program Management System (EEPMS) (#5450)

Project Summary

Project Description: The Energy Efficiency Program Management System (EEPMS) Modernization project is a strategic initiative led by the Department of Housing and Community Development (DHCD) to replace the existing system that supports the Housing and Building Energy Programs. The project will deploy a Commercial Off-the-Shelf solution that provides robust program management capabilities, including application intake, invoicing, reporting, energy audits, and financial tracking across multiple energy efficiency programs. This modernization responds to the increasing demand for energy efficiency services in Maryland and the growing complexity of program administration, which the current system is unable to fully support without costly vendor intervention. By adopting a modern, scalable, and adaptable solution, the project will strengthen operational efficiency, streamline program delivery, reduce costs, and improve service responsiveness for residents. Ultimately, the EEPMS Modernization project positions DHCD to advance sustainable housing and energy conservation while aligning with broader State objectives to expand access to energy efficiency programs and promote long-term environmental stewardship.

Project Status (through December 12, 2025): The project team successfully completed category reviews of the Technical Reference Manual (TRM) and validated greenhouse gas calculation categories. The Single Family (SF) module underwent soft launch for two projects to test. Minor issues were resolved. The major challenges continue to be the time and staff power needed by DHCD to test and validate the issues as they are corrected by the vendor.

Known / Anticipated Schedule Changes: Delays in validating and contractor testing required an extension of the implementation from September 2025 (FY26 Q1) to FY26 Q3. The rebaseline is underway and will provide time for DHCD to complete internal testing, training and acceptance to complete system acceptance.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Single Family and Multi Family Module Timeline Delay:** The project may be unable to meet the scheduled go live date for the Single Family and Multi Family modules. This delay extends the overall project timeline from Q1 FY26 to Q3 FY26 and impacts on-time delivery. To mitigate this, the agency is preparing a formal rebaseline submission and will extend the schedule to ensure sufficient time for completion.

• **DOE Certification Delay:** The project is facing delays in obtaining Department of Energy certification due to issues with test case results. Without certification, the agency cannot advance federally funded projects, placing compliance and funding at risk. To mitigate this, the vendor, Hancock, and the Department of Housing and Community Development are refining test cases and plan to submit for certification again.

Features Delivered (through December 12, 2025): Currently there are no features being used in production.

Performance Metrics (through December 12, 2025): Currently, there are no metrics in place to capture improvements made by the MITDP.

Project Phase: O&M

Project ID: DHCD-21-EEPMS

Project Start Date: 7/1/2020

Project End Date: 11/30/2026

Housing and Community Development: Energy Efficiency Program Management System (EEPMS) (#5450)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	2,333,332	425,000	-	2,758,332
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	2,333,332	425,000	-	2,758,332
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	2,333,332	425,000	-	2,758,332

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
425,000	608,980

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
325,000	679,684

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	69,119	3,836	TBD	72,955
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	69,119	3,836	TBD	72,955

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$0M - \$10M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	300,000	TBD	TBD	TBD
Staff	-	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	300,000	TBD	TBD	TBD

*Covers 12 months of expenses

Information Technology: Maryland OneStop Portal (OneStop) (#P016)

Project Summary

Project Description: The Maryland OneStop Portal project is a statewide initiative to modernize and streamline how Maryland residents and businesses interact with the government by converting paper-based forms and licenses into fully electronic formats. The project addresses the inefficiencies of the current environment, where more than a thousand forms are scattered across agency websites, many of which require manual completion and submission by mail. The lack of interagency coordination has led to duplicative licensing processes, increased administrative costs, and inconsistent service quality. By introducing electronic forms that can be completed and submitted online via computer, mobile phone, or tablet, the project will reduce costs, increase efficiency, and deliver a more consistent customer experience. In addition, the project will automate a range of State processes that are currently handled manually or depend on outdated and unsupported systems. This transformation will not only improve operational performance across State agencies but also support Maryland residents and businesses with a streamlined, accessible, and modern digital service platform that aligns with Maryland's strategic vision for digital government.

The Maryland Digital Service (MDDS) previously completed a discovery sprint on this project and currently has a deployed team on this project.

Project Status (through December 12, 2025): During FY26, OneStop transitioned to a capacity-based operating model that was put in place to support all maintenance, operational, and support needs across the platform. This approach was implemented to provide a sustainable long-term support structure while allowing the program to continue prioritizing improvements to the overall user experience. A major platform update was successfully deployed to production in Q2 FY26, delivering a set of usability and accessibility enhancements. These updates expanded the flexibility of the document builder to support more customizable and readable PDFs, improved how users are returned to their prior location after being signed out due to inactivity, and introduced a more accessible date selection experience for keyboard navigation. Additional refinements included organizing entity accounts alphabetically, increasing the minimum color contrast ratio to meet accessibility standards, and improving how assistive technologies announce certain screen elements. In parallel, new platform capabilities were introduced to support configuration and oversight activities, including tools that allow users to visually map application journeys, export change histories, and display custom informational banners within reporting and submission views. System monitoring was also strengthened through expanded logging capabilities, improving diagnostics and operational visibility. The Maryland Digital Service supported these efforts by facilitating agency-wide town halls to gather feedback on platform effectiveness and by delivering communication reports that summarized agency input. As these activities were completed, the program continued to advance toward closing out the OneStop MITDP initiative while maintaining momentum on user-focused improvements.

Looking ahead to the remainder of FY26, the program is focused on completing the migration of the OneStop portal from Citrix load balancing to F5 in alignment with State infrastructure standards, followed by full integration testing and deployment to production. A comprehensive accessibility assessment will be conducted across all OneStop websites, applications, and documents to ensure alignment with WCAG 2.1 Level AA requirements by Q4 FY26, with remediation activities beginning based on assessment findings. Platform updates will continue through upcoming OneStop and Formability enhancements, with an emphasis on improving system stability, performance, and functional capabilities. Agency-specific enhancements will be developed and delivered based on defined business priorities, while required MITDP oversight documentation will be prepared and submitted to support governance and compliance needs. In parallel, the program will complete all remaining MITDP closeout activities, including final reporting, consolidation of project documentation, and a structured transition to steady-state operations.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **High Ticket Volume and User Experience:** The agency is monitoring the elevated number of OneStop support tickets and the user experience concerns contributing to them. This risk may continue to slow issue resolution and affect user satisfaction. To mitigate this, the project team is improving application clarity, strengthening platform functions, refining team roles, and gathering feedback through agency town halls to reduce tickets and enhance usability.
- **Unapproved Invoice Processing:** The agency is now keeping closer track of invoice activity and reminding vendors of the correct approval process before payments are issued. This risk may still cause delays in reconciling payments and keeping the budget up to date. To mitigate this, the PM is working with the DoIT Fiscal team to put a clear invoice-approval workflow in place to speed up processing and improve budget accuracy.
- **Undefined O&M Plan:** The agency is reviewing what will be needed once the project ends and has started discussions to define how ongoing operations will work. This risk may leave the team unprepared to meet MITDP closeout and compliance requirements. To mitigate this, the project team is working with the Oversight Advisor to outline the O&M approach, document required processes, and prepare the necessary closeout materials.

Features Delivered (through December 12, 2025):

- **Document Builder Enhancements:** Greater flexibility in creating custom PDFs for improved readability.
- **Completed UX research for OneStop portal engaging with different agencies and the user**

community.

- Development of total export count of form submissions across Maryland organization
- Custom Banners in Reporting & Submissions: Configuration specialists can add tailored banners to the Notes panel.
- Application Journey Builder: Streamlines application workflows.

Performance Metrics (through December 12, 2025):

- Service Desk Ticket Resolution Performance: During Q1–Q2 FY26, the support team processed 3,360 service tickets and resolved 3,159 of them, achieving an overall resolution rate of approximately 94%, measured by total tickets closed versus tickets received. As of the end of Q2 FY26, 201 tickets remained in progress, including 82 in the Tier 2 backlog, reflecting effective handling of routine issues while more complex cases continued through advanced support queues.
- Agency Engagement and User Story Throughput: OneStop supported active user story development across a broad set of agencies during Q1–Q2 FY26, measured by the volume and distribution of user stories submitted. The highest engagement was recorded by the Maryland Department of Agriculture (57), Alcohol, Tobacco, and Cannabis Commission (49), Maryland Cannabis Administration (37), and the Department of Housing and Community Development (36), with moderate activity across MDOD (30), MDH (26), and additional participation from ODHH, SOS, MDOA, MDOT, MMD, and MHEC. This distribution demonstrates sustained, multi-agency adoption with concentrated demand among agencies with more complex or high-volume program needs.

Project Phase: O&M

Project ID: DOIT-18-ONESTOP

Project Start Date: 7/1/2017

Project End Date: 6/30/2026

Information Technology: Maryland OneStop Portal (OneStop) (#P016)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	22,739,045	5,153,731	3,053,966	30,946,742
ITIF	22,739,045	-	-	22,739,045
Realigned ITIF	-	5,153,731	3,053,966	8,207,697
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	22,739,045	5,153,731	3,053,966	30,946,742

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
9,659,720	7,036,576

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
4,705,165	5,342,557

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	13,501,675	632,913	TBD	14,134,588
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
Total	13,501,675	632,913	TBD	14,134,588

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$20M - \$30M	\$30M - \$40M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	969,532	TBD	TBD	TBD
Staff	3,796,239	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	4,765,771	TBD	TBD	TBD

*Covers 12 months of expenses

State Police: Automated Licensing and Registration Tracking System (ALRTS)
(#1133)

Project Summary

Project Description: The Automated Licensing and Registration Tracking System (ALRTS) project is a Maryland State Police (MSP) initiative to modernize and streamline the State’s regulated firearms licensing and registration processes through a fully automated and integrated licensing system. Mandated by the Firearm Safety Act, the project replaces outdated manual and paper-based applications with a web-based portal that allows citizens, dealers, and agencies to electronically submit applications, pay fees, and track status in real time. The system eliminates reliance on the legacy Lotus Domino-based platform and introduces electronic submission for applications such as the 77R for regulated firearm purchases, handgun permits, body armor, and licenses for security guards, private detectives, security system technicians, special police, and railroad police. It also includes registration of machine guns and licensing of firearm dealers. By consolidating these functions into a single online portal, the ALRTS project reduces application processing time, improves reporting and metrics, and enhances operational efficiency for the Maryland State Police Licensing Division, firearm dealers, and handgun instructors. When fully implemented, the Licensing Portal will serve as the single authoritative system of record for all licensing products managed by the Maryland State Police, with the exception of the Handgun Qualification License maintained in a separate system.

Project Status (through December 12, 2025): The project entered Operations and Maintenance (O&M) in May 2025. MSP included, as part of official system acceptance, a list of items to be completed during the ensuing 12-month period. As of early December 2025, the project team has completed and deployed approximately half of those items. The team is expected to finish the list of items on schedule.

Known / Anticipated Schedule Changes: No known or anticipated schedule changes at this time.

Known / Anticipated Cost Changes: No known or anticipated cost changes at this time.

Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.

Top Risks: Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- **Legislative Requirement Changes:** The 2026 Legislative Session could bring law changes that the project may need to address before the end of O&M (Operations and Maintenance). New updates or modified Licensing Portal requirements resulting from the 2026 legislative session may introduce additional development activities with limited resources. This could impact the project’s ability to deliver enhancements on schedule. To mitigate this, the project team is planning the development schedule with flexibility to absorb new requirements while minimizing delivery risks.

• **Agency Resources:** The agency may lack sufficient resources for reviews and testing, which could delay the delivery of new enhancements during the operation and maintenance phase. This could hinder timely deployment and reduce overall solution effectiveness. To mitigate this, the project team is coordinating development and testing deadlines with available resources to reduce the likelihood of delivery delays.

Features Delivered (through December 12, 2025):

- Development and deployment of the newly created Handgun Qualification License mandated by the Firearm Safety Act of 2013
- Development and deployment of the Portal precursor system, ISABL, to meet the electronic submission of application requirement included in the Firearm Safety Act of 2013
- Development and deployment of the Licensing Portal platform
- Multiple statewide in-person training sessions with Maryland regulated firearm Dealers in preparation for the electronic 77R going live
- Development and deployment of a fully automated 77R application with electronic payment and near-real-time (NRT) notification(s) to applicants and firearm Dealers
- Development and deployment of a fully automated Handgun Permit application and Renewal processes with electronic payment and NRT notification(s) to applicants
- Development and deployment of a fully automated Machine Gun Registration process with electronic payment and NRT notifications to applicants
- Development and deployment of a fully automated Regulated Firearm Dealer application and Annual Renewal processes with electronic payment and NRT notifications
- Development and deployment of a partially automated Internal Professional Licensing system to replace a very outdated Lotus Notes/Domino system
- Development and deployment of the legislatively mandated Privately Made Firearm (Ghost Gun) as a firearm type requiring application with Maryland State Police (MSP)
- Development and deployment of Legislative Session 2023 mandates, two of which were the requirement for regular rechecks of all active Handgun Permit holders, and the requirement that MSP notify certain groups of Maryland citizens of impending firearm-related law changes multiple times in advance of the effective date of such new laws
- Development and deployment of a fully automated Professional Licensing system available to the public, including Security Guard Agencies, Private Detective Agencies, Dual Agencies, Security Systems Agencies, security guards, private detectives, security system technicians, Special Police Officers, Railroad Police Officers, and Body Armor
- Development and deployment of Session 2024 mandate for any entity who employs a security guard directly to register with MSP as a Security Guard Employer

Performance Metrics (through December 12, 2025): The Licensing Automation Program, aka ALRTS, encompasses multiple application types that, until implementation in the Licensing Portal, were submitted and processed manually on paper. Each point of improvement described below may be extrapolated to each of the application types that are now managed in the Licensing Portal. For the

purposes of the Mid-Year Report, Maryland State Police (MSP) will provide detailed information on the effect the Licensing Portal has had on the receipt and processing of the 77R, application for purchase of a regulated firearm.

(1) DECREASE IN AVERAGE PROCESSING TIME

In 2015, the average time for a 77R application to be processed was 7 days (measured from the date the application was put in the USPS mail to the date that Licensing assigned a final disposition and notified the respective firearm dealer). There is a mandated not to exceed 7-day period for MSP to process 77R applications to final disposition.

In 2025, the average time for a 77R application to be processed via Initial Review is 4.7 days.

(2) MAINTAINING THE 7-DAY MANDATE

In 2013, the number of 77R applications submitted to MSP swelled from the usual 51-53,000 to 123,889. This increase caused MSP to be unable to meet the 7-day application processing mandate and an accumulation of applications over 7-day that became 'the backlog.' As shown below, application numbers returned to normal after 2013 until 2020 when once again, the numbers increased dramatically. In 2020, however, MSP was able to process all applications within the 7-day mandate.

77R Total Applications Submitted by Calendar Year (since the Portal went live):

- 2017 = 51,847
- 2018 = 53,503
- 2019 = 53,719
- 2020 = 104,413
- 2021 = 109,113
- 2022 = 118,349
- 2023 = 120,752
- 2024 = 103,437

(3) REAL TIME STAFF MANAGEMENT

The Licensing Portal gives the Licensing Division the ability to view in real time the number of applications currently in processing, broken down by how long the application has been in the processing queue. For the Handgun Permit Unit in particular, the Portal can inform Division Management of the staffing needed for particular times of year because the Portal can tell Management how many Renewals are expected for any given month or certain period.

The Portal also provides Management with real time metrics for staff performance; meaning the Management can run a report that shows them, by customizable date range, the number of applications each staff member has processed. The access to this report is restricted to Management.

(4) ELIMINATION OF PAPER AND NOTIFICATION VIA USPS

Whereas, prior to implementation of the Portal, Licensing sent notifications to applicants via printed,

hardcopy letters sent via USPS, 90% of all communication between Licensing Division and applicants, firearm dealers, and professional licensing agencies now happens electronically. The Portal also records this communication for internal auditing purposes.

(5) APPLICATION CHANGE LOG

Every application has a Change Log that records every change at the application field level, from value X to value Y, along with date/time stamp and the name of the person who made the change. The Change Log can be read but not edited by anyone.

(6) USER ROLE BASED ACCESS CONTROL

Each MSP user with access to the Licensing Portal is assigned one or more user roles that determines what he/she can view or edit, and if they can edit, exactly what they can edit. For example, a user with a role in Handgun Permit will have certain privileges in the Handgun Permit Portal, but he/she will not be able to view or edit anything in any of the other application Portals.

(7) 'LIVE' CUSTOMER SERVICE (LIVEHELP)

Because Regulated Firearm Dealers and Professional Licensing Agencies are required to use the Portal as part of running their business(es), MSP implemented the use of LiveHelp in both the 77R and Professional Licensing (PLU) Portals. LiveHelp allows a Dealer or Agency to click a button on their Portal dashboard and reach a member of their respective Unit at Licensing Division (during business hours) to get answers to questions or for technical assistance.

Project Phase: O&M	Project ID: MSP-13-ALRTS
Project Start Date: 7/1/2012	Project End Date: 7/30/2026

State Police: Automated Licensing and Registration Tracking System (ALRTS) (#1133)

Financial Summary

Project Funding				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
Annual Appropriation	7,942,660	1,054,007	298,727	9,295,394
ITIF	7,542,660	1,054,007	298,727	8,895,394
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	400,000	-	-	400,000
Reimbursable Funds	-	-	-	-
Off-Cycle Adjustments	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
Total	7,942,660	1,054,007	298,727	9,295,394

FY 2025 Planned Spend	
ITPR (August 2023)	Baseline Forecast (June 2024)
1,028,000	1,074,000

FY 2026 Planned Spend	
ITPR (August 2024)	Baseline Forecast (June 2025)
490,000	962,558

Project budget requests are based on the spend plans in the ITPRs from August the prior year. Agencies update these spend plans in the Baseline Forecasts submitted in June before the new FY starts based on project appropriation amounts and progress throughout the previous year.

Project Costs				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	7,301,292	892,513	TBD	8,193,805
Agency Funds	-	-	TBD	-
Federal Funds	400,000	-	TBD	400,000
Reimbursable Funds	-	-	TBD	-
Total	7,701,292	892,513	TBD	8,593,805

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$10M - \$20M

Estimated Post-MITDP Operating Costs				
Cost Category	FY 2027*	FY 2028	FY 2029	Total
Licenses / Subscriptions	20,000	TBD	TBD	TBD
Staff	500,000	TBD	TBD	TBD
Other	-	TBD	TBD	TBD
Total	520,000	TBD	TBD	TBD

*Covers 12 months of expenses