MID YEAR REPORT ON THE
MAJOR INFORMATION TECHNOLOGY DEVELOPMENT PROJECT FUND

For
Fiscal Year 2024
As of December 31, 2023

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

January 12, 2024

Ms. Victoria Gruber
Executive Director
Department of Legislative Services
90 State Circle
Annapolis
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Section 3.5-309(n) of State Finance and Procurement Article requires that the Secretary of the Department Information Technology submit by January 15th of each year, a mid-year individual project summary report on the State of Maryland's Major Information Technology Development Project (MITDP) Fund and the portfolio of all MITDPs. This FY2024 Mid-Year Report describes all Fiscal Year (FY) 2024 projects and their status as of December 31, 2023. It further reflects known or anticipated cost, scope or schedule changes and risks identified since the FY2023 Year-End Report submitted in November.

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

Sincerely,

Katie Savage

Katie Savage
Secretary

Enclosure

cc: Yashodhara Rai, Office of Policy Analysis, Department of Legislative Services
        Laura Vykol-Gray, Director of Legislative & Intergovernmental Relations, Department of Budget and Management

MSAR # 10115

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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 2024 (FY24) portfolio of Major Information Technology Projects (MITDPs) mid-year report provides an update on the most recent status into the performance of Maryland's Information Technology (IT) system development projects. This report consists of fifty-five (55) projects across twenty-four (24) agencies. The MITDP project portfolio FY24 appropriations are $496,059,853 with current estimates at completion (EAC) at $3,364,826,300.

Of the twenty-four (24) participating agencies, the top three agencies ranked by the number of active MITDPs are the Maryland Department of Health with 10 active MITDPs (with roughly $266.5M in FY24 appropriations), the Department of Information Technology with 8 active MITDPs (with roughly $9M in FY24 appropriations), and the Department of Public Safety and Corrections with 5 active MITDPs (with roughly $5M in FY24 appropriations). If ranked by the total FY24 appropriations, MDH ranks first, again with roughly $266.5M, DHS ranks second with roughly $104M (*the appropriation amount was provided by the agency within the FY24 ITPR*) and COMP ranks third highest with roughly $33M in total FY24 appropriations.

The FY23 End of Year (EOY) report provided information on all active MITDPs in FY23 but the Executive Summary indicated there were fifty-seven (57) projects - there were actually fifty-eight (58) active MITDPs in FY23. Three projects had closed by mid-year and an additional five projects closed by the end of FY23.

FY24 began with the addition of four (4) new major projects:

- (Agriculture) Modernization Program (MODP)
- (Information Technology) networkMaryland (nwMD) Modernization
- (Elections) 2026 New Campaign Reporting Information System
- (Elections) 2026 New Voting System Project

In addition, the (Labor) Electronic Licensing Modernization (ELMo) was reinstated as a separate MITDP effective FY24. ELMO had been included in the (Information Technology) OneStop MITDP for fiscal years 21, 22 and 23.

As of the middle of the fiscal year, the following major projects have now completed project close out activities and are under agency operations and maintenance:

- (Public Safety and Correctional Services) Drone Detection and Response System (Drones)
- (Public Safety and Correctional Services) Enterprise Resource Program (MCE-ERPIP)
- (Public Safety and Correctional Services) Maryland Automated Fingerprinting Identification System (MAFIS)

FY24 MITDP Planning/Implementation Status (PPR/PIR)

#	Agency Name	Project Name	FY24 MY PPR/PIR
1	Baltimore City Community College	Enterprise Resource Planning System (ERP)	PIR
2	Comptroller	Integrated Tax System (ITS)	PIR
3	Comptroller	CPB Payroll System Modernization (PSM)	PPR
4	Comptroller	Financial Management Information Systems Transformation (FMIS)	PPR
5	Department of Budget and Management	Capital Budgeting Information System (CBIS) Replacement	PIR
6	Department of General Services	Statewide Enterprise Procure to Pay System (eMMA)	PIR
7	Department of General Services	AS400 Replacement (AS400)	PPR
8	Department of Housing and Community Development	Energy Efficiency Program Management System (EEPMS)	PIR
9	Department of Human Services	Maryland Total Health Information Network (MD THINK)	PIR
10	Department of Natural Services	DNR Modernization and OneStop Integration Project	PIR
11	Department of Natural Services	Park Reservation and Revenue Management System	PPR
12	Department of Information Technology	Enterprise Solution Planning Initiative (ESPI)	PIR
13	Department of Information Technology	Maryland OneStop Portal (OneStop)	PIR
14	Department of Information Technology	Voice and Datacom Modernization (VDM)	PIR
15	Department of Information Technology	networkMaryland 100GB Backbone Upgrade (100GB)	PIR
16	Department of Information Technology	MD FiRST Radio Tower and Backhaul Improvement Project (RADIO)	PIR
17	Department of Information Technology	Enterprise Geographic Information Systems (GIS) Modernization	PIR
18	Department of Information Technology	Remote Workforce Enablement (RWE)	PPR
19	Department of Information Technology	networkMaryland (nwMD) Modernization	PPR
20	Department of Public Safety and Correctional Services	Drone Detection and Response System (Drones)	PIR
21	Department of Public Safety and Correctional Services	Enterprise Resource Program (MCE-ERPIP)	PIR
22	Department of Public Safety and Correctional Services	Computerized Criminal History (CCH)	PIR
23	Department of Public Safety and Correctional Services	Electronic Patient Health Record (EPHR)	PIR
24	Department of Public Safety and Correctional Services	Learning Management System Replacement (LMSR)	PIR
25	Maryland Department of Agriculture	Modernization Program (MODP)	PIR
26	Maryland Department of Health	Long Term Support and Services Tracking System (LTSS)	PIR
27	Maryland Department of Health	Statewide Electronic Health Records (EHR)	PPR
28	Maryland Department of Health	Medicaid Management Information Systems II (MMISII) Enhancements	PIR
29	Maryland Department of Health	BON Enterprise Licensing and Regulatory Management Solution (ELMS)	PPR
30	Maryland Department of Health	Integrated Electronic Vital Records Registration System (VRRS)	PIR

#	Agency Name	Project Name	FY24 MY PPR/PIR
31	Maryland Department of Health	Migrate MDH HQ Data Center to the Cloud (CLOUD)	PIR
32	Maryland Department of Health	Bed Registry and Referral System (BRRS)	PPR
33	Maryland Department of Health	Maryland AIDS Drug Assistance Program (MADAP) Program Case Management System (MADAP)	PPR
34	Maryland Department of Health	OPER - Systems Integration and Modernization (OPER)	PPR
35	Maryland Department of Health	Maryland Department of Health VoIP Conversion (VOIP)	PIR
36	Maryland Department of Labor	Electronic Licensing Modernization (ELMo)	PPR
37	Maryland Department of Labor	Labor Omni-channel Contact Center Solution (LOCCS)	PPR
38	Maryland Department of Transportation	Transit: Occupational Health Monitoring System (OHMS)	PIR
39	Maryland Department of Transportation	Transit: Omnichannel Contact Center (OMNI)	PPR
40	Maryland Department of Transportation	TSO: R*Stars Modernization	PIR
41	Maryland Department of Transportation	Transit: Future Fare System (Next Generation Fare System) (NGFS)	PIR
42	Maryland Higher Education Commission	Unified Financial Aid System	PPR
43	Maryland Insurance Administration	Insurance Tracking System (ITS)	PPR
44	Maryland Institute for Emergency Medical Services Systems	MIEMSS Emergency Medical Services (EMS) Communication System Upgrade	PIR
45	Interagency Commission On School Construction	IAC Business Management System (IBMS)	PIR
46	Maryland State Department of Education	CCATS Replacement Project (CCATS)	PIR
47	Maryland State Department of Education	Replacement Educator Information System (REIS)	PIR
48	Maryland State Police	Automated Licensing and Registration Tracking System (ALRTS)	PIR
49	Office of the Attorney General	Case Matter Management System (OAG-CMMS)	PIR
50	State Board of Elections	Pollbooks (POLLB)	PIR
51	State Board of Elections	2026 New Campaign Reporting Information System	PPR
52	State Board of Elections	2026 New Voting System Project	PPR
53	State of Maryland Assessment and Taxation	Strategic Enterprise Application Network (SEAN)	PIR
54	State Treasurer Office	Financial Systems Modernization (FSM)	PIR
55	Workers' Compensation Commission	Workers Compensation Commission Enterprise Modernization (WCCEM)	PIR

Agriculture: Modernization Program (MODP) (#1102)

Project Description: The modernization project includes the MDA's licensing, certification, permitting applications, and other agriculture-based services. This project includes three MDA departments: Nutrient Management, State Chemist, and Turf & Seed. The solution will include user-friendly public-access digitizing-paper processes (forms and reports), online payment transactions, retirement of legacy systems, and integration with external systems.
Project Status: The MDA has commenced working with the implementation vendor (EY), and all planning activities have been completed. Procurement activities for Turf & Seed scope have also been completed. Implementation activities started behind schedule due to procurement delays, however the project team estimates that the overall project completion date will not be affected as Turf & Seed is planned to be completed by Q3 FY24. Work Orders for State Chemist related scope have been approved with implementation scheduled to begin in Q2 FY24. Nutrient Management planning activities are under way with implementation anticipated to begin in Q3 FY24.
Known / Anticipated Schedule Changes: Completion of procurement activities for the State Chemist and Nutrient Management are behind schedule, however, the project team estimates that the completion milestone remains on track.
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.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Assessment and Taxation: Strategic Enterprise Application Network (SEAN) (#4100)

Project Description: The Cloud Revenue Integrated System (CRIS) Modernization project (formerly known as SEAN) allows for the migration and redevelopment of SDAT's mainframe applications onto a cloud platform to develop user-centric applications for internal and external customers. The solution will provide SDAT with enhanced capabilities to intake streamlined applications, process submissions in a timely and accurate manner, and gain efficiencies in the auditing efforts applicable to the Department's three main tax credit programs: (a) Homeowner's Tax Credit (HTC), (b) Renter's Tax Credit (RTC), and (c) Homestead Tax Credit (HMST). Additionally, the project includes the migration and redevelopment of the Department's mainframe business suite (back-end) known as Maryland Business Entity System (MBES) onto a Cloud Platform to make it easier for business owners and entrepreneurs to plan, start, manage, and grow their businesses in the State of Maryland.

Project Status: The CRIS project deployed HMST in Q1 FY24 with hypercare and training complete for the Tax Credit Program administrators. Post-deployment support of HMST is ongoing, development of HTC is near completion, data verification is in progress, and production environment readiness/testing is underway. Vendor evaluations for the MBES TORFP (which includes requirements for full data migration to a cloud solution) concluded in Q3 FY24. The project is on track to select three vendors for proof of concept delivery by the end of Q4 FY24 prior to making a subsequent award to one vendor.

Known / Anticipated Schedule Changes: MBES procurement delays are currently estimated to generate a nine-month impact to the schedule. A rebaseline request will be submitted by the project once an implementation vendor is onboarded.

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.

Risk Assessment: Resource constraints continue to impact the procurement process. The project team anticipates completing a proof of concept evaluation by Q3 FY24. The full schedule impact will be assessed with the completion of the procurement and will be documented in a rebaseline request.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Baltimore City Community College: Enterprise Resource Planning System (ERP) (#6695)

Project Description: The BCCC's goal is to replace its administrative system that consists of legacy mainframe and COBOL technologies that can no longer be fully supported by the agency. The current non-integrated system puts the college at risk since the legacy technology does not meet compliance regulations, or adequately support existing business functions. These limitations have resulted in process deficiencies and audit findings based upon state and federal compliance relating to sensitive data protection. The purpose of the project, therefore, is to implement an ERP solution to improve LAN/WAN infrastructure, retire the legacy Cobol Regent Carbon application, deploy a new Financial Aid Management (FAM) Regent Award application, and acquire an ERP solution and implementation services.

Project Status: The project team is finalizing enhancements to the application's main modules and core configuration which are already in production. The project is on schedule to implement the full payroll functionality with the HR Webtime capability in Q3 FY24. In addition to validating FMIS data integration for Vendors, Disbursement, and Journal modules, the project is actively working to enable additional capabilities within the previously deployed Student Module (i.e., DegreeWorks, Banner Communications, and Grants Accounting capabilities). The project anticipates completing all enhancements and production upgrades and transitioning to Operations and Maintenance in Q3 FY24.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Maryland
DEPARTMENT OF INFORMATION TECHNOLOGY

Budget and Management: Capital Budgeting Information System (CBIS) Replacement (#F102)

Project Description: The Budget Analysis and Reporting System (BARS), has been operational in the State since 2018 and produces the majority of the Governor's operating budget submission to the legislature each year, as well as continually adding new and revised features to support better management of the State's finances. This project is an extension of the core BARS application and is centered around the Capital Projects. This involves the management of new and carry-over requests for project and program funding in the State – whether physical projects such as buildings or other items such as refreshes of technology. This project will replace an existing system named CBIS (the Capital Budget Information System) and many of the currently manual processes, such as the Project Equipment Worksheets that are done in either Excel or Word, and add new functionality such a facility planning and geospatial integration with systems maintained by the Department of Planning. While it will be a separate code base due to differences in security requirements and the broad difference in the user base, CBIS anticipates reusing the same technical infrastructure, hosting environment, and support team.
Project Status: The contract with the solution provider concluded in Q3 FY23 and development activities were suspended at that time. The project is anticipating an eight-month delay thus leading to the project not completing implementation as planned by Q4 FY23. At this time the agency anticipates the resumption of development activities in Q3 FY24. The project went on hold mid-way through the third phase which included the development of the Budget Book, Session Reports, and administration screens.
Known / Anticipated Schedule Changes: The project is expected to be delayed by eight months. A rebaseline for schedule is required.
Known / Anticipated Cost Changes: The project may incur increased resource costs as a result of procurement approval delays.
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.
Risk Assessment: There is a risk of cost increase once the procurement issues are resolved. The agency is currently working to resolve the procurement issues and will rebaseline the schedule once the matter is resolved.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Comptroller of Maryland: Integrated Tax System (ITS) (#0431)

Project Description: The Compass Integrated Tax System (ITS) project will replace the State of Maryland Tax (SMART) system, Computer Assisted Collection System (CACS), and other outdated tax processing systems. ITS will integrate with a robust data warehouse to both continue and expand revenue-generating projects and provide enhanced reporting functionality. The ITS will allow the Comptroller to efficiently administer all taxes and fees required by law, including processing and collection of personal income tax and sales and use tax, the State's largest sources of revenue. Successful implementation of the ITS will provide the COM with a modernized system with current technology that can be supported by and adaptable to the mainstream IT workforce. Uniformity in processing across tax types will simplify compliance by taxpayers and allow for more dynamic use of Comptroller staff. Ongoing maintenance and support will be provided by an ITS contractor. Maintenance and support will include on- site staff responsible for supporting annual tax changes, new legislative mandates, and routine system maintenance and enhancements.

Project Status: The project continues User Acceptance Testing of Release 2 and anticipates releasing it to production in Q3 FY24. Legislative changes (which generated scope modifications) and resource constraints led to a four-month delay, however, the project is currently progressing according to a rebaselined schedule. The project has completed the new legislative requirements for Sales and Use Tax collection as part of the recently adopted cannabis legislation, completed User training for Release 2 including the cannabis legislation, initiated communications for the implementation of Release 2, and has started Release 3 planning. Release 3 is scheduled to begin development in Q3 FY24. The agency submitted a rebaseline request in Q1 FY24 accounting for scope, schedule, and cost changes.

Known / Anticipated Schedule Changes: The ITS team has expanded the overall implementation period by approximately two years as a result of the scope changes. A rebaseline request was submitted and is under review.

Known / Anticipated Cost Changes: The ITS team has increased the overall budget by approximately $49M. A rebaseline request was submitted and is under review.

Known / Anticipated Scope Changes: A rebaseline request which enumerates and justifies the additional scope related to implementing cannabis sales taxation as well as the removal of Alcohol & Tobacco licensing functionality, has been submitted. The rebaseline request is under review.

Risk Assessment: The original schedule and budget are no longer achievable as a result of the scope changes. The project's risk assessment will be normalized once the agency receives approval for its rebaseline request.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** Q1 FY21

Comptroller of Maryland: CPB Payroll System Modernization (PSM) (#0910)

Project Description: Central Payroll Bureau (CPB) needs to start the process of implementing a new payroll system to replace our current legacy mainframe (INFOR E series) system. CPB is looking to select a modern, cloud-based integrated software as a service (SaaS) solution for payroll processing, which includes streamlining and automating legacy business processes as well as adopting standardized industry best practices for over 100,000 Maryland State employees that we serve. CPB processes payroll for all Executive, Judicial and Legislative branch employees as well as all University System of Maryland employees.

Project Status: The DoIT Technical Writer has drafted the Request For Information (RFI) and it is in the final stages of approval before publication. The CPB anticipates completing the RFI process in Q3 FY24. The initial PM selected by CPB didn't pass the background check thus CPB restarted interviewing for the Project Manager position and anticipates onboarding a new Project Manager in Q3 FY24.

Known / Anticipated Schedule Changes: The agency submitted a rebaseline request and is currently performing in accordance with the stipulated dates as outlined in the rebaseline request.

Known / Anticipated Cost Changes: A cost rebaseline was submitted in light of the newly acquired information by the team. A further rebaseline request may be necessary once procurement activities are concluded, and accurate cost estimates become available.

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

Risk Assessment: The milestone schedule indicated in the FY24 ITPR is not achievable. A rebaseline request was submitted to resolve this issue. Additional risks regarding appropriate project resources are being addressed by the agency onboarding a dedicated PM. Finally, the lack of a specific technology solution is being resolved by the agency issuing the RFI by Q3 FY24.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Comptroller of Maryland: Financial Management Information Systems Transformation (FMIS) (#0424)

Project Description: The Financial Management Information System (FMIS) is the official accounting system of record for the State of Maryland, consisting of accounting, purchasing and inventory, and reporting applications. The state implemented this system in the mid 1990s. The platform incorporates two business functions, including procurement automation and financial accounting. The state brands the former as "ADPICS" and the latter as "RSTARS." Due to changing business and technical constraints the state encountered an increasing level of difficulty in providing the required functionality and service levels. The State has engaged in other major information technology development projects that modernize subledger functions to new, more responsive platforms. These include the State's eMaryland Marketplace Advantage project and a new project under consideration at the Maryland Department of Transportation. Upon completion, RSTARS, or the financial accounting component of FMIS, will remain. The state now intends to implement a replacement of RSTARS.

Project Status: Effective FY24 the Office of the Comptroller of Maryland has assumed the role of Custodial Agency for the FMIS MITDP. This project has accomplished foundational Program Administration activities and is currently in Phase 1 – Program Planning & Strategy. The team has established the Enterprise Governance Council between the participating Agencies to coordinate the implementation strategy in compliance with the legislative directive. The team also initiated the Enterprise finance, budgeting, accounting, and forecasting processes in compliance with DoIT MITDP, assuming ownership of the project's MITDP & executing project funding for FY23, FY24, and FY25. The team further established key leadership roles with significant experience in the industry, as well as the State of Maryland, to oversee the two critical functional areas: (a) System Modernization & Implementation and (b) Business Transformation. The project team is currently working on a procurement to onboard project management, business analysts, PMO services, and partner agency personnel to accomplish project tasks.

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.

Risk Assessment: This project, given its scope, magnitude and impact, has high levels of risk. Implementing a modernized system will require significant organizational change. The agency is establishing a PMO for this project to reduce overall risk.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: CCATS is a critical system supporting child care licensing, scholarship, workforce advancement and Maryland EXCELS-a child care quality rating improvement system. CCATS, a Java/DB2 system, has become expensive to maintain and difficult to modify to respond to agency needs. The original project was to entirely replace and retire the CCATS System in 10 phases over 18 months. A re-baseline reduced the scope to 5 phases over 11 months, with a focus on system functionality to support the MSDE DEC Licensing and Scholarship business areas only. This project will migrate CCATS Licensing and Scholarship functions to Salesforce, leveraging work done for other states to accelerate the project.
Project Status: The CCATS Replacement Procurement was canceled due to a pre-bid protest adjudicated by the Maryland State Board of Contract Appeals. As a result of the hearing, in conjunction with the Office of Attorney General, and in consultation with the Office of State Procurement, MSDE canceled the solicitation. MSDE will work with the current vendor to provide limited enhancements to the legacy application while moving the Licensing and Scholarship modules to the Salesforce.com platform.
Known / Anticipated Schedule Changes: Go Live for the system improvements have moved from Q4 FY24 to Q2 FY25.
Known / Anticipated Cost Changes: The CCATS project is funded through Federal Funds. Expenditures for FY24 are expected to decline from $19.8 M to $14.4M. The project anticipates an overall cost reduction from $63.4M to $33.5M.
Known / Anticipated Scope Changes: The modified scope includes: migration to a Salesforce cloud-based platform; enhancement of the Licensing and Scholarship components of the CCATS System under the existing contract; re-engineering of the system in a manner that will meet the changing needs of the agency while providing increased levels of customer service; enhanced payment processes for childcare providers and staff; iImproved data monitoring to track data more efficiently, accurately, and at more granular levels; and, enhanced codebase with optimized business processes in accordance with Federal and state regulations.
Risk Assessment: Previous risks have been mitigated through scope, cost, and schedule updates. No additional risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Education: Replacement Educator Information System (REIS) (#0862)

Project Description: MSDE had developed an Educator Information System (EIS) for the issuance, renewal, reinstatement, endorsement, suspension and revocation, and maintenance of educator certificates in Maryland. This system must interface with several organizations i.e. National Association of State Directors of Teacher Education and Certification (NASDTEC), Department of Public Safety and Correctional Services /Criminal Justice Information Services (CJIS), Department of Human Services (DHS), Maryland's OneStop Licensing portal, PayPal, or the designated State payment processor. The system will include an educator portal with an administrator and public search functions. There are currently approximately 300,000 educator records in the MSDE certification database. The MSDE's Certification Branch, located within the Division of Educator Certification and Program Approval (DEPCA), bears responsibility for the issuance, renewal, reinstatement, endorsement, suspension and revocation, and maintenance of these certificates. There are approximately 125 licensed users with direct access from either inside the MSDE or from the twenty- four (24) LEAs. Users, under varied permission levels, access certification data, upload materials, check certification statuses, run canned reports, and process educator certificates.
Project Status: The project successfully concluded disaster recovery testing. The project has now completed all implementation activities and has transitioned to Operations & Maintenance. The vendor has made significant progress in addressing concerns outlined in its second cure notice for missed Service Level Agreements on outstanding tickets. The project is expected to close in Q3 FY24.
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.
Risk Assessment: The implementation vendor previously missed Service Level Agreements for the timely resolution of service tickets resulting in a Notice to Cure. The vendor has since made significant improvements addressing the concerns.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

School Construction: IAC Business Management System (IBMS) (#3BSL)

Project Description: The purpose of this project is to procure and establish for the Interagency Commission on School Construction (IAC) a state-of-the-art, configurable, online business-management system that will contain, route, and save documents and information related to the IAC's many business processes. Included in the scope of the project is to streamline and enhance the IAC's business processes and unlock new operational efficiencies that currently are not within reach for the IAC.
Project Status: The vendor has completed train-the-trainer and end-user training. The implementation phase has completed, and the project has moved into the Operations & Maintenance phase. The Agency will roll out the production system to all Local Education Agencies through the remainder of FY24. The project is expected to close in Q4 FY24.
Known / Anticipated Schedule Changes: The project is currently tracking to the FY24 ITPR Milestone schedule.
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.
Risk Assessment: No known risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Elections: 2026 New Campaign Reporting Information System (#4000)

Project Description: The Maryland State Board of Elections (SBE) is seeking to procure a new Campaign Reporting Information System (CRIS) prior to the 2026 election cycle. The current system provides full management of the campaign finance system for the State of Maryland. Contributors and committees are able to 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 CRIS 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. The scope of this project also includes the Business Contribution Disclosure System (BCDS). This module allows users to electronically file business contribution disclosures to SBE, satisfying the requirements of Title 14 of the Election Law and Section 5-716 of the General Provision Article.

Project Status: The project is working to onboarded resources which will focus on developing a Request for Proposal for the acquisition of a Commercial Off-The-Shelf (COTS) Campaign Reporting Information System (CRIS).

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.

Risk Assessment: No known or anticipated risk changes at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Elections: 2026 New Voting System Project (#1800)

Project Description: This Maryland State Board of Elections (SBE) is seeking to procure a new statewide voting system to be implemented for the 2026 Gubernatorial election cycle. The current voting system was procured via a lease agreement which is set to expire after the 2024 Presidential Election cycle. The procurement of a new voting system must be initiated during the calendar year 2023 to ensure that adequate time is allotted for the RFP's publication, and subsequent implementation of the new voting system prior to the 2026 Gubernatorial Elections. Within the RFP, SBE plans to request proposals be submitted by vendors that allow or include options to purchase or lease the solution. By obtaining quotes for purchase and lease, SBE may adequately evaluate and consider the financial impacts to obtain a new solution, and make an informed decision that is best for the State of Maryland.
Project Status: SBE has on-boarded the Project Manager and Business Analyst to develop and refine project documents, and begin the development of the RFP for the project. A Technical Writer is anticipated to onboard in Q3 FY24.
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.
Risk Assessment: No known or anticipated risk changes at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Elections: Pollbooks (POLLB) (#0003)

Project Description: The Pollbook Project is for the procurement and implementation of a new pollbook system in time for the 2024 Gubernatorial elections. The 2024 Pollbook Project will require the procurement, testing and implementation of a commercial off-the-shelf (COTS) solution to verify voter registration, confirm precinct location and issue ballots. In addition to the Pollbook solution itself, the project's scope will include equipment, supplies and services needed for implementation, decommissioning, and disposal of the existing legacy pollbook system.

Project Status: The vendor was unable to address outstanding requirements to provide an MVP by September 8, 2023. Based upon the delivery, the State Board of Elections determined that the Pollbook go-live would be postponed until the 2026 election cycle. The vendor continues to work on outstanding requirements that are due by Q3 FY24. State Board of Elections and Local Board of Elections have begun comprehensive testing on the accepted functionality of the Pollbook, since all required hardware and peripheral equipment have been acquired.

Known / Anticipated Schedule Changes: FY24 production release has been rescheduled due to production readiness concerns. The project anticipates that the solution will be production ready to support the 2026 election cycle. The project has submitted a rebaseline that is under EPMO review.

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.

Risk Assessment: The previously reported risk has become an issue in that the project will be unable to deliver the new system in the 2024 election cycle as intended. The agency stakeholders have rescheduled the system to accommodate the 2026 election cycle.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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Emergency Medical Services: MIEMSS Emergency Medical Services (EMS) Communication System Upgrade (#23COM)

Project Description: MIEMSS is upgrading its statewide EMS Communications System, replacing the legacy analog system with a fully IP-based system. The current system handles approximately 400,000 radio/phone calls per year, operates 24/7/365, and the upgrade will eliminate single points of failure and permit operations from multiple locations. MIEMSS' goal is to have a highly reliable, next generation communications system built on a uniform platform that is IP-based, uses proven and scalable technology, and integrates with the State's public safety answering points (PSAPs). The upgrade effort is divided into phases largely based on the MIEMSS EMS Regions. Each phase has three defined stages: equipment delivery, implementation, and acceptance. The upgrade plan shall allow for geo-diverse operations, be fully functional from any physical site including the locations from which MIEMSS currently operates, have performance meeting or exceeding current capabilities, retain current analog subscriber and base station infrastructure, incorporate wired and wireless video technologies, integrate with the State's planned 700 MHz communications system, and include consideration of wireless broadband technologies.
Project Status: MIEMSS and the implementation vendor (OCI) are completing activities associated with Contract Modification 6 awarded in Q3 FY23. Significant existing foundation deficiencies were identified with the Parole Radio Tower and the agency is working to secure emergency funding to address the foundation. This will be addressed in an additional Contract Modification (8) as quickly as possible. MIEMSS is working on an additional tower remediation Contract Modification (7), which is anticipated to be awarded in Q3 FY24. OCI is conducting regression testing in preparation for Phase 1 Regional Acceptance Testing (RAT) which is planned for Q3 FY24.
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.
Risk Assessment: No known or anticipated risk changes at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: DGS Design Construction & Energy (DCE) manages all facility and site design and construction projects on behalf of all State of Maryland agencies that do not have independent procurement authority. Management of design and construction is complex, and includes the contract, schedule, and financial management of the projects and their fund sources. DGS manages the financial data through an antiquated, integrated database, the AS400. DGS uses the AS400 system as a management tool to track finances, schedules, and the progress of projects. Reports produced are utilized by project managers, senior agency administrators, and elected officials. It interfaces with other agency systems. The scope of the AS400 replacement MITDP is to identify and implement a cloud-based financial and project management system that replaces the AS400 system. The new system will enable the State to manage the finances and schedules of its multi-million-dollar projects more efficiently and accurately.
Project Status: The project manager has been onboarded and is actively engaged in project planning activities. The project will initiate the requirements-gathering process and perform "build versus buy" analysis to determine the most feasible solution path for the agency.
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.
Risk Assessment: No major risks have been identified.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

General Services: Statewide Enterprise Procure to Pay System (eMMA) (#P014)

Project Description: The eMMA solution is a comprehensive procurement system that supports all public procurement processes and requirements, such as public notices, sourcing, receiving, vendor registration and management, solicitation development, bid document management, government-to-business online punch-out catalogs, requisitioning, and a data warehouse repository with reporting tools for all public information. Additionally, eMMA offers end-to-end or Procure-to-Pay functionality with a financial or asset management system. This functionality enables organizations to integrate in real-time or via batch interface, and allows the agency to retire Maryland's legacy ADPICS purchase order tool

Project Status: During the initial pilot of Procure to Pay (release 2.0) functionality in Q2 and Q3 of FY23 the project team encountered issues that required mitigation. As a result, the pilot agencies are currently in the process of reverting back to ADPICS and R*STARS. Roll-outs to additional agencies have been placed on hold as the team focuses on stabilizing the product prior to proceeding further. The project is also in the process of hiring a new system integrator with more demonstrated experience deploying the iValua product in a complex state environment. Finally, the team is heavily engaged in the base system product upgrade that could potentially resolve some of the underlying performance issues.

Known / Anticipated Schedule Changes: Schedule adjustments are expected due to the agency's change in approach and remediation of the pilot program findings. A rebaseline for the schedule is required.

Known / Anticipated Cost Changes: Implementing eMMA will result in additional costs to cover expenses related to the reconciliation process, reversion and product (Ivalua) upgrades. A rebaseline for cost is required.

Known / Anticipated Scope Changes: The initial pilot release revealed notable issues and further risks. To address these issues and mitigate future risks, a corrective action plan is required. To confirm the thorough resolution of all issues, it may be essential to impact the project's scope. Consequently, the project needs its baseline adjusted to incorporate the updated scope.

Risk Assessment: Reverting to ADPICS and R*STARS presents significant challenges as the data from both systems must be reconciled ensuring an auditable system of record. The accounting Subject Matter Experts (SMEs) must determine the best approach for accounting modalities within eMMA. To ensure future success, any corrective action plan must address inconsistent business processes across the various state agencies, data discrepancies, and data control issues. Moreover, the lack of Memorandums of Understanding (MOUs) or Service Level Agreements (SLAs) between eMMA and the pilot agencies poses a high-risk factor.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: Q2 FY21

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

Project Description: The Maryland Department of Health (MDH) is looking to replace its legacy paper and electronic patient records with a modern statewide Electronic Health Record (EHR), previously known as Computerized Health Record Information System (CHRIS). The EHR will improve operational efficiency, hospital planning, evaluation and accreditation, patient care and safety, and data security, as well as reduce the cost of administering a large multi-hospital system. The new system will enable eligible professionals, hospitals, and local health departments to submit public health data to MDH electronically and support MDH program goals to increase the transition from paper to electronic reporting. The system will include an improved electronic pharmacy ordering and dispensing module and introduce a fully integrated Electronic Medical Records (EMR) system across all State-operated inpatient facilities. In doing so, this system will modernize and automate existing manual, paper-based systems and significantly enhance quality improvement and quality assurance efforts within each State inpatient facility.
Project Status: The Board of Public Works approved the award of the implementation vendor contract in Q1 FY24. The vendor kick-off has been rescheduled to Q3 FY24 to allow more time to procure and onboard additional project resources. The implementation strategy remains the concurrent design and configuration of a single suitable solution, followed by a rollout to all 11 state hospitals. A revised project schedule and spend plan has been approved for the remainder of FY24. A revised schedule and cost for the remainder of the project has been developed and is under review.
Known / Anticipated Schedule Changes: A rebaseline for schedule is under review.
Known / Anticipated Cost Changes: A rebaseline for cost is under review.
Known / Anticipated Scope Changes: No known or anticipated scope changes.
Risk Assessment: The prolonged procurement has negatively impacted the schedule. While the agency's plan to implement multiple hospitals at once may improve the likelihood that the project can remain on track with the implementation milestone completion date, the plan may increase risk as, instead of requiring one well-trained implementation team, the modified plan will require multiple well-trained implementation teams.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None.

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

Health: Long Term Support and Services Tracking System (LTSS) (#T807, T808, & T809)

Project Description: LTSS Maryland is a case management, care planning, and activity tracking tool, with validation for pre-adjudicating claims for some of MDH's Medicaid Home and Community-Based Programs. The system enables authorized users to perform Medicaid case management for eligible participants enrolled in various Medicaid Waiver and State Funded programs. The system includes standardized assessment instruments, incorporates an in-home services verification system (ISAS) that meets federal Electronic Visit Verification (EVV) requirements, and claims submission module. Although LTSSMaryland has been operational for eight years, it will remain under development as new Medicaid programs expand. An approved Five-Year Program Plan and timeline is in place for accomplishing the remaining planned software development initiatives. Once the 5-year plan is accomplished in SFY2025, the development of LTSS Maryland will be considered fully operational, with development only planned for new programs, requirements, and system/application updates not yet known to MDH. Additional projects have been identified and a new project plan for the remainder of the App Dev vendors contract will be approved once the option years are approved.
Project Status: The LTSS application was released to production in Q2 FY24 without a fully executed Authorization to Operate (ATO). The MDTHINK and MDH Annual Authorization form was executed in November 2023. Implementation planning for SalesForce's deployment as a Workflow Management Tool for Help Desk is underway, and replacing the multi-phone line IVR with a single line is scheduled for implementation in Q4 FY24. Go Live for Autism Waiver was rescheduled to Q3 FY24 due to outstanding MOU review and execution. Private Duty Nursing and Home Health was scheduled for deployment in Q2 FY24, and the remaining functionality for the Brain Injury Module (replaces the current BHASO Optum solution) is scheduled for deployment.
Known / Anticipated Schedule Changes: Individual project milestones have been adjusted, however the project is currently tracking to the FY24 ITPR.
Known / Anticipated Cost Changes: The project is currently tracking against the FY24 ITPR spend plan. The project did not receive the requested State Funding and is expected to have a shortfall of $2.7M. DBM directed DoIT to submit a deficiency request addressing the FY24 funding shortfall. The deficiency request is fully supported by DBM and, as the state is required to provide the match against federal funding, it is anticipated that the legislature will approve the appropriation.
Known / Anticipated Scope Changes: Additional sub-projects are required to meet new federal requirements as well as meet the expanding needs of the Medicaid fee-for-service program, including Reportable Incident reporting, Medical Day Care Case Management (CMS requirement), Medical Day Care Billing, Autism Waiver Care Management, Autism Waiver Billing, Mobile App enhancements (including geofencing and workflow modifications), Bidirectional interface development for case management agencies, Advanced Reporting and Data Analytics, Rare and Expensive Case Management - Final phase including billing, Model Waiver for Medically Fragile Children - Final phase including billing, Dashboard enhancements, MyLTSS expansion (for interoperability with participant data), and Additional interfaces (e.g., Medical Day Care).
Risk Assessment: MOU and SOW between MDH and MDThink are not in place. Additional funding is required, as supported by a pending deficiency request.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** Q2 FY14

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

Project Description: The procurement of an Enterprise Licensing and Regulatory Management Solution (ELaRMS) that provides the capabilities related to the management of every aspect of licensing and discipline to Maryland Health Occupation Boards. These capabilities include software licenses and support, systems analysis, development, implementation, and support services for the Health Occupation Boards. This new system will assure, advance, and protect the public's health and welfare through proper credentialing, permitting, licensing, examination, inspection, and discipline of health providers, distributors, and facilities. This new system will also help enforce regulations and legislation, resolve complaints, and educate the public.

Project Status: The Maryland Department of Health (MDH) assumed authority over the Maryland Board of Nursing (MBON) in Q1 FY24, as directed by the Maryland General Assembly. After a three-year hiatus, this project has now resumed. A full-time project manager has been onboarded, an approved spend plan, and an adequate amount of appropriated funds are in place for FY24. MDH has prepared a revised project schedule and cost estimate for the remainder of the project. A detailed revision of the project's scope is a top priority for the remainder of FY24. The agency intends to leverage the competitive bid process to acquire the solution. Procurement is expected to run from late Q2 FY24 through late Q2 FY25.

Known / Anticipated Schedule Changes: A revised project schedule for the remainder of the project has been submitted and is under review.

Known / Anticipated Cost Changes: A revised project cost for the remainder of the project has been submitted and is under review.

Known / Anticipated Scope Changes: The agency expects to rebaseline project's scope as a primary focus for the remainder of FY24.

Risk Assessment: The project's scope is defined at a very high level. The project lacks a detailed schedule/timeline and roadmap, which are essential. The project must also provide all required project planning documentation to ensure compliance with the MITDP program.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Health: Medicaid Management Information Systems II (MMISII) Enhancements (#T810-T812)

Project Description: It is MDH's plan to develop a solution for a modernized and Modular Medicaid Management Information System (MMIS). MDH completed a MITA 3.0 State Self-Assessment (SSA) in order to establish a baseline of their current business operations and technical architecture. As a result of the MITA SSA, MDH formalized the initial plan for the modular replacement of its current Medicaid Management Information System (MMIS). This initiative includes the development, implementation, and operations of several modular systems and services to be iteratively procured and implemented over the next three to six years. MDH plans to utilize the MDTHINK platform to integrate services for the Medicaid program, when applicable. The MMT Project modules include: Business Process Re-Engineering (BPR), Decision Support System (DSS) / Data Warehouse (DW), Pharmacy Point-of-Sale Electronic Claims Management System (POSECMS), Behavioral Health Administrative Services (BHASO), MD THINK Proof of Concept migration of EDITPS, MDTHINK migration of eMedicaid, Provider Management Module (PMM), Financial Management, Electronic Document Management System (EDMS), Enterprise Security, Surveillance and Utilization Review Subsystem (SURS), the No Wrong Door project integrating application transfers between MHC and E&E, EDI gateway replacement, CMS Interoperability, Utilization Control Agent (UCA), Non Emergency Medical Transportation (NEMT) and Core MMIS. Through the Centers for Medicare & Medicaid Services (CMS) Advanced Planning Document (APD) process, MDH will annually request 90% federal funding. This project includes procuring the contractual services of a Project Management Office (PMO), Independent Verification and Validation (IV&V), and Systems Integrator (SI). The Project Management Office (PMO) contractor will be responsible for strategic planning, enterprise governance management, architecting integration framework and for managing modular procurement and implementations. The IV&V contractor will represent DoIT throughout each project and, as such, provides an independent and unbiased perspective on the progress of MMIS module development and the integrity and functionality of the system. The Systems Integrator (SI) contractor will implement and maintain the foundational architecture platform and provide a central point of integration.

Project Status: The MMT program continues with the module modernization efforts. The Pharmacy Point of Sale Electronic Claims Management System (POSECMS) solution is operational and the team is working with CMS for a Certification Letter. The Surveillance and Utilization Review Subsystem (SURS) module team is currently developing an RFP. MDH is also looking at alternate methods of procurement, such as the National Association of Procurement Officials (NASPO). Research is in progress for procurement options available to MDH that would potentially reduce the time to procure a solution. The Provider Management Module (PMM) team is working on In-House development of an application on the MD THINK hosting platform. A Business Services RFP for Ops Staffing is under development. Regarding the Core Claims/Financial and Medicaid Enterprise System (MES) modules, the agency reports that RFP development is under way. Of note, recently CMS reminded the team that Core Claims is a huge endeavor and cautioned MDH about taking on too much development too quickly. Regarding the Data Warehouse (DW) module, MDH is partnering with the Data Officer internally to help develop the strategy prior to RFP development. The Salesforce/Business Process Reengineering (BPR) team continues implementation of the Division of Recoveries and Financial Services (DRAFS) and Healthy Kids systems. The Electronic Document Management System (EDMS) team is in planning stages for new EDMS. The Non-Emergency Medical Transportation Administrative Service Organization team are assembling an RFP anticipating its release in Q3 FY24. The Utilization Control Agent (UCA) team constitutes development with a small enhancement period rather than a full-blown Design, Development and Implementation (DDI). The Dental Administrative Service Organization (DASO) RFP has been released but a

recommendation for award has not yet been produced. Regarding Behavioral Health Administrative Service Organization (BHASO) 2.0, an RFP has been released. The Consolidated Recipient Call Center project team is in the planning stage for RFP development. Eligibility and Enrollment (E&E) is currently in production on the MDTHINK platform. Of note, CMS leadership has requested another review of E&E. The MDH team is working to put together strengthened governance around E&E. Regarding CMS Interoperability, MDH is awaiting federal Office of National Coordinator for Health Information Technology (ONC) guidance for Application Programming Interfaces (APIs) other than the Patient Access API. Finally, the Long-term Services and Support (LTSS) Maryland/Platform Shift project team is planning for a Proof-of-Concept exercise.

Known / Anticipated Schedule Changes:. There are several projects within the MMT program that are at different stages of completion. Some are on schedule, some are behind schedule, while others are significantly behind schedule, such as SURS, NEMT, DASO, UCA, EDI Gateway, and EDMS. However, overall, the MMT program is progressing according to the agency Roadmap, which is updated as needed and approved by the MMT steering committee members. In order to improve schedule tracking for each sub-project, the MDH intends to separate the MMT MITDP projects beginning in FY25. This move will enable better oversight and monitoring of each project

Known / Anticipated Cost Changes: Each individual sub-project within the MMT program is spending according to its budget. Some sub-projects are spending less than budgeted while others are not demonstrating any spend at all. Overall the MMT program estimate at completion seems to increase over time as new sub-projects required by the federal (Medicaid) partners are added. Likewise, as some projects complete (like BHASO) new versions of the project are started (BHASO 2.0) which, again, inflate the overall estimate at completion. It is the intention of oversight to have MDH break the MMT MITDP projects out separately beginning in FY25 to enable improved cost tracking for each sub-project.

Known / Anticipated Scope Changes: The scope of the MMT program will update continually as new federal (Medicaid) requirements/mandates are issued. Additionally, MDH will be compelled to add sub-projects to the MITDP driven by the federal Advanced Planning Documents (APDs) which enable the state to seek 90% reimbursement for program implantation costs but require the 10% matching state funding. Separating sub-projects into individual MITDPs effective FY25 will enable more detailed tracking and reporting of each projects scope.

Risk Assessment: The SURS and BHASO vendors were not meeting their Service Level Agreements and/or contractual obligations and thereby increased the risk of unsuccessful outcomes. In both cases the agency issued cure letters. MDH's scope for PMM has shifted from "MDH's plan to procure a solution" to "MDH's plan to develop a solution". It is unknown at this time if the strategy of building vs buying will improve or decrease the likelihood of successful outcomes for the MMT module implementations. It is the intention of oversight to have the agency split this program into separate MITDPs to enable improved visibility and reporting on each sub-project beginning in FY25.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** Q4 FY20

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

Project Description: The VRRS Project has modified the code for the existing California Integrated Vital Records System (Cal-IVRS) to Maryland's specifications and deployed it to the MD THINK platform. The new system enables secure, web-based entry of all birth and fetal death records, and the import of marriage and divorce records. Future releases will enable the search, retrieval, and issuance of certificates printed on security paper and manage the acceptance and tracking of fees submitted by customers of these services. The VRRS will be integrated with the existing Maryland Electronic Death Registration System (MD-EDRS), previously customized from California's death registration system, which will also be deployed to the MD THINK platform. Existing user accounts will continue access to all Maryland medical and funeral facilities. All data from Maryland's legacy vital records systems will be imported into the new system. The system will generate reports for local use and export structured data to the National Center for Health Statistics and other interested parties. Data will also be exchanged with the Social Security Administration. The system will provide restricted search and issuance capabilities for use by local health departments and by the MVA.

Project Status: The project has worked to deploy new features and improvements for the Electronic Birth Record System (EBRS) and the Work Order Management System (WOMS). Modifications and error corrections are being implemented in the Vital Records Business Intelligence System (VRBIS) in response to user input received after its launch. The initial implementations of Geocoding for the Birth System and the Death System have been finished and are currently being tested before their formal launch, expected to occur in Q3 FY24. The maintenance contract at the University of California San Diego concluded in Q2 FY24. The transition of maintenance to the Vital Statistics Administration (VSA) team is currently in progress and will be finished according to schedule.

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

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

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

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Health: Migrate MDH HQ Data Center to the Cloud (CLOUD) (#A246)

Project Description: The MDH HQ Data Center to the CLOUD project is a phased migration of the MDH servers and applications to a cloud-based environment. The initial phase included migration and consolidation of MDH servers, applications, and databases into TierPoint BWI, a commercial private cloud facility near the BWI airport. This migration resulted in improved system protection against threats. The new environment will also serve as a host for the enhancement or development of existing and planned MDH applications before their eventual migration to a public cloud. The MDH CLOUD project also includes the establishment of a high-availability disaster recovery environment for MDH systems and data in a TierPoint facility in Texas. Future phases of this project will analyze and select which MDH services and applications are to be developed for the purpose of migration to public cloud facilities. In 2020 the WebMod project for the modernization and migration of MDH public websites was added to the scope of this project.

Project Status: The migration of MADAP and eHARS into the TierPoint (TP) BWI host facility is complete. Analysis of existing Medicaid, DDA, and Public Health Services applications continues. The TierPoint disaster recovery data center in Texas is being configured for timely recovery in the event of an extended outage of MDH systems and services at the main facility. The Texas facility will be operational by Q4 FY24. The Web Modernization project is on track for completion and will transition to the operations and maintenance phase in Q3 FY24. An additional 350 web pages have been redesigned and deployed, and fewer than 50 pages remain to complete this task. The rollout of web services for 19 of the 23 Health Professions Boards and Commissions, totaling 600 web pages, has been given final approval with fewer than 50 pages remaining to complete this task.

Known / Anticipated Schedule Changes: The slow allocation of requested resources to perform the configuration of the disaster recovery site in Texas is impacting the scheduled completion of that work.

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

Known / Anticipated Scope Changes: Oversight has requested a roadmap addressing the Medicaid, DDA, Public Health Services and any other applications that the agency intends to migrate to the cloud as the complete scope is not published.

Risk Assessment: The scope and timeline for this project are not defined. This results in substantial cost and schedule risks, making it impossible to measure the project's progress and forecast its completion.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Health: Maryland Department of Health VoIP Conversion (VOIP) (#A810)

Project Description: The Maryland Department of Health (MDH) currently uses PBX-based telecom technology that has reached its end of life. MDH has a total of 5,500 phones in 18 facilities with 15 of those sites using the end-of-life PBX systems. This project, when completed, will move the phones at all 18 sites to a hybrid VoIP-based environment. The Maryland Department of Health (MDH) has a need to replace its existing telephone infrastructure in 11 hospital facilities as they are utilizing beyond end-of-life hardware that cannot be reliably maintained, managed, or repaired by MDH staff and vendors. MDH will be managing the upgrade for 11 hospitals and DoIT will provide support for the MDH office building upgrade.

Project Status: Work started in Q3 FY23 at five of the eleven hospitals, with Potomac Hospital Center and RICA-Baltimore migrations now complete. RICA-Rockville installation is complete and circuit activation is in progress. Site surveys for Spring Grove Hospital Center and Eastern Shore Hospital Center are now complete. This work remains on schedule and all five of the first wave of hospital installations will be completed by Q3 FY24. Worldwide supply chain issues for Cisco switches remain, but are much improved. Site surveys revealed that replacement of underground and internal cable systems are required to realize the full benefits of VoIP technology. The project is maintaining progress by focusing on completing installations that are already in progress while concurrently making the necessary cabling changes at the remaining sites. Transition to full operational status at all eleven facilities is scheduled for FY26.

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

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

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

Risk Assessment: Worldwide supply chain issues have delayed the receipt of essential Cisco switches, but the project is managing the schedule by working on other tasks until outstanding items are received.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: The Maryland Department of Health - Behavioral Health Administration has both a business need and a legislative mandate to create a mental health and substance use disorder bed registry and referral system that will track available capacity, and allow healthcare providers and others to see bed availability and refer individuals for services.	
Project Status: Requirements gathering and RFP development activities continued until the Project Manager's (PM) unanticipated departure in Q2 FY24. As an immediate result, RFP development to acquire a COTS Bed Registry and Referral solution has been delayed. Additionally, DoIT has determined that a new staff augmentation contract vehicle must be secured prior to the procurement of a full-time PM replacement. RFP issuance is anticipated to occur in Q4 FY24.	
Known / Anticipated Schedule Changes: The project schedule has been impacted due to the absence of a dedicated PM, which has resulted in cascading RFP development delays.	
Known / Anticipated Cost Changes: No known or anticipated cost changes.	
Known / Anticipated Scope Changes: No known or anticipated scope changes.	
Risk Assessment: The activities required to procure a full time replacement for the PM may delay the achievement of several scheduled project milestones by as much as six months. A strategy for avoiding or mitigating this delay is needed.	
Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Health: Maryland AIDS Drug Assistance Program (MADAP) Program Case Management System (MADAP) (#A246G)

Project Description: This project modernizes the case management system for the Maryland AIDS Drug Assistance Program (MADAP) & Ryan White HIV/AIDS Program (RWHAP) Services for Maryland. This enterprise case management solution will provide a single access point to RWHAP for Marylanders. Furthermore, the case management system will reduce barriers to ensure qualified Marylanders receive efficient admission to care and services without the redundancy of producing eligibility documentation for each RWHAP site visited and service requested.
Project Status: The RFP originally expected to be released in Q2 FY24 has been delayed by the unanticipated departure of the agency project manager in Q1 FY24. A replacement PM has been onboarded. The RFP is anticipated to be under review during Q3 FY24. Upon the release of the RFP, the procurement process is expected to last at least 12 months. The project plans to initiate design, development, and implementation efforts in Q2 FY25.
Known / Anticipated Schedule Changes: The project schedule has been impacted due to resource issues, however the overall impact may not impact the project completion milestone.
Known / Anticipated Cost Changes: No known or anticipated cost changes.
Known / Anticipated Scope Changes: No known or anticipated scope changes.
Risk Assessment: The project has realized a risk to the project schedule resulting from the unplanned departure of the project PM. Further assessment by the agency is required to determine if the overall completion milestone will be impacted.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Health: OPER - Systems Integration and Modernization (OPER) (#D1430, D1271, D125G)

Project Description: Project Description: The Office of Controlled Substances (OCSA), within the Office of Provider Engagement and Regulation (OPER), looks to implement a new system to replace their existing outdated and low-tech solution for registrant application processing of Controlled Dangerous Substance (CDS) registrations, inspections, and case management. This solution will include the development and deployment of a registration, case management, and field inspection tracking system used by MDH to conduct compliance involving controlled substances. It will supply an efficient business process workflow that will hasten services given to Maryland CDS registrants. The OCSA, authorized by statutory obligation, enforces the Controlled Dangerous Substance (CDS) Act, and ensures the availability of drugs for legitimate medical and scientific purposes. OCSA issues CDS permits to practitioners, researchers, and establishments that administer, prescribe, dispense, distribute, manufacture, conduct research, and conduct chemical analysis of CDSs. OCSA pharmacists perform regulatory inspections ensuring compliance with applicable laws and non-compliance results in education or disciplinary action against the CDS registrant. This system will include reporting mechanisms to watch key performance metrics to pinpoint successes and problematic activities contributing to the ongoing opioid epidemic. Additionally, the new technical environment will support off-site disaster recovery and help to ease continuity of operations during emergency situations.
Project Status: Selection of an implementation vendor is complete. DoIT has completed the draft Work Order for the implementation vendor and has shared it with the vendor and MDH. If MDH approves the Work Order, the project implementation kick off phase is anticipated to occur in Q3 FY24.
Known / Anticipated Schedule Changes: No known or expected schedule changes.
Known / Anticipated Cost Changes: No known or expected cost changes.
Known / Anticipated Scope Changes: No known or expected scope changes.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

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

Project Description: The Department of Housing and Community Development (DHCD) is implementing a solution that will replace and expand on the current Energy Efficiency Program Management System (EEPMS) capabilities and further support the functions of the Department's Housing and Building Energy Programs (HBEP) unit. Currently, HBEF uses a web-based program management system that offers features such as application intake, invoicing, reporting, energy audits, and financial tracking. However, as more Marylanders are applying for energy efficiency assistance and with the increasing complexity in the delivery and administration of these programs, it has become evident that the current system is not robust enough to handle and meet the growing needs of the Department. Furthermore, the current system isn't flexible and requires time-consuming vendor intervention, even for minor modifications, leading to increased program costs and delayed system updates.

Project Status: The project was launched in Q4 FY23 and a system implementation schedule was created. The project is progressing as per schedule. The project provisioned user access and is completing testing and staff/user training. The Single-family module is scheduled to go live in Q2 FY24 and the Multi-Family module is scheduled to go live early in Q3 FY24. DHCD will conduct system acceptance procedures and complete operational readiness assessments in preparation for scheduled production releases.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Human Services: Maryland Total Health Information Network (MD THINK) (#6B17)

Project Description: Maryland Total Human Services Integrated Network (MD THINK) is a technological endeavor to modernize and integrate multiple MD State health and human services targeted toward vulnerable citizens. The platform is hosted on a cloud service provided by Amazon Web Service (AWS) and constitutes a Shared Data Repository (SDR) for centralized storage and retrieval of consumer data. Health and human service delivery in the State of MD has historically been supported by stand-alone systems that minimally interface with other systems delivering public health, juvenile systems, and adult services. Statewide integration of technology systems catering to health and human services and a common data repository across the systems will allow the State to achieve cost reductions, utilize modern technology, and reduce the time required for delivery.

Project Status: The new MD THINK applications, which include the Eligibility and Enrollment (E&E), Child, Juvenile, and Adult Management System (CJAMS), and the Child Support Management System (CSMS), are currently in production. However, the business teams have identified several functionality gaps that require further design, development, and implementation work. Additionally, the program teams have identified several enhancements, work streams, and defect fixes for each of the major applications. Furthermore, the Juvenile component of the CJAMS system is still under development; however, no scheduled statewide deployment date has been established.

Known / Anticipated Schedule Changes: The program will provide a revised schedule to finish the current scope.

Known / Anticipated Cost Changes: The program will provide an updated cost estimate to complete the current work.

Known / Anticipated Scope Changes: It is imperative that all stakeholders reach a mutual agreement on the scope, and a rebaseline is required to depict the agreed-upon scope.

Risk Assessment: The program's spend to date needs to be verified and validated to accurately reflect the state and federal match as per the funding streams defined in the Advanced Planning Document submitted to the federal partners.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** Q4 FY18

Information Technology: Remote Workforce Enablement (RWE) (#P020)

Project Description: The Remote Workforce Enablement Project will develop a DoIT-managed platform to enable workers to securely and effectively access the information technology resources, services, and systems they need to perform their vital functions while working outside of their typical office location and IT environment. This platform will include layers of systems, tools, and processes such that DoIT will be able to leverage it as a service offering to units of government across the State, including those within all three Branches of State Government and potentially within county and local jurisdictions.
Project Status: DoIT launched a pilot effort to implement the foundational technology components leveraging VMWare. The pilot was limited in scope to support DoIT workers only and served as a proof-of-concept to validate its capability, both as a platform and also as a service offering. As of Q4 FY23 the project is on hold.
Known / Anticipated Schedule Changes: A rebaseline for schedule is required once the agency determines next steps.
Known / Anticipated Cost Changes: A rebaseline for cost may be required once the agency determines next steps.
Known / Anticipated Scope Changes: A rebaseline for scope is required once the agency determines next steps.
Risk Assessment: This project is at high risk until the agency determines next steps.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Information Technology: Enterprise Geographic Information Systems (GIS) Modernization (#P021)

Project Description: The State of Maryland Geographic Information Systems (GIS) enterprise provides advanced geospatial and location analytics in support of strategic business objectives. GIS helps State agencies advance the adoption and application of location-based technology, improve collaboration across Government and private sector entities, and enable the implementation of new platform business models. This project is designed to enable State agencies to innovate, reduce cost through reuse of common components, and deliver new capabilities with speed and agility in compliance with updated security and privacy standards. This project will restore operations to optimal performance, accommodate expansion of current and future demand, ensure compliance with updated security and privacy standards, provide access to new features and functions of the technology, and gain efficiency through the advancement of the collective investment in systems to support government services.
Project Status: The project has successfully completed the Proof-of-Concept (POC) in both the AWS and virtual server (TierPoint) environments. The project team has briefed the State Chief Technology Officer (CTO) on the POC outcome and recommended a hybrid infrastructure implementation. The team is compiling statistics supporting improved response times and anticipated cost savings of the hybrid implementation. New to the project is the addition of disaster recovery for the new environment to restore access and functionality after a disaster event. The project is now scheduled to go live in Q1 FY25.
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: The project team is exploring Disaster Recovery options with the Infrastructure Team.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: A key step in the Enterprise Plan is the institution of a central planning process. In this plan, the DoIT EPMO establishes a component within the DoIT Intake process for MITDP evaluation whereby agencies identify needs before spending time and money on extensive planning of their siloed projects. The EPMO reviews IT requests in the context of the Enterprise, determines if it can be delivered via a procurement or minor effort, added to an existing MITDP, or if a new Enterprise initiative (via MITDP) should be planned. The Enterprise Solutions Planning Initiative (ESPI) will provide integrated planning support and tools to support the numerous IT solution requests from agencies. This process combines the planning activities that traditionally have occurred in siloed projects in order to assess Enterprise needs. The proper planning for these requests will be critical in engaging agencies with common needs and data, developing appropriate strategies and architecture, leveraging process improvements, identifying acquisitions, and determining technologies and systems for implementation. Individual agency planning ITPR's will no longer be submitted because large upfront planning to document all project requirements is no longer desirable in an agile environment. Instead, central planning will be provided, with the goal being to devise an Enterprise strategy. If the strategy calls for a major development effort, the DoIT will help establish the processes and strategies to meet the needs of all agencies in a way that is compatible with the enterprise architecture, resulting in an implementation ITPR for the initiative. DoIT EPMO will also continue to modernize its MITDP portfolio management and dashboard reporting functionality to support these initiatives and other all MITDPs under DoIT's purview.

Project Status: Further PRISM enhancements were canceled in FY23 due to the bankruptcy of the vendor servicing the system. EY acquired the prior vendor assets and provides O&M support for PRISM. ESPI initiated efforts to procure an industry standard and commercially available Project Management Information System, but procurement delays have impacted progress. The EPMO intends to implement the system which will serve as the repository for MITDP data collection, storage, analysis and reporting enabling MITDP portfolio management and dashboard reporting functionality. Currently the data is stored in Google sheets and other disjoint repositories. Upon completion of the procurement the EPMO expects implementation to begin in Q3 FY24.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Information Technology: MD FiRST Radio Tower and Backhaul Improvement Project (RADIO) (#P022)

Project Description: Maryland First Responders Interoperable Radio System (MD FiRST) is the Statewide interoperable radio communication network implemented to support State, county and federal first responders. The DoIT MD FiRST infrastructure project was completed geographically, in phases, beginning in 2010 and was completed in April 2023. The MD FiRST infrastructure consists of a communication backbone of approximately 180 radio tower sites that include communication towers, equipment shelters, radio equipment, and data communication equipment. The MD FiRST Radio Tower and Backhaul Improvement MITDP supports SB 235, and utilizes Resource Sharing Agreement (RSA) funds to implement the following: MD FiRST Radio Tower Remediations to bring the existing towers up to TIA construction code standards; MD FIRST Tower Site maintenance/repair; MD FIRST Tower Site Physical Security; MD FiRST Tower Start Up Lease Costs (to cover situations where we can't get like kind exchange RSAs); Radio Tower construction (to cover budget shortfalls from the MD FIRST Coverage Improvement Project); and, Mitigation of known backhaul (fiber/microwave) gaps within the MD FIRST network.

Project Status: The MD FiRST Radio Tower and Backhaul Improvement Project kicked-off in FY23 leveraging existing master contracts to complete sitework. The project team has begun efforts to repair 10 critical equipment shelters statewide. Work is also underway to implement a new microwave path on the eastern shore to improve backhaul redundancy, and to add a new generator and shelter at the Charles County prime site to increase overall simulcast cell resiliency. The project is tracking on schedule and within budget.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

MARYLAND
DEPARTMENT OF
INFORMATION TECHNOLOGY

Information Technology: Voice and Datacom Modernization (VDM) (#P012)

Project Description: The State of Maryland is currently using outdated Centrex/TDM/PRI/Fax technology and is making the transition to a more modern IP Telephony solution of Unified communications and Voice over Internet Protocol (VOIP). Unified Communications integrates multiple means of communication (e.g., e-mail, instant messaging, voice, etc.) onto one platform, gaining efficiency across the State enterprise network. For FY20, a rebaseline of the MITDP was approved, adding four more agencies (SDAT, DNR, DOL, MDE) to the scope of the project including an additional 3,000+ phones for migration to the VoIP environment.
Project Status: The Voice and Data Modernization (VDM) project continues to make steady progress toward project completion which is planned for the end of FY24. The planned migrations for State agencies at Multi-Service Centers (MSCs) have been completed, and all equipment needed to complete the remaining sites has been ordered and received. There are ten remaining agencies at State Center and Schaefer Tower, along with six other locations. The project is on schedule to be completed in Q4 FY24.
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.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Information Technology: networkMaryland 100GB Backbone Upgrade (100GB) (#P017)

Project Description: NetworkMaryland's infrastructure is currently a partial mesh design that has grown organically over time based on the availability of fiber assets. This network is anchored by a number of core sites, strategically located throughout the State, where network traffic and services aggregate. The availability of external internet peering services, location of data center services, and proximity to subscriber headquarters are all potential reasons a location has been selected to be a core site. These core sites are interconnected by networkMaryland fiber, and the resulting fiber network is referred to as the backbone network. The current backbone network was designed based on a maximum capacity for any specific fiber link of 10 Gbps, which was standard at the time. This project includes the re-design and re-engineering of the backbone network to leverage current technologies to increase the maximum bandwidth of the most heavily utilized backbone links to 100 GBPSps, and the configuration and deployment of the network equipment required to support the upgrade. The project will focus on those core locations where current network traffic and expected traffic growth is the heaviest. The current preliminary design upgrades eleven core sites. Sites to be upgraded will include all of the core sites in the Baltimore - Annapolis corridor, the Frederick core site, as well as the State's primary cloud services location.

Project Status: The project completed the primary implementation, upgrading the networkMaryland backbone to 100GB. Due to ongoing global supply chain and shipping issues that impacted the project, implementation of the Eastern Shore redundancy equipment was delayed, but it is resolved now. The agency has received the outstanding equipment and was able to complete installation in Q2 FY24. The department is currently working to close out the project.

Known / Anticipated Schedule Changes: Project completion is contingent upon installation of the equipment received for the Eastern Shore ring. The project anticipates installation of the equipment by the end of Q2 FY24, and final project completion in Q3 FY24.

Known / Anticipated Cost Changes: The agency is unable at this time to confirm if the vendor will be able to keep the same price for installation as it was quoted before the global shortages.

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

Risk Assessment: There is a risk that the installation costs may increase as a result of significant delays in supplier delivery.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: The current Maryland network infrastructure (900+ locations and 6000 circuits) was designed and implemented over 15 years ago and is no longer meeting the current and growing needs of the Executive Branch agencies. The past 2 years have seen exponential growth in the amount of traffic traversing the network. Whereas five years ago the largest bandwidth required for a single circuit was 1Gbps, we now have subscribers constantly requiring service bandwidth of 10 Gbps and greater. Expanding the 100-Gbps from the backbone to the county Points of Presence (PoP) is the only way to provide these services. This project is the next logical step in extending the 100G capacity and redundancy from the backbone (a separate MITDP project) to the PoPs in each county. In addition, this project will enhance the ability for agencies to adapt Cloud Strategies.

Project Status: The project concluded its planning-related tasks and commenced the configuration of the hardware-independent MPLS conversion. A portion of the funds required to order the equipment required to begin installation were not received; therefore, the project is currently in the process of requesting additional funds in order to acquire the equipment required for the subsequent phase. Once ordered, the equipment will be delivered in approximately twelve months. Until the equipment is received, the endeavor will be put on hold following the completion of the MPLS configurations.

Known / Anticipated Schedule Changes: Due to insufficient funding equipment orders are delayed, thereby impacting the project completion milestone. A rebaseline for schedule will be required.

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.

Risk Assessment: Project funding presents a significant risk to the project. Due to the limited funding appropriation, the project will be unable to order required equipment and thus the project will be on hold following MPLS configuration activities that are scheduled to complete in Q4 FY24.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: Maryland currently has over a thousand forms online spread across State agency websites. Many of these forms are only available to download, complete manually on paper, and returned via US mail. There is no inter-agency coordination for license processing, which means that license processing tasks are duplicated throughout the State government apparatus. These inefficiencies come at a significant cost burden to the State and result in inconsistent quality of service to our customers. DoIT plans to convert forms and licenses into electronic forms that enable customers to complete and submit them online from a home computer, mobile phone or tablet. Additionally, the technology will be used to automate a variety of State processes that are currently handled manually or via legacy or unsupported technology.
Project Status: The OneStop Core project has made progress after the transition to EY who is now servicing work orders issued by the State. Two components of the OneStop Portal MITDP, (i.e.: MDL's ELMO and MDA's Modernization sub-projects) were separated from this MITDP to be managed as individual MITDPs, by the respective agencies. Although there is an increased interest in leveraging OneStop to address legislative mandates, urgent business priorities, and new initiatives, the project remains focused on completing minimal viable requirements to increase security protocols and the end user experience across the platform to ensure that current industry standards and best practices are observed and enforced. The project is anticipated to close in FY25. A new MITDP will be created to address any new initiatives for the OneStop platform.
Known / Anticipated Schedule Changes: The project is reviewing outstanding minimal viable product requirements in order to submit a rebaseline request. The project is anticipated to close in FY25.
Known / Anticipated Cost Changes: The sub-projects ELMO and MDA Modernization were removed and the project is working on the costs rebaseline request to complete minimal viable requirements.
Known / Anticipated Scope Changes: The sub-projects ELMO and MDA Modernization were de-scoped from the project.
Risk Assessment: The risks were reduced with the separation of the ELMO and MDA Modernization sub-projects. The project will focus work on minimal viable requirements to improve security and end user experience at the platform level and start closing procedures to close the project in FY25.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Insurance Administration: Insurance Tracking System (ITS) (#5500)

Project Description: The Maryland Insurance Administration (MIA) has identified the need to replace the current Enterprise System (ES). This custom-built application was deployed in the 1990's to meet a number of critical business functions, including: (a) Company Licensing, (b) Market Conduct Case Tracking, and (c) Case Tracking for Hearings and Orders. In the years since ES was developed, there have been significant changes in MIA's technological needs due to changes in the workflow processes, increased need for automation, and advances in technology. The MIA therefore seeks to deploy a new Insurance Tracking System (ITS) to accommodate the Agency's growing needs and facilitate greater automation through this project. The new ITS will leverage the use of modern technologies; enhanced document management workflows, and improve collaboration, data analysis, and data reporting for its stakeholders.
Project Status: The recent discovery process resulted in a BluePrint deliverable in Q1 FY24 detailing the current and future workflows for the MIA Business Units and a proposed schedule and approach for implementing Salesforce. MIA issued a purchase order for Salesforce software licenses and a Salesforce Design project using the State's Salesforce Master Contract in Q2 FY24. The ITS Design Phase is currently underway with completion targeted for Q3 FY24.
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.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Labor: Electronic Licensing Modernization (ELMo) (#FA11)

Project Description: The Electronic Licensing Modernization (ELMo) project aims to modernize the Department of Labor's licensing system by upgrading both the back-end and front-end E-Licensing systems. This will lead to streamlined office procedures and improved online services for applicants, licensees, and consumers. The modernized system will also provide the Department with greater flexibility to introduce new services more quickly, which in turn will enhance productivity and the quality of service.
Project Status: The Department of Labor initially considered using OneStop as a solution. However, upon closer examination of the business requirements, in agreement with DoIT it was determined that OneStop is not a suitable solution path. The project team is now actively exploring alternative solutions and is in the process of onboarding a dedicated and qualified project manager.
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.
Risk Assessment: No major risks have been identified.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Labor: Labor Omni-channel Contact Center Solution (LOCCS) (#HA20)

Project Description: The Maryland Department of Labor (MDL) Unemployment Insurance (UI) division is undergoing a multi-phased, citizen and employer-facing telecommunications upgrade. UI seeks a Labor Omni-channel Contact Center Solution (LOCCS) to replace the current vendor outsourced contact center. System features will include call recording, knowledgebase management, virtual assistant, and chat features with state-of-the-art analytics. The scope also includes integration between Salesforce, BEACON, and LOCCS. The contact center services the following groups: Benefit Payment Control, Central Processing Unit, Reemployment and Trade, Benefits and Accuracy Measurement and Consolidated Contributions Contact Center which receives inbound calls from employers.

Project Status: The RFP award recommendation was approved by BPW in Q1 FY24, however, the kick-off meeting revealed that the vendor did not include critical business requirements in their offered price. Furthermore, the vendor failed to meet the required MBE goal. These two infractions resulted in the cancellation of the contract by the MDL's procurement team. The procurement team is preparing documents to present the second-ranked vendor to the BPW for an award recommendation. Once the second vendor is onboarded, the project will be rebaselined for cost and schedule.

Known / Anticipated Schedule Changes: The project will require a schedule rebaseline once a new vendor is onboarded.

Known / Anticipated Cost Changes: The project will require a cost rebaseline once a vendor is onboarded.

Known / Anticipated Scope Changes: No known changes to the scope at this time.

Risk Assessment: There is a possibility that the BPW may revoke the award recommendation.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Maryland Higher Education Commission: Unified Financial Aid System (#0123)

Project Description: This project will provide MHEC's Office of Student Financial Assistance (OSFA) with an efficient and consumer-friendly web-based unified scholarship application that will allow for an applicant to apply for all centralized scholarship programs offered at MHEC. The application 1) will be available in multiple languages, 2) will be mobile accessible with upload capability from the device, 3) will allow a student to view communications, 4) will allow a student view documents and progress toward completion, 5) will possess the ability for students to electronically sign documents, 6) will integrate with student and parent tax information, 7) will have the ability to contact the Commission, and 8) will provide videos and guidance to describe the application process. For financial aid management and administration, the system will be used for: 1) initial application; 2) processing of new and renewal awards, student notification, and student award acceptance; 3) notifying higher education institutions and legislators of awards and awarding information; 4) verifying awards; 5) paying funds for awards and reconciling accounts; 6) the maintenance, tracking, fulfillment and repayment of service obligations associated with certain programs and 7) internet access for financial aid status for students and financial aid administrators. It will provide optimum benefits to OSFA, higher education institutions, and students while maximizing technology. Finally, a new system that includes detailed statistical and reporting features and functions will significantly improve MHEC's ability to readily respond to legislative inquiries, assess the data and performance of all financial aid outcomes, and study the overall effects of financial aid to inform policy and practice.
Project Status: The Request for Proposal (RFP) for the Maryland Student Information System (MDSIS) has been submitted to the Department of Information Technology (DoIT) for an initial review and feedback. Subsequent to the DoIT review, MHEC continues to work with DoIT to resolve editorial changes and modifications. MHEC will also work with DGS to complete its final review in preparation for the release of the RFP. This RFP will be focused on the implementation of a new modernized, customizable, and scalable financial aid management application in Q2 FY24 MHEC is also in the process of determining the status of one component of its system that addresses Service Obligations (SO). This would be a separate but integrated system to address the need to (1) track students who are to perform service obligations, and (2) track those who are in repayments status. MHEC plans to release this supporting Task Order RFP (TORFP) in Q3 FY24.
Known / Anticipated Schedule Changes: Once the project is awarded, a rebaseline for the schedule may be required.
Known / Anticipated Cost Changes: A rebaseline for cost will be required once contracts are awarded.
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.
Risk Assessment: The overall solution requires two unique sets of requirements; hence the reason for two RFPs (i.e.: MDSIS and Service Obligation). Incorporating the requirements into one RFP may limit the available solutions. Separating the overall solution path into two acquisitions should enable the agency to reduce risk by permitting vendors with specific solutions to address portions of the scope vs one vendor trying to "do it all" or build a comprehensive solution addressing all the various components.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Office of Attorney General: Case Matter Management System (OAG-CMMS) (#1002)

Project Description: This project replaces OAG's 15-year-old case management system. The system no longer meets the agency needs as it is inefficient, slow, and impedes departmental productivity. Moreover, the legacy application is rigid and cannot be adapted to fulfill new business needs. The new CMMS will be web-based, eliminating miscellaneous ways of tracking case information. Data exchange with other applications will be integrated, as will the ability to interact with current applications. New capabilities, such as tracking physical files, improved document management, and legal conflict checking will be supported. System design will focus on supporting, adapting, and simplifying OAG's business processes.
Project Status: Vendor completed reinstatement of Good Standing with the State of Maryland. OAG has continued to request accurate and required SDLC documentation in accordance with contract requirements. The vendor has not provided required documentation to date. The request for project management support from DoIT has been suspended by OAG.
Known / Anticipated Schedule Changes: The project is behind schedule and a rebaseline for schedule is required.
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.
Risk Assessment: With no PM resource assigned to the project, vendor compliance with MITDP and contract requirements remains at a standstill.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Maryland
DEPARTMENT OF
INFORMATION TECHNOLOGY

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

Project Description: The Department of Natural Resources (DNR) requires a modern, reliable, mobile-friendly, web-based Park Reservation and Revenue Management System (PRRMS) with a customer call center to take registrations and reservations, facilitate retail transactions, inventory control, revenue tracking, and reporting. The PRRMS will be used by the public, park employees, and Central Call Center staff to create registrations/reservations for parking spots, campsites, pavilions, cabins, houses, buses, yurts, gift cards, boating facilities, organized events, barns, and other group areas. In addition, the PRRMS will handle point of sale (POS) items and associated inventory management and will track all revenue received. Additional scope requirements will come from the Professional Study in Fiscal 23 and the State Park Investment Commission. The agency anticipates other modernization efforts such MDTA E-Z Pass Pay-By-Plate integration, upgrading Point-of-Sale equipment, Park IT infrastructure upgrades (e.g., Wi-Fi), etc., will be discussed. The platform should provide an Open Application Programming Interface (API) specification and integrate into the OneStop portal.

Project Status: The agency has received all required approvals for the RFP to be posted to eMMA. The RFP was posted with a deadline for proposal submissions of Dec 12, 2023. Upon receipt of proposals, DNR's evaluation committee will review proposals and submit an award package to the winning vendor to BPW.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Natural Resources: DNR Modernization and OneStop Integration Project (#A005)

Project Description: The Department of Natural Resources (DNR) requires a web-based platform that supports a variety of internal and external system integrations that better gather and process essential formation. The Agency's current system, COMPASS, lacks the ability to integrate and provide a platform-based central point of access. As a result, an array of inefficient practices have evolved such as manual data entry, duplicative reporting structures, and conflicting numbers due to user input errors. The number of licenses and permits sold by DNR has drastically decreased in recent years. DNR believes that, with a new license and permit process that is on an intuitive and user-friendly platform, citizens will purchase licenses and permits from DNR once again. The platform should accept, manage, sell, and promote licenses and permits for recreational hunting and fishing, commercial fishing, boat titling and registration, boat taxes, and special permits.

Project Status: Brandt, the awarded vendor, is currently in the second iteration of the project development schedule, with both requirement and planning sessions occurring weekly. The development team started developing the application based on the first iteration requirements which were compiled and verified by DNR. The project schedule is still on track for an estimated completion go-live date for Q2 FY25.

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.

Risk Assessment: By securing a contract with a leading vendor, the project's risk has significantly reduced.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Public Safety and Correctional Services: Drone Detection and Response System (Drones) (#P015)

Project Description: The DPSCS is implementing a drone detection system to mitigate unlawful entry of contraband into the State of Maryland Prison System. While there is interest in including a response component to this initiative, the primary objective of this project is drone detection and not response. The project was initiated in two phases: (a) issuance of a sole-source contract to define the requirements of the system and development of an RFP, and (b) procuring the services of a contractor to deliver and implement a system. The project scope was expanded to address an increase in the number of correctional facilities protected by drone detection technology and the inclusion of future response capabilities in compliance with Federal and State guidelines.
Project Status: The project successfully met project closeout requirements. The project will no longer be included in future reports.
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.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Public Safety and Correctional Services: Computerized Criminal History (CCH) (#1730)

Project Description: The DPSCS, Information Technology and Communications Division (ITCD) is in the process of replacing the obsolete CCH mainframe system. The legacy system, which includes the Ident/Index and Arrest Disposition Reporting (ADR) mainframe systems, will be replaced with an enhanced solution that allows for the provisioning of timely updated offender information to Local Law Enforcement, Community Supervision Programs, and other DPSCS constituents. This project will also improve legacy business processes and workflows, and deploy automated applications and tools for improved information-sharing. The modernized application will also provide efficient identification of offenders, eliminate duplicative and inefficient processes, and provide time-saving features and processes.
Project Status: The project's progress has been significantly delayed due to procurement-related activities. The agency completed RFP evaluations in Q3 FY23 and drafted vendor curing questions. The agency has been working with the vendor to clarify system capabilities, while providing legal review of service agreements and negotiating performance stipulations. The agency anticipates presenting a recommendation for award to the BPW in Q3 FY24.
Known / Anticipated Schedule Changes: The project is significantly delayed due to procurement. A rebaseline for schedule is required in collaboration with the awarded implementation vendor.
Known / Anticipated Cost Changes: Implementation costs in the ITPR are speculative. A rebaseline for cost is required once a contract is awarded and actual costs are known.
Known / Anticipated Scope Changes: No known or anticipated scope changes at this time.
Risk Assessment: The project remains at high risk, related to their schedule, until the procurement is complete.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

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

Project Description: The DPSCS is in the process of replacing the outdated EPHR with a new and more robust system to address the needs of the Division of Correction (DOC), the Division of Parole and Probation (DPP), the Office of Inmate Health Services (OIHS), and the Information Technology and Communications Division (ITCD). The Department intends to acquire and deploy an internet-based ambulatory application that provides a customizable user interface. The application must also provide the facility for an automated Electronic Medication Administration Records (EMAR) system with a scheduling system that interfaces with internal systems and external vendors. The new system must comply with legal requirements as outlined in the Duvall v O'Malley case, and offer DPSCS comprehensive, primary, secondary, and specialty health services EPHR, as well as provide inpatient services, utilization management, and social work mental health services.

Project Status: The project continues to deploy and stabilize legacy system enhancements to meet DuVall vs. Hogan (Moore) mandated legal requirements. Additionally the team is working to enhance the Ezmar solution by deploying application updates fixing bugs as they arise while ensuring system stability and reliability. The project team is focusing on report development and workflow optimization activities in preparation for the future replacement of the legacy EPHR system. The agency is reworking the previous solicitation for publication and anticipates onboarding a new implementation vendor in FY25.

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

Known / Anticipated Cost Changes: Implementation costs in the ITPR are speculative. A rebaseline for cost is required once a contract is awarded and actual costs are known.

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

Risk Assessment: This project remains a high risk until the procurement is completed and the new system implementation vendor performance can be assessed.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Public Safety and Correctional Services: Enterprise Resource Program (MCE-ERPIP) (#1033)

Project Description: The Maryland Correctional Enterprises (MCE) intends to replace its legacy application with a new Enterprise Resource Planning (ERP) solution. The new solution will automate manual processes that currently lead to delays in accounts payables, accounts receivables, and other financial workstreams. The new application will provide a centralized system to address the current limitations of decoupled processes and systems by providing automated tools that will replace manual and inefficient business processes.
Project Status: All core modules for the Global Shop ERP Solution have been deployed. The project team completed operational readiness activities for all MCE business units and completed data migration and validation of all AS400 datasets. The agency also conducted post-implementation training for users across all affected jurisdictions, including MCE's 25 shops and warehouses, as well as all headquarters staff. The project has successfully met project closeout requirements and is now officially closed. The project will no longer be included in future reports.
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.
Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

Public Safety and Correctional Services: Maryland Automated Fingerprinting Identification System (MAFIS) (#1790)

Project Description: The DPSCS is planning to replace the current outdated fingerprinting system with a more robust system. The current system has not been in support since June 2019. The new MAFIS will have enhanced requirements for the processing capabilities, record storage, and management capacity of the system to support the continued growth of the identification databases, and identification-processing workloads. MAFIS is used to perform fingerprint searches on individuals taken into custody by law enforcement and charged with an arrestable offense and is used by other agencies as well. Searches are completed via MAFIS for applicants requiring background checks for non-criminal justice purposes, and for latent prints collected at crime scenes.

Project Status: The project successfully met project closeout requirements and is now officially closed. The project will no longer be included in future reports.

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.

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Public Safety and Correctional Services: Learning Management System Replacement (LMSR) (#1720)

Project Description: The DPSCS Police and Correctional Training Commissions (PCTC) department is in the process of implementing a new Learning Management System. The Department provides regulatory oversight of entry-level training, ongoing in-service training, and certification of the sworn public safety professionals in the State of Maryland. The new LMS will replace the legacy system that has serviced public safety professionals for the last 20 years. The new system will track public safety professionals' certification throughout their careers, as well as: original certification or recertification, separation of employment, changes in officer status, promotion/demotion, name change, instructor certification, and transfers. In addition to tracking a public safety professional's training and certification history, the system will also be used to: respond to public disclosure requests, create custom and standard reports, track course/class information history, schedule and student attendance (Academy and in-service classes) history, firearms qualification records, law enforcement agency information, agency contact information, and instructor certification and training area expertise information.
Project Status: The agency completed procurement activities after resolving vendor protests that resulted in significant procurement delays. The agency successfully submitted a recommendation for award which was approved by the BPW in Q2 FY24. The implementation vendor has been onboarded and is in the initiating stage of the project. The project is scheduled to begin requirements validation activities to support Development and Integration activities in Q3 FY24.
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.
Risk Assessment: The project remains at high risk due to the inability of the agency to secure and maintain a dedicated project manager to lead the project. Task assignments, governance protocols, and required documentation submission are at risk as a result.

Portfolio Review / Health Assessment Held: 12/29/2023	IV&V Assessments Initiated: None

State Police: Automated Licensing and Registration Tracking System (ALRTS) (#1133)

Project Description: The ALRTS project involves the automation and streamlining of the regulated firearms processes. This includes automating the 77R (application for purchase of a regulated firearm) by replacing the multiple-page carbon paper application with a web-accessible smart form submitted electronically to the Licensing Division of Maryland State Police. The ALRTS project will also automate the process by which a retailer becomes a Maryland-licensed firearms dealer. The modernized system replaces the legacy Lotus Domino-based system used by Professional Licensing and automates the Handgun Permit application process as part of a fully integrated licensing system. The online MDSP Licensing Portal will greatly reduce the time it takes for an applicant to apply, provide efficiencies to Maryland firearm dealers and handgun instructors, and streamline processes within the Division.

Project Status: The project team continued to develop functionality enhancements for the 77R, Handgun Permit, Machine Gun Registration, and (internal) Professional Licensing Portals. Due to the 2022 Supreme Court Decision regarding the ability to carry a regulated firearm, numerous changes were required to accommodate the increase in Handgun Permit application and processing procedures. The Regulated Firearm Dealer Registration went Live in Q4 FY23, meeting the deadline for the opening of Annual Registrations on May 1st, 2023. Development activities for the public-facing Professional Licensing Portal also commenced following the deployment of the Regulated Firearm Dealer Registration module. Maryland's 2023 legislative Session yielded a number of firearm and licensing-related changes which required an additional seven months of development time.

Known / Anticipated Schedule Changes: The schedule has been updated to account for the 2022 SCOTUS decision, and resolutions following Maryland's 2023 Session.

Known / Anticipated Cost Changes: The estimate at completion for the project is anticipated to be increased as a result of required scope changes following recent court decisions.

Known / Anticipated Scope Changes: Numerous changes were required to accommodate the increase in Handgun Permit application and processing procedures following the 2022 SCOTUS ruling. Maryland Session 2023 also resulted in a significant number of changes and new laws that have been added to the scope of the project.

Risk Assessment: Maryland Session 2024 could result in additional firearm and licensing-related requirements. National changes in regulated firearm laws continue to be a possibility.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

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

Project Description: IBM had designated an end-of-service date of December 31, 2018 for STO's midrange AS400/i5 Treasury Management System and Insurance Management System. The AS400/i5 is the core financial interface system and is a mission-critical agency system allowing the Treasurer's Office to meet its constitutional and statutory responsibilities to disburse funds as warranted by the Comptroller's Office. In addition, this system is used for daily cash flow management and reconciliation functions, ACH and wire transfers for Statewide receipts and disbursements, investment of State funds, daily budget and accounting functions, and overall claims management processing and recordkeeping. This project will replace the current system with a cloud-based Microsoft ERP financials and Azure custom insurance management applications.

Project Status: The Insurance Claims Management System (CMS) and Accounting Finance and Operations (F&O) modules are functioning without significant issues. The migration of legacy data for the insurance module is in its final stages. The implementation of the Banking module is progressing, with file transmissions to both main depository and disbursement banks successfully established using the new Managed File Transfer (MFT) platform. The Banking module is projected to be completed in Q4 FY25. Additionally, the development of the Banking agency portal has started and is estimated to be completed in Q4 FY25. Dependency on other agencies for the Banking module implementation, and the MD529 program continues to create scheduling risks to the project.

Known / Anticipated Schedule Changes: The project's completion timeline was adjusted and the rebaseline was approved by DoIT, with a new projected end date for Q4 FY26.

Known / Anticipated Cost Changes: The project cost increase of approximately $1.8 million in FY24 was approved and added to the project appropriation in FY24.

Known / Anticipated Scope Changes: The additional requirements to increase the robustness of the system were included in the cost and schedule rebaseline and approved by DoIT.

Risk Assessment: The limited number of staff familiar with the agency's technology stack continues to be a risk to the schedule of the project. This challenge is compounded by a loss of significant institutional knowledge, making the support of critical banking operations increasingly difficult. The project has hired retired agency personnel to help manage current operations, in an attempt to minimize project risks.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Transportation: Transit: Future Fare System (Next Generation Fare System) (NGFS) (#0040)

Project Description: The Maryland Transit Administration (MTA) launched a card-based electronic fare payment system, named CharmCard, in 2009. After twelve years of service, the system is quickly approaching end-of-life, which makes the need for a new Automated Fare System (AFC) solution imminent. Since the system is approaching end-of-life, most of the original CharmCard system's components are no longer manufactured and are becoming increasingly harder to procure and maintain.

Project Status: The project's Preliminary Design Review (PDR) was approved along with an updated project schedule in Q2 FY24. Maryland Transit Authority and Scheidt & Bachmann (S&B) are moving forward with Final Design Review (FDR). Significant progress has been made to date with 32 of 58 design documents approved, and 16 awaiting review and approval. Phase 1's go live date, initially planned for Q3 FY25, is now anticipated to occur in Q3 FY27. Procurements remain in process for the overall Next Generation Fare System including: a Farebox system for cash acceptance onboard the buses; a Retail Network system to provide customers many locations to purchase fares; and, a new Mobile Application to provide riders with almost full functionality of purchasing and paying for fares with a smartphone.

Known / Anticipated Schedule Changes: This project is significantly behind schedule. A new schedule has been developed and the project team is now executing in accordance with that new schedule.

Known / Anticipated Cost Changes: A rebaseline for cost is required due to anticipated additional costs related to the schedule delays.

Known / Anticipated Scope Changes: Scope modifications have been detected within the "System Integrator" scope; efficiencies that generate additional costs for feature additions/revisions have been identified (e.g., the simplification of the "Bus Operator Display" and the reduction of TVM quantities).

Risk Assessment: Project risks are high given the required changes in scope, schedule delays, and cost related changes.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Transportation: TSO: R*Stars Modernization (#8015)

Project Description: MDOT FMIS consisted of two fully integrated legacy applications - AdPICS and RSTARS. MDOT evaluated modernization options for over four (4) years and decided upon a modernization approach. The first portion of the modernization journey has been completed by transforming AdPICS into MDOT EPICS under another MITDP. This project intends to modernize the second portion, the current MDOT version of R*STARS, into a modern scalable web-based application using the same strategies and methods leveraged with EPICS. MDOT will migrate the application from the current legacy mainframe hardware and host it in MDOT's distributed system environment. By creating a more efficient system with current technology, the result will be to enhance user experience and gain workplace efficiencies through added functionality.

Project Status: The project is currently in User Acceptance Testing (UAT). UAT Phase 1 has been completed with only minor defects reported. UAT Phase 2 is currently in progress for the users, and UAT Phase 3 has started for the product owners. Training and Q&A sessions have already been conducted, and performance testing and production environment setup are currently in progress. The project is on track to go live in Q3 FY24.

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

Known / Anticipated Cost Changes: IMB Expert Recovery (RE) licenses are required for implementation carrying an estimated cost of $51K.

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

Risk Assessment: No project risks to report at this time.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Transportation: Transit: Occupational Health Monitoring System (OHMS) (#2080)

Project Description: The Occupational Health Monitoring System (OHMS) leverages technological platforms to establish consistent practices in the documentation of employee medical information and medical leave usage. This agency-wide approach supports MTA's mission to provide safe, efficient, and reliable transit across Maryland by ensuring cross-departmental collaboration with the goal of employee accountability, individual compliance, and a safer workforce. This centralized web-based tracking system will also support the electronic Family Medical Leave (FMLA) and Absence Compliance Management programs. The OHMS automates work processes; provides a platform for direct communication between the employer and health care provider; and ensures compliance with laws, standards, regulations, and employer policies. The OHMS includes an employee and health care provider portal system with user dashboard functionality to integrate the Agency, users, and processes in one place, and expand the current functionality of the Family Medical Leave Tracking System (FMLTS) to an Absence Case Tracking System for managing all Family Medical Leave (FMLA) and Sick Leave
Project Status: The Sick Leave and Health & Accidental Insurance modules (MVP) are scheduled for production release by Q3 FY24. The project plans to have the first enhancement and maintenance release for those modules within the same period. A second enhancement and maintenance release is scheduled for later in Q3 FY24. Requirement gathering sessions for the Workers' Comp have resumed and development work is also planned to start in Q3 FY24. MTA continues working to onboard additional resources, as resource constraints continue to impact the project. The project is still on schedule for all modules to be deployed by Q4 FY24.
Known / Anticipated Schedule Changes: The project is scheduled for production release in Q4 FY24, and Operation and Maintenance in Q1 FY25.
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.
Risk Assessment: The agency is continuing to face resource issues that have negatively impacted the schedule. The agency is working to resolve this issue by onboarding resources.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Project Description: The purpose of this project is to obtain the products and services necessary for the Maryland Department of Transportation (MDOT) Motor Vehicle Administration (MVA) to implement an Interactive Voice Response (IVR) system as part of its overall Contact Center solution. The IVR will integrate with existing and future Contact Center implementations, providing additional interactivity and functionality. It will help streamline day-to-day operations and enable customers to complete over-the-phone transactions without involving an MVA customer agent, thereby enhancing their experience.	
Project Status: The Maryland Department of Transportation (MDOT) Motor Vehicle Administration (MVA) has developed a Request for Proposal (RFP) for the Interactive Voice Response (IVR) component. The MDOT MVA procurement team is reviewing the RFP that is expected to be issued in Q3 FY24.	
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.	
Risk Assessment: It is imperative that the agency performs an in-depth requirements analysis to determine the optimal solution that fully satisfies the stakeholders' expectations, since the new system must seamlessly integrate with existing subsystems for business continuity.	
Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

Maryland
DEPARTMENT OF
INFORMATION TECHNOLOGY

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

Workers Compensation Commission: Workers Compensation Commission Enterprise Modernization (WCCEM) (#2002)

Project Description: The Workers Compensation Commission (WCC) Enterprise Modernization (EM) project is to replace and upgrade an aging and complex system. The effort is coupled with enterprise-wide modernization of business processes in order to achieve the paperless administration of the provisions of the Maryland Workers' Compensation Law. The current WCC systems have been in place for over a decade and are difficult to maintain and update. The system leverages multiple operating systems, programming languages, and databases across multiple platforms. Although WCC is able to perform its mission, it is increasingly cost-ineffective to do so. Through the EM Project, not only will WCC develop new software that will operate on a single operating system with a single database environment, it will also modernize the business processes with the goal of automating as many of the "back- office" tasks as possible to electronically manage documents between the agency and claimants, attorneys, employers, insurers, and other organizations.
Project Status: The Workers' Compensation Commission Modernization System project has been released into production and is in the maintenance phase. Data migration of legacy datasets (Prior to 2011), in addition to the creation of system documentation, are in progress. The project team is resolving minor bugs identified by the stakeholders.
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: Additional enhancements and features are anticipated to be included during this Operation and Maintenance period.
Risk Assessment: The project risk profile is low since data migration activities, required for the system to be functional, have now successfully completed.

Portfolio Review / Health Assessment Held: 12/29/2023	**IV&V Assessments Initiated:** None

END OF REPORT

FY24 MITDP Mid Year Report

Final Audit Report

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