

**MAJOR INFORMATION TECHNOLOGY DEVELOPMENT  
PROJECT FUND  
END OF YEAR REPORT  
FOR  
FISCAL YEAR 2025  
AS OF JUNE 30, 2025**

Department of Information Technology

October 31, 2025



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

November 1, 2025

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

The Honorable Helene T. Grady  
Secretary  
Department of Budget and Management  
45 Calvert Street  
Annapolis, MD 21401

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

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

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

The Honorable Joseline A. Pena-Melnyk  
Chair  
House Health and Government Operations  
Committee  
241 Taylor House Office Building  
Annapolis, MD 21401

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

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

Re: State Finance & Procurement Article § 3.5-309(n) (MSAR # 15534)

Dear Governor Moore, Senator Guzzone, Delegate Barnes, Senator Hester, Secretary Grady, Senator Feldman, Delegate Pena-Melnyk, and Delegate Kaiser:

The Department of Information Technology (DoIT) is pleased to submit its report on the State of Maryland's Major Information Technology Development Project (MITDP) Fund and MITDP portfolio. This report is submitted in accordance with Section 3.5-309 (n)(1) of the State Finance and Procurement Article which requires the Secretary to submit a report by November 1st of each year. This report



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

describes Fiscal Year (FY) 2025 projects and the status of those projects as of June 30, 2025. The report also identifies known or anticipated cost, scope or schedule changes and risks identified since the FY25 Mid-Year Report, submitted in January of 2025.

If you have any questions or comments, please contact me at [katie.savage@maryland.gov](mailto:katie.savage@maryland.gov).

Sincerely,

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

Katie Savage  
Secretary

Enclosure

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

**END OF YEAR REPORT  
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**For  
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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

This end of year report provides an update on the most recent status of the Maryland Department of Information Technology's (DoIT) Fiscal Year 2025 (FY25) portfolio of Major Information Technology Projects (MITDPs). This report consists of 64 projects across 22 agencies. The MITDP project portfolio FY25 appropriations are \$371,137,672 with current estimates at completion (EAC) of \$2,816,877,586.

Of the 22 participating agencies, the top two agencies ranked by the number of active MITDPs at the end of FY25 are the Maryland Department of Health with 25 active MITDPs (with roughly \$118M in FY25 appropriations), and the Department of Information Technology with five active MITDPs (with roughly \$12.6M in FY25 appropriations). The Office of the Comptroller, Department of Human Services, and State Board of Elections tied for third highest each with three active MITDPs (with roughly \$178M in FY25 appropriations collectively). If ranked by the total appropriations, MDH ranks first with roughly \$118M, DHS ranks second with roughly \$104.5M, and Comptroller ranks third with roughly \$49M in total FY25 appropriations.

In FY25 fourteen (14) projects exited the MITDP portfolio. They are:

- Baltimore City Community College: Enterprise Resource Planning System (ERP)
- Human Services: Child and Adult Management System (CJAMS)
- Human Services: Child Support Management System (CSMS)
- Human Services: Eligibility & Enrollment (E&E)
- Information Technology: Enterprise Geographic Information Systems Modernization (GIS)<sup>4</sup>
- Health: Long Term Support and Services Tracking System (LTSS)
- Health: Maryland Department of Health VoIP Conversion (VOIP)<sup>4</sup>
- Transportation: Transit: Occupational Health Monitoring System (OHMS)<sup>4</sup>
- Transportation: Transit: Future Fare System (Next Generation Fare System) (NGFS)<sup>4</sup>
- (Public Safety and Correctional Services) Police & Correctional Training Commissions (PCTC) Learning Management System (LMSR) Replacement<sup>3</sup>
- (Emergency Medical Services) MIEMSS Communications System Upgrade<sup>3</sup>
- (Information Technology) MD FIRST Radio Tower and Backhaul Improvement Project<sup>3</sup>
- (Education) The Educator Application and Certification Hub (TEACH)<sup>2</sup>
- (Workers' Compensation Commission) Enterprise Modernization<sup>1</sup>

<sup>1</sup> Closed as of Mid Year FY25

<sup>2</sup> Cancelled as of Mid Year FY25

<sup>3</sup> De-designated as MITDP, as of Mid Year FY25

<sup>4</sup> De-designated as MITDP, as of End of Year FY25

### FY25 MITDP Planning/Implementation Status (PPR/PIR)

The following table shows the status of each MITDP with regard to which phase they were in during FY25. Projects in Project Planning Review (PPR) were in the planning phase of the project lifecycle. Projects in Project Implementation Review (PIR) were in the implementation phase of the project lifecycle.

#	Agency Name	Project Name	FY25 MY PPR/PIR
1	Baltimore City Community College	Enterprise Resource Planning System (ERP)*	PIR
2	Comptroller	Integrated Tax System (ITS)	PIR
3	Comptroller	Financial Management Information Systems Transformation (FMIS)	PPR
4	Comptroller	CPB Payroll System Modernization (PSM)	PIR
5	Department of Budget and Management	Capital Budgeting Information System (CBIS)	PIR
6	Department of Budget and Management	Fleet Management System Replacement (FLEET)	PPR
7	Department of General Services	Statewide Enterprise Procure to Pay System (eMMA)	PIR
8	Department of General Services	AS400 Replacement (AS400)	PPR
9	Department of Housing and Community Development	Energy Efficiency Program Management System (EEPMS)	PIR
10	Department of Human Services	Child and Adult Management System (CJAMS)*	PIR
11	Department of Human Services	Child Support Management System (CSMS)*	PIR
12	Department of Human Services	Eligibility & Enrollment (E&E)*	PIR
13	Department of Natural Services	DNR Modernization and OneStop Integration Project	PIR
14	Department of Natural Services	Park Reservation and Revenue Management System (PRRMS)	PIR
15	Department of Information Technology	Enterprise Solution Planning Initiative (ESPI)	PIR
16	Department of Information Technology	Maryland OneStop Portal (OneStop)	PIR
17	Department of Information Technology	Enterprise Geographic Information Systems Modernization (GIS)*	PIR
18	Department of Information Technology	networkMD Modernization Modernization (nwMD)	PIR
19	Department of Information Technology	Maryland Enterprise Web Services (MEWS)	PPR
20	Department of Public Safety and Correctional Services	Computerized Criminal History (CCH)	PIR
21	Department of Public Safety and Correctional Services	Electronic Patient Health Record (EPhR)	PPR
22	Maryland Department of Agriculture	Modernization Program (MODP)	PIR
23	Maryland Department of Agriculture	Digitization and Modernization Project (DIGM)	PIR
24	Maryland Department of Environment	MDE Portal Project (PORT)	PIR
25	Maryland Department of Environment	MDE Wells and Septic Portal Project (WELLS)	PPR
26	Maryland Department of Health	Long Term Support and Services Tracking System (LTSS)*	PIR
27	Maryland Department of Health	Statewide Electronic Health Records System (EHR)	PIR
28	Maryland Department of Health	BON Enterprise Licensing and Regulatory Management Solution (ELaRMS)	PPR
29	Maryland Department of Health	Integrated Electronic Vital Records Registration System (VRRS)	PIR
30	Maryland Department of Health	Migrate MDH HQ Data Center to the Cloud (CLOUD)	PPR
31	Maryland Department of Health	Maryland Department of Health VoIP Conversion (VOIP)*	PIR

#	Agency Name	Project Name	FY25 MY PPR/PIR
32	Maryland Department of Health	Bed Registry and Referral System (BRRS)	PPR
33	Maryland Department of Health	Maryland AIDS Drug Assistance Program Program Case Management System (MADAP)	PPR
34	Maryland Department of Health	OPER - Systems Integration and Modernization (OPER)	PPR
35	Maryland Department of Health	Non-Medicaid Case Management Modernization (CMM)	PPR
36	Maryland Department of Health	PHS Enterprise System Data Modernization (PHS)	PPR
37	Maryland Department of Health	MMT - Behavioral Health ASO (BHASO)	PIR
38	Maryland Department of Health	MMT - Business Process Reengineering & Consolidated CRM (BPR)	PIR
39	Maryland Department of Health	MMT - Consolidated Call Center and IVR (CCC)	PPR
40	Maryland Department of Health	MMT - CMS Interoperability Rule (CMS)	PPR
41	Maryland Department of Health	MMT - Dental Administrative Services (DASO)	PIR
42	Maryland Department of Health	MMT - Decision Support & Enterprise Data Warehouse (DSDW)	PPR
43	Maryland Department of Health	MMT - EDI Gateway (EDI)	PPR
44	Maryland Department of Health	MMT - Enterprise Document Management System (EDMS)	PPR
45	Maryland Department of Health	MMT - Hospice and Medical Daycare Enrollment (HOS)	PIR
46	Maryland Department of Health	MMT - MES Claims Module (MES)	PPR
47	Maryland Department of Health	MMT - Non-Emergency Medical Transportation (NEMT)	PPR
48	Maryland Department of Health	MMT - Provider Management Module (PMM)	PIR
49	Maryland Department of Health	MMT - Surveillance Utilization Review Subsystem (SURS)	PPR
50	Maryland Department of Health	MMT - Utilization Control Agent (UCA)	PIR
51	Maryland Department of Labor	Electronic Licensing Modernization (ELMo)	PPR
52	Maryland Department of Labor	Labor Omni-channel Contact Center Solution (LOCCS)	PIR
53	Maryland Department of Transportation	Transit: Occupational Health Monitoring System (OHMS)*	PIR
54	Maryland Higher Education Commission	Unified Financial Aid System (MHEC)	PIR
55	Maryland Insurance Administration	Insurance Tracking System (ITS)	PIR
56	Maryland State Department of Education	CCATS Replacement Project (CCATS)	PIR
57	Maryland State Police	Automated Licensing and Registration Tracking System (ALRTS)	PIR
58	Maryland Transit Administration	Transit: Future Fare System (Next Generation Fare System) (NGFS)*	PIR
59	State Board of Elections	2026 New Campaign Reporting Information System (NCRIS)	PIR
60	State Board of Elections	2026 New Voting System (NVS26)	PPR
61	State Board of Elections	Statewide Pollbook Modernization (SPM)	PPR
62	State of Maryland Assessment and Taxation	Strategic Enterprise Application Network (SEAN)	PIR
63	State of Maryland Assessment and Taxation	Maryland Assessment Administration and Valuation System Modernization (MAAVS)	PPR
64	State Treasurer Office	Financial Systems Modernization (FSM)	PIR

\*As noted above, this project exited the MITDP portfolio in FY25

## FY25 IT INVESTMENT FUND (ITIF) SUMMARY OF OPERATIONS

<b>Assets</b>	
<b>Cash Balance</b>	
<b>Funding:</b>	
FY24 ITIF Cash Ending Balance	315,856,594
FY24 ITIF Revenue Transfers in Process	(52,141,683)
<b>FY25 ITIF Beginning Balance</b>	<b>263,714,911</b>
FY25 ITIF Funding	64,345,434
<b>Total FY25 ITIF Funding Beginning Balance</b>	<b>328,060,345</b>
<b>Revenue:</b>	
Resource Sharing Agreement	790,534
Investment Interest	0
<b>Total Revenue</b>	<b>790,534</b>
<b>Cash Transfers:</b>	
Reallocation from Prior Years (in beginning balance)	52,141,683
FY25 & Prior Year Expenses Reimbursed in FY25	(119,001,999)
<b>Total Cash Transfers</b>	<b>(66,860,316)</b>
<b>FY25 Ending ITIF Cash Balance</b>	<b>261,990,563</b>
<b>Liabilities</b>	
<b>Prior Year Liabilities</b>	
FY25 Expenses Reimbursement in Process	(40,180,876)
Potential & Eligible ITIF Expense through FY25 & Other Liabilities	(12,265,152)
<b>Total Prior Year Liabilities</b>	<b>(52,446,028)</b>
<b>Obligations Against Prior Year Funds (FY24 &amp; Earlier)</b>	
Obligations against prior year funds - IV&V	(3,237,207)
Obligations against prior year funds - Oversight	(2,563,570)
Obligations against prior year funds - Project	(147,375,648)
Obligations against prior year funds - Restricted Funds	(13,823,384)
<b>Total Prior Year Obligations</b>	<b>(166,999,809)</b>
<b>Obligations Against Current Year Funds (FY25)</b>	
Obligations against current year funds - IV&V	(4,262,152)
Obligations against current year funds - Oversight	(3,847,163)
Obligations against current year funds - Project	(33,644,877)
Obligations against current year funds - Restricted Funds	(790,534)
<b>Total Current Year Obligations</b>	<b>(42,544,726)</b>
<b>Total Liabilities &amp; Obligations</b>	<b>(261,990,563)</b>
<b>Unobligated Fund Balance</b>	
<hr/>	
<b>Total Unobligated Fund Balance</b>	<b>0</b>

### FY25 IT INVESTMENT FUND (ITIF) PROJECT EXPENDITURES AND OBLIGATIONS

Agency	MITDP Project Name	Balance through FY25			Obligations		Balance	
		Funding through FY25	Actual Spend through FY25 - Reimbursed	Actual Spend through FY25 - Pending	Balance through FY25	Obligations against prior year funds		Obligations against current year funds
COMP	Integrated Tax System	91,832,627	(90,420,956)	(69,643)	1,342,028	(64,463)	(1,277,565)	0
COMP	Financial Management Information Systems (FMIS) Transformation	17,850,000	(11,403,956)	(256,701)	6,189,343	(2,596,044)	(3,593,299)	0
COMP	CPB Payroll System Modernization (PSM)	20,432,971	(16,996,908)	0	3,436,063	(2,886,063)	(550,000)	0
DBM	Capital Budgeting Information System (CBIS) Replacement	4,964,313	(2,289,312)	0	2,675,001	(2,675,001)	0	0
DBM	Fleet Management System Replacement	200,000	0	0	200,000	0	(200,000)	0
DGS	eMaryland Marketplace eProcurement Solution	43,277,323	(39,389,031)	0	3,888,292	(3,888,291)	0	0
DGS	AS400 Replacement	1,523,810	(422,064)	0	1,101,746	(1,101,746)	0	0
DHCD	Energy Efficiency Program Management System	0	0	0	0	0	0	0
DHS	Shared Human Services - Maryland Total Human Integrated Network	84,336,117	(78,111,378)	0	6,224,739	(6,224,739)	0	0
DHS	Child, Juvenile, and Adult Management System (CJAMS)	0	0	0	0	0	0	0
DHS	Child Support Management System (CSMS)	0	0	0	0	0	0	0
DHS	Eligibility & Enrollment (E&E)	0	0	0	0	0	0	0
DJS	DJS - ASSIST	0	0	0	0	0	0	0
DNR	DNR Modernization and OneStop Integration Project	15,323,719	(9,680,750)	0	5,642,969	(5,642,969)	0	0
DNR	Modernizing Maryland Park Reservation and Revenue Management System	3,727,533	0	0	3,727,533	(1,732,143)	(1,995,390)	0
DOIT	Enterprise Solutions Planning Initiative	11,320,468	(4,610,875)	(56,850)	6,652,742	(6,652,742)	0	0

Agency	MITDP Project Name	Balance through FY25				Obligations		Balance
		Funding through FY25	Actual Spend through FY25 - Reimbursed	Actual Spend through FY25 - Pending	Balance through FY25	Obligations against prior year funds	Obligations against current year funds	
DOIT	Maryland OneStop Portal	27,892,776	(14,134,588)	(3,816,651)	9,941,537	(9,941,537)	0	0
DOIT	Voice and Data Modernization	18,763,641	(18,248,245)	(100,000)	415,396	(415,396)	0	0
DOIT	MD FIRST Radio Tower and Backhaul Improvement Project	7,050,000	(1,794,178)	0	5,255,822	(5,255,822)	0	0
DOIT	Enterprise Geographic Information Systems (GIS) Modernization	4,072,443	(1,761,730)	(141,360)	2,169,354	(2,169,354)	0	0
DOIT	nwMD Modernization	9,421,334	(4,827,066)	0	4,594,268	(4,594,268)	0	0
DOIT	Maryland Enterprise Web Strategy	1,450,000	0	0	1,450,000	0	(1,450,000)	0
DPSCS	Computerized Criminal History Replacement (Phase II)	12,765,385	(2,084,383)	0	10,681,002	(10,043,198)	(637,804)	0
DPSCS	Electronic Patient Health Record Replacement	16,519,785	(6,944,357)	0	9,575,428	(9,575,428)	0	0
IAC	IAC Business Management System	1,464,143	(1,464,143)	0	0	0	0	0
MDA	Maryland Department of Agriculture Modernization Program	11,529,682	(7,066,592)	0	4,463,089	(2,398,881)	(2,064,208)	0
MDA	MDA Digitization and Modernization Project	1,000,000	(161,106)	0	838,895	0	(838,895)	0
MDE	MDE Portal Project	1,000,000	(275,078)	0	724,922	0	(724,922)	0
MDE	MDE - MITDP Determination For Wells and Septic Portal	858,964	0	0	858,964	0	(858,964)	0
MDE	Environment (MDE) ETS and LRCA System Consolidation and Modernization Project	0	0	0	0	0	0	0
MDH	Medicaid Long Term Services and Support Tracking System	37,803,734	(37,748,265)	0	55,469	0	(55,469)	0
MDH	Statewide Electronic Health Records System	24,277,554	(11,705,883)	(827,742)	11,743,929	(11,743,929)	0	0
MDH	Medicaid Enterprise Systems Modular Transformation	25,730,820	(22,657,845)	(681,193)	2,391,782	(2,391,783)	0	0

Agency	MITDP Project Name	Balance through FY25				Obligations		Balance
		Funding through FY25	Actual Spend through FY25 - Reimbursed	Actual Spend through FY25 - Pending	Balance through FY25	Obligations against prior year funds	Obligations against current year funds	
MDH	MDH Enterprise Licensing and Regulatory Management System Project	5,452,738	(167,401)	(158,590)	5,126,747	(5,126,747)	0	0
MDH	Integrated Electronic Vital Records Registration System	16,836,586	(14,591,189)	(664,388)	1,581,009	(517,098)	(1,063,910)	0
MDH	Migrate MDH HQ Data Center to the Cloud	17,685,070	(10,616,580)	(63,676)	7,004,814	(7,004,814)	0	0
MDH	VoIP Conversion	6,549,986	(1,086,312)	(158,490)	5,305,184	(5,305,184)	0	0
MDH	Bed Registry and Referral System	5,856,895	(499,538)	(14,549)	5,342,808	(4,719,113)	(623,695)	0
MDH	Maryland AIDS Drug Assistance Program (MADAP) Program Case Management System	110,771	0	(32,484)	78,287	(78,287)	0	0
MDH	OPER - Systems Integration and Modernization	4,605,254	(127,793)	0	4,477,461	(3,552,484)	(924,977)	0
MDH	MDH Non-Medicaid Case Management (CMM) Modernization	1,000,000	0	0	1,000,000	(1,000,000)	0	0
MDH	PHS Enterprise System Data Modernization	1,000,000	0	0	1,000,000	(1,000,000)	0	0
MDH	MMT - Behavioral Health ASO (BHASO)	4,951,640	(3,804,148)	(2,502)	1,144,990	(1,144,990)	0	0
MDH	MMT - Business Process Reengineering & Consolidated CRM	1,714,740	(891,830)	(101,666)	721,245	(721,245)	0	0
MDH	MMT - Consolidated Call Center and IVR	111,218	(3,729)	0	107,489	(107,489)	0	0
MDH	MMT - CMS Interoperability Rule	642,657	(399,338)	(3,410)	239,909	(239,909)	0	0
MDH	MMT - EDI Gateway	313,074	(161,463)	(6,833)	144,777	(144,777)	0	0
MDH	MMT - Decision Support & Enterprise Data Warehouse	323,493	(75,797)	(5,493)	242,203	(242,203)	0	0
MDH	MMT - Dental Administrative Services (DASO)	241,030	(132,203)	(2,711)	106,115	(106,115)	0	0
MDH	MMT - Enterprise Document Management System	118,709	(1,902)	0	116,807	(116,807)	0	0

Agency	MITDP Project Name	Balance through FY25				Obligations		Balance
		Funding through FY25	Actual Spend through FY25 - Reimbursed	Actual Spend through FY25 - Pending	Balance through FY25	Obligations against prior year funds	Obligations against current year funds	
MDH	MMT - Hospice And Maryland Daycare Enrollment	1,403,495	(396,717)	(6,829)	999,950	0	(999,949)	0
MDH	MMT - MES Claims Module	2,964,718	(885,443)	(6,216)	2,073,059	(2,073,059)	0	0
MDH	MMT - Non Emergency Medical Transportation (NEMT)	227,618	(190,585)	(4,669)	32,365	(32,365)	0	0
MDH	MMT - Provider Management Module	3,198,618	(2,158,945)	(60,714)	978,958	(978,958)	0	0
MDH	MMT - Surveillance Utilization Review Subsystem	313,924	(160,133)	(2,531)	151,260	(151,260)	0	0
MDH	MMT - Utilization Control Agent (UCA)	2,978,563	(1,391,353)	(14,144)	1,573,065	(1,573,065)	0	0
MDL	Electronic Licensing Modernization (ELMo)	3,200,000	(1,170,000)	0	2,030,000	(2,030,000)	0	0
MDL	LABOR Omni-channel Contact Center System (LOCCS)	0	0	0	0	0	0	0
MDOT	Occupational Health Monitoring System (OHMS)	0	0	0	0	0	0	0
MHEC	Financial Aid Management System (FAMS)	2,744,014	(218,251)	0	2,525,763	0	(2,525,763)	0
MIA	MIA's Insurance Tracking System (ITS)	0	0	0	0	0	0	0
MSDE	CCATS Replacement Project	0	0	0	0	0	0	0
MSDE	Replacement Educator Information System	445,513	0	(257,376)	188,137	(188,137)	0	0
MSDE	The Educator Application and Certification Hub (TEACH)	0	0	0	0	0	0	0
MSDE	MSDE Website	0	0	0	0	0	0	0
MSP	Automated Licensing and Registration Tracking System	8,596,667	(8,193,805)	0	402,862	0	(402,863)	0
MTA	Future Fare System (NGFS)	0	0	0	0	0	0	0
SBE	2022 Pollbook Project	7,576,564	(4,870,629)	(626,673)	2,079,262	(2,079,262)	0	0

Agency	MITDP Project Name	Balance through FY25				Obligations		Balance
		Funding through FY25	Actual Spend through FY25 - Reimbursed	Actual Spend through FY25 - Pending	Balance through FY25	Obligations against prior year funds	Obligations against current year funds	
SBE	2026 New Campaign Reporting Information System	2,110,000	(291,783)	(741,309)	1,076,907	0	(1,076,908)	0
SBE	2026 New Voting System Project	10,399,359	(422,743)	(124,643)	9,851,974	0	(9,851,974)	0
SBE	Statewide Poll Modernization	195,687	(145,125)	0	50,562	0	(50,562)	0
SBE	Voter Registration Election Administration Management System	0	0	0	0	0	0	0
SDAT	Cloud Revenue Integrated System (CRIS) Modernization	1,482,302	0	0	1,482,302	(1,482,302)	0	0
SDAT	Maryland Assessment Administration and Valuation System (MAAVS) Modernization	500,000	0	0	500,000	0	(500,000)	0
STO	Financial Systems Modernization	16,510,713	(15,132,167)	0	1,378,546	(786)	(1,377,761)	0
WCC	Enterprise Modernization	0	0	0	0	0	0	0
n/a	Re-Appropriated Funds*	13,665,393	0	0	13,665,393	(13,665,393)	0	0

\* Funds previously appropriated to the IT Investment Fund for projects that have since closed that were re-appropriated to other MITDPs in the FY26 budget as passed by the legislature.

### FY25 IT INVESTMENT FUND (ITIF) NON-PROJECT EXPENDITURES AND OBLIGATIONS

Category	Balance through FY25						Obligations		Balance
	FY25 Beginning Balance	FY25 Revenue	FY25 Realignment	Actual Spend in FY25 - Reimbursed	Actual Spend in FY25 - Pending	Balance through FY25	Obligations against prior year funds	Obligations against current year funds	
Discovery	0	0	0	0	0	0	0	0	0
Interventions	0	0	0	0	0	0	0	0	0
IV&V	11,215,637	0	538,665	(3,808,376)	(446,568)	<b>7,499,359</b>	(3,237,207)	(4,262,152)	0
Oversight	15,744,261	0	(1,327,621)	(5,506,247)	(2,808,550)	<b>6,101,843</b>	(2,254,680)	(3,847,163)	0
ITIF Interest	12,356,419	0	(1,121)	0	0	<b>12,355,298</b>	(12,355,298)	0	0
Resource Sharing Agreement	3,769,087	790,534	(2,300,000)	(1,000)	0	<b>2,258,621</b>	(1,468,086)	(790,534)	0
Re-Appropriated Funds*	308,890	0	0	0	0	<b>308,890</b>	(308,890)	0	0

\* Funds previously appropriated to the IT Investment Fund for projects that have since closed that were re-appropriated to other MITDPs in the FY26 budget as passed by the legislature.

## Agriculture: Digitization and Modernization Project (DIGM) (#1102)

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

**Project Status (through June 30):** MDA leadership has contracted an experienced Salesforce integrator with extensive background implementing Agricultural Department solutions in other states. The new vendor is focused on migrating MDA programs currently running on Oracle, with their existing functionality, to Salesforce. This transition is crucial for maintaining continuity of operations as Oracle is incompatible with Windows 11, and Windows 10 reaches its end-of-life on October 14th. Due to the tight schedule, these Oracle programs are being migrated in three distinct groups: Group 1: New License Applications and License Renewals, Associated Inspection Forms & Compliance (Pesticide Regulation, Nursery Regulations, and Apiary Registrations); Group 2: New License Applications and License Renewals, Associated Inspection Forms, and Compliance (Poultry, Food Quality, and Eggs); and Group 3: Functionality to replicate existing Oracle processes for Group 3 New and Renewal Grant Applications & Grant Tracking (Resource Conservation including: Manure Transport Application, Agland, MACS, Capital Program, and Conservation Tracker).

**Project Status Addendum (through September 30):** Nutrient Management, AGLAND, Manure Transport, MACS and Conservation Tracker will go live after Oct 14. MDA is working with DoIT to secure Windows 10 extended support licences to maintain the Oracle system after this deadline.

**Known / Anticipated Schedule Changes:** MDA added 60 days at the end of the project to allow more time to receive all outstanding invoices and submit proper documentation for MITDP closeout.

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

**Known / Anticipated Scope Changes:** The original scope included 4 MDA Programs: Pesticide Regulation, Plant Protection and Weed Management, Poultry, and Food Quality/Eggs. It also included 4 MDA Grants: Manure Transport Application, Agricultural Land Preservation Foundation, Capital Program, and Conservation Tracker. After more discovery on its existing systems, MDA has decided to include an additional 13 MDA Programs and Grants that need to migrate from OneStop to the new Salesforce solution, both to gain efficiencies from having a single platform and to resolve usability

issues with the OneStop implementation. These programs are: Specialty Block Grant Program, Spay and Neuter Program, Farmers Market Nutrition Program, Farm to Institution, Agriculture Fair Board, Maryland's Best, Maryland's Best Seafood, Animal Health, Vet Board, Maryland Food & Agriculture Resiliency Mechanism Grant Program (MFARM), Maryland Wine and Grape Promo Fund, Turf & Seed Program, and State Chemist Program.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Migration from Oracle to Salesforce: MDA's current Oracle environment is incompatible with Windows 11 and Windows 10 is unsupported after October 14, 2025. If MDA cannot finish the migration off Oracle by this date, it will need to pay for extended support from Microsoft. To mitigate this, the new vendor is prioritizing all necessary changes to meet this deadline.
- Lack of internal staff: MDA doesn't have its own technical team beyond a CIO and the agency is using vendor resources to manage the project. The impact is that the agency may have limited visibility into issues presenting a conflict of interest with the vendor. To mitigate this, oversight recommends that the agency acquire technical staff from a source other than the implementation vendor to support the project team, if possible.
- Ongoing Support: There is uncertainty regarding how the agency will support this product beyond the end of the project. The impact is that this could lead to the project team becoming dependent on a vendor for support, increasing the risk of losing internal project knowledge and continuity of support. To mitigate this, oversight recommends that the agency prepare to staff the project with its own technical support team.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Agriculture: Digitization and Modernization Project (DIGM) (#1102)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	161,106	TBD	<b>161,106</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>161,106</b>	<b>TBD</b>	<b>161,106</b>

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

## Agriculture: Modernization Program (MODP) (#1200)

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

**Project Status (through June 30):** The project successfully migrated the Maryland Department of Agriculture’s Turf and Seed and State Chemist Programs to the OneStop platform, Tyler Technologies, and Salesforce. The next critical phase involves migrating the Nutrient Management Program from Oracle to Salesforce, with a deadline of October 14, 2025 to ensure continuity of operations. The Nutrient Management Program officially kicked off in Q4 FY24. During the early stages, it became evident that the vendor could not deliver the full scope of implementing Nutrient Management in Salesforce. To mitigate this risk, the Maryland Department of Agriculture leadership secured an experienced Salesforce integrator with a strong record of implementing Agricultural Department solutions in other states. This vendor will ensure that existing Oracle functionality is fully replicated in Salesforce. Subsequent phases will expand the solution by introducing customer-facing portals and advanced features within Salesforce

**Project Status Addendum (through September 30):** Agriculture Data was extracted from Oracle and imported into the Salesforce implementation. Nutrient Management will now go live after Oct 14th. MDA is working with DoIT to secure Windows 10 extended support licences to maintain the Oracle system after this deadline.

**Known / Anticipated Schedule Changes:** MDA shifted work from the original vendor to a new vendor for MDA’s Nutrient Management Program. As a result the project completion date shifted from Q4 FY26 to Q3 FY27.

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

**Known / Anticipated Scope Changes:** MDA shifted work from the original vendor to a new vendor, transitioning Nutrient Management from Oracle to Salesforce. The original Nutrient Management scope remains the same except for online payment which will be implemented as part of the MDA Digitization Modernization (DIGM) project.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:  
 ♦Migration from Oracle to Salesforce: MDA’s current environment uses Oracle, which will be unsupported in mid-October. Additionally the environment is incompatible with Windows 11, but other operating system versions are not compliant with DoIT’s IT security policies. The impact is that support

ending in mid-October means that the system will not have Authority to Operate. To mitigate this, the new vendor is prioritizing all necessary activities to migrate to the environment before the deadline.

- ♦Uncertainty of Online Payment Option for Nutrient Management: It is inefficient for the current project to complete all planned OneStop updates, as MDA intends to migrate all programs to Salesforce. The impact is that the project team has deferred the online payment feature for Nutrient Management to the Salesforce vendor and the timeline for its implementation remains uncertain. To mitigate this, the project team will prioritize the payment option immediately after Nutrient Management has migrated from Oracle to Salesforce.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Agriculture: Modernization Program (MODP) (#1200)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>8,753,831</b>	<b>2,064,208</b>	-	<b>10,818,039</b>
ITIF	8,753,831	2,064,208	-	10,818,039
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>8,753,831</b>	<b>2,064,208</b>	-	<b>10,818,039</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,063,255	4,958,742

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Assessment and Taxation: Maryland Assessment Administration and Valuation System Modernization (MAAVS) (#2010)

**Project Description:** The Maryland Assessment Administration and Valuation System (MAAVS) project is a statewide initiative to modernize Maryland’s Computer Assisted Mass Appraisal (CAMA) system, which is responsible for maintaining records for every parcel of land in the State and valuing each parcel for ad valorem property taxes. Unlike most states, where property assessments are conducted at the county or city level, Maryland—along with Hawaii—performs this function at the state level, making the CAMA system a critical statewide capability. The current system, with an outdated interface and performance issues reminiscent of early Windows platforms, struggles to efficiently process data, frequently frustrates users during periods of heavy demand, and lacks mobile functionality. This antiquated environment no longer meets the operational demands required to support accurate, timely, and accessible property valuations. The MAAVS project will implement a modern, reliable, and scalable solution designed to improve system usability, streamline workflows, reduce inefficiencies, and enhance service delivery for both staff and taxpayers. By replacing the legacy system, the project will strengthen Maryland’s ability to perform property assessments with greater accuracy and efficiency, while ensuring the technology foundation can evolve to meet future operational and policy needs.

**Project Status (through June 30):** The project team has struggled with staffing this project. Based upon the current progress it is highly unlikely this project will onboard sufficient resources, produce and release an RFP, and award a contract by the end of FY26, as originally planned.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined for schedule shifting the completion from Q3 FY30 to Q4 FY30 due to staffing delays impacting planning and procurement milestones.

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

- ◆ Resource Availability Risk: The project faces challenges in securing sufficient resources to execute critical activities. This shortage has already delayed the project schedule and may further impact milestone completion. To mitigate this, the project is actively working to onboard staff and will be adjusting milestones.
- ◆ Interagency Data Accuracy Risk: The project depends on accurate and timely data transmission between agencies, including the State Department of Assessments and Taxation (SDAT), Comptroller’s Office, Motor Vehicle Administration (MVA), and Department of Information Technology (DoIT). Any data transmission errors could affect the functionality and reliability of the system. To mitigate this, periodic and annual data validation tests will be conducted and reviewed with SDAT Security throughout development, testing, implementation, and operations.

♦ Local Government Collaboration Risk: The project must coordinate with local governments that may have unique processing requirements. If individual jurisdictions maintain separate approaches, this could delay implementation and increase system complexity. To mitigate this, the project is holding targeted meetings, particularly with Baltimore City, to determine opportunities to align their processes with standard county practices.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Assessment and Taxation: Maryland Assessment Administration and Valuation System Modernization (MAAVS) (#2010)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>1,950,000</b>	<b>4,900,000</b>	<b>6,850,000</b>
ITIF	-	500,000	300,000	<b>800,000</b>
Realigned ITIF				-
Agency Funds	-	1,450,000	4,600,000	<b>6,050,000</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	-	<b>1,950,000</b>	<b>4,900,000</b>	<b>6,850,000</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
4,761,905	1,950,000

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** The Tax Credit Programs (TCP) business process improvement component of this project, including the Renters' Tax Credit (RTC), Homestead Tax Credit (HMST), and Homeowners' Tax Credit (HTC) programs, continued in the Operations and Maintenance (O&M) phase for the project. Approval of the revised SOW was underway addressing the legislative mandates and transition of responsibility for the new application to the SDAT Office of Information Technology (OIT). The Maryland Business Express Services component of the project continued its Initiation phase and had reissued an RFP to fully migrate SDAT data to a cloud solution.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project has completed a rebaseline for schedule shifting the implementation milestone completion from Q4 FY28 to Q4 FY29 which, likewise, shifted the completion of O&M and closeout by one year. This delay is due to procurement delays for the next module (the Maryland Business Entity System) and the scope increase described below.

**Known / Anticipated Cost Changes:** Due to the structure of the agreement with the implementation vendor, the scope changes and schedule changes did not impact the overall cost.

**Known / Anticipated Scope Changes:** The project has completed a rebaseline for scope adding Tax Credit Program (TCP) audits, comprehensive Homeowner Protection Program (HPP) end-to-end solutioning, and executive dashboards with real-time reporting. All of the Tax Credit Programs must be audited, but the full automation of the audit features could not be built until the Tax Credit Program features had been developed (at the time the original scope was developed this feature was not ready for inclusion). The Homeowner Protection Program (HPP) is a newer program that was not included within the original scope, but needs to be added. New executive leadership has assumed responsibility for the agency since the original scope was defined and the new leadership has indicated the need for adding executive dashboards with real-time reporting.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ **Limited OIT Team Capacity:** The SDAT OIT team is small and requires training on both the new application back-end operations and cloud transformation. Without sufficient staffing and training, the system could face inadequate administration and long-term support challenges. To mitigate this, the project is expanding the team and ensuring that both new and existing resources receive comprehensive training.
- ♦ **Maryland Business Entity System Evaluation Constraints:** The Maryland Business Entity System program is under proof-of-concept evaluation by SDAT OIT while the team simultaneously manages day-to-day operations and training on the new Tax Credit system. These competing demands have created significant resource constraints that may delay vendor selection. To mitigate this, SDAT leadership is actively reviewing workload distribution and exploring additional support measures to ensure the evaluation progresses effectively.
- ♦ **Interagency Data Interdependency Risks:** The project depends on accurate data exchange with external systems, including the Maryland Assessment Administration and Valuation System (MAAVS) Modernization, the Comptroller’s Office, Motor Vehicle Administration (MVA), and Department of Information Technology (DoIT) environments. Inaccurate or inconsistent data transmission could disrupt development, testing, and operational outcomes. To mitigate this, the project is conducting periodic and annual data transmission tests, with results reviewed by SDAT Security throughout all project phases.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The Baltimore City Community College Enterprise Resource Planning (ERP) project is a modernization initiative that successfully replaced the college’s outdated administrative system, built on unsupported mainframe and COBOL technologies. The legacy system lacked integration, failed to meet State and federal compliance requirements for data protection, and contributed to process deficiencies and audit findings that placed the institution at significant risk. To address these challenges, the project deployed a modern ERP platform, enhanced the local and wide area network infrastructure, retired the COBOL Regent Carbon application, and implemented the Regent Award Financial Aid Management application. It also acquired and integrated advanced ERP software and implementation services to strengthen compliance, improve data integrity, and streamline administrative operations. Eliminating reliance on obsolete technologies and addressing compliance gaps, the project not only mitigated enterprise risks but also established sustainable business processes. These advancements support the long-term operational efficiency, accountability, and strategic priorities of both Baltimore City Community College and the State of Maryland.

**Project Status (through June 30):** The project achieved full operational status with all planned modules now supporting daily operations for students, faculty, and staff. Deployed solutions include Student Information, Financial Aid, Student Accounting, Human Resources, Payroll, Finance, and Communication Management. Key achievements include the bi-directional transfer of data with the State’s Financial Management Information System (FMIS) for improved financial data synchronization and the adoption of enhanced reporting. The project team also completed system acceptance, user training, one year of operations and maintenance, and vendor closure activities. The project has fully transitioned to BCCC’s operations and maintenance teams. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** None

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

- Vendor Management and Solution Maintenance: With recent staff turnover in the BCCC Technology division, there is risk that new staff may not be able to hold the vendor accountable for contract delivery. This includes managing upgrades and ongoing support. The impact would be service disruptions, higher costs, and potential compliance gaps if vendor performance or contractual obligations are not actively managed. To mitigate this, the college has onboarded a new CIO focused on establishing a vendor governance framework that includes performance monitoring, contract compliance reviews, and periodic strategic alignment meetings.

•Resource Availability and Turnover: The project has lost key individuals throughout its lifecycle; positions that were difficult to replace given their institutional knowledge of the college's financial and technical processes and systems. This institutional knowledge could be lost if additional key staff members transition out or if adequate resources are not cross-trained to sustain ERP operations. The impact would be reduced system efficiency, delays in resolving issues, and an increased reliance on costly external consultants. To mitigate this, the college is investing in cross-training, succession planning, and ongoing professional development to maintain skilled internal resources.

•Infrastructure Resilience and Backup Support: The college's WAN infrastructure was disrupted due to a fiber network connection being severed during the implementation, severely impacting campus operations. Insufficient infrastructure resilience threatens ERP system downtime or data loss during outages or cyber incidents. The impact would be disruption of core business functions, potential data integrity issues, and non-compliance with State and federal data protection requirements. To mitigate this, the agency is implementing redundant systems, routine backup testing, and disaster recovery protocols aligned with statewide IT continuity standards.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>19,167,398</b>	-	-	<b>19,167,398</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	19,167,398	-	-	<b>19,167,398</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
<b>Total</b>	<b>19,167,398</b>	-	-	<b>19,167,398</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
782,267	802,647

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	14,592,897	-	TBD	<b>14,592,897</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>14,592,897</b>	-	<b>TBD</b>	<b>14,592,897</b>

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

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

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

**Project Status (through June 30):** The project is progressing well. The team is actively working to define and document the next milestone requirements which focus on delivering core Capital Budget Information System (CBIS) functionality. The team is working on the first minimum viable product (MVP), the foundational structure of the Budget Intelligence Development System (BIDS); initial development activities are complete and UAT testing and data verification are pending. DBM resources are constrained, which continues to delay the delivery of requirements and data verification.

**Project Status Addendum (through September 30):** None

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

- ♦ **DBM Resource Limitations:** Limited availability of DBM resources may lead to incomplete unit and system integration testing between the new CRABS system and the current BARS environment. This could delay validation activities and increase concerns regarding readiness. To mitigate this, the project is actively engaging BARS testing and maintenance staff to accelerate testing.
- ♦ **Unclear Definition of Done:** The project’s definition of done has not been sufficiently documented, creating scope ambiguity. This could lead to misaligned expectations and unplanned work. To mitigate this, the project is refining deliverables through continuous improvement in the operation and maintenance phase.

♦ O&M Contract Expiration: The current operation and maintenance (O&M) agreement is set to expire at the end of Q1 FY27, posing a risk to project continuity. Without a timely replacement contract, ongoing support and system stability may be disrupted. To mitigate this, DBM is preparing to initiate the O&M request for proposal (RFP) process early for both BARS and CRABS to ensure uninterrupted coverage.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Budget and Management: Fleet Management System Replacement (FLEET) (#B012)

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

**Project Status (through June 30):** The project is in the procurement phase, with solicitation activities well underway. The Request for Proposal (RFP) was released in Q2 FY25. The bid submission timeframe ended in Q3 FY25 and a total of seven vendors submitted responses. The technical proposals have been evaluated and the vendors have completed demos with the evaluation team. The procurement officer (PO), working with the agency Assistant Attorney General, issued cure letters to the vendors with questions DBM evaluators had regarding the demos. The final responses are expected in Q1 FY26. The PO and the evaluation team will review the cure letter responses to determine the final technical ranking and then review the financial proposals. The project team intends to present a recommendation for award before the Board of Public Works (BPW) in mid Q2 FY26. The implementation phase is anticipated to begin toward the end of Q2 FY26.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** Delays in the procurement phase may result in the project needing to rebaseline the implementation schedule.

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

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ Procurement Delays: If the project faces delays in procurement activities it may impact the implementation schedule. This could result in the need to rebaseline the milestone schedule after award. To mitigate this, the project is closely monitoring procurement progress and preparing contingency adjustments to maintain alignment with critical milestones.

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

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Budget and Management: Fleet Management System Replacement (FLEET) (#B012)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** The project made progress with architecture and configuration related activities, and is now actively preparing for the production release of cohort one (the Judiciary, the Maryland Department of Transportation (MDOT), the Maryland General Assembly, Morgan State University, Baltimore City Community College, St. Mary's College and St. Mary's Commission, University of Maryland (UM) Connect institutions, and PACS–Towson, scheduled for Q2 FY26. The project continues to focus its efforts on testing and implementation readiness activities relating to regular and contractual payroll implementation. Meanwhile, configuration and testing activities for cohort two (the group of schools within the University System of Maryland [USM] that share a single Workday-based HR and payroll environment) are also underway. The project continues to closely manage challenges associated with system integrations while maintaining a deliberate focus on minimizing scope related change so as to support a smooth transition to the new environment.

**Project Status Addendum (through September 30):** None

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

- Data Exchange and File Transfers: The project continues to face delays in data exchange, sample file transfers, and field definition activities required for the new payroll system platform, Workday, caused by limited resources, incomplete documentation, and technical issues. These delays impact the ability to complete testing on schedule and introduce risk to parallel testing and overall readiness. To mitigate this, the project has added resources, implemented tracking sheets, engaged functional experts, and shared available documentation with Workday; however, outstanding testing and unknowns remain, and increased effort is being applied to reduce exposure prior to production readiness.
- Customer Information Control System (CICS) Replacement: A critical module on the existing mainframe that tracks trial balances of deductions and earnings, and feeds journal entry information into the FMIS system, requires replacement. Without a suitable alternative, this dependency risks

disrupting payroll and accounting integration. To mitigate this, the project is evaluating options to ensure continuity and will determine both interim and long-term solutions to align with FMIS modernization efforts.

♦System Integrations and Legacy Dependencies: Managing integrations tied to replacing the legacy system remains a significant challenge, particularly in balancing new requirements with the need to minimize system changes. Failure to manage these dependencies effectively could jeopardize the timely production release of both cohorts. To mitigate this, the project is actively monitoring these interfaces, working closely with vendor and agency partners, and prioritizing integration testing to mitigate risks and ensure readiness for deployment.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>3,904,762</b>	<b>16,528,209</b>	<b>19,007,550</b>	<b>39,440,521</b>
ITIF	3,904,762	16,528,209	19,007,550	39,440,521
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	<b>15,978,209</b>	-	-	<b>15,978,209</b>
ITIF Realignment	15,978,209			15,978,209
Agency Funds Realignment	-			-
<b>Total</b>	<b>19,882,971</b>	<b>16,528,209</b>	<b>19,007,550</b>	<b>55,418,730</b>

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The Financial Management Information System (FMIS) Modernization project is a statewide initiative led by the Comptroller of Maryland to replace the State’s aging Enterprise Resource Planning (ERP) platform with a modern, enterprise-level financial system. FMIS, originally deployed in the mid-1990s, serves as the State’s official accounting system of record, supporting accounting, procurement, inventory management, and reporting through its core applications, ADPICS and RSTARS. Both applications are nearing the end of their lifecycle, relying on outdated COBOL technology and scarce technical expertise, and no longer adequately support the State’s evolving business and technical needs. The modernization effort will implement an industry-leading Enterprise Resource Planning solution to replace FMIS RSTARS and remaining ADPICS functions, consolidating statewide financial data, automating processes, and enabling more robust reporting and analytics. Closely aligned with other statewide modernization efforts such as the eMaryland Marketplace Advantage project, the Central Payroll System project, and the Budget Analysis and Reporting System, the project will deliver a centralized framework for financial management that integrates with existing agency systems. In FY25, the program scope was rebaselined to include oversight of the eMaryland Marketplace Advantage reversion and expanded staffing capacity, ensuring a comprehensive modernization roadmap supported by strong program management.

**Project Status (through June 30):** In Fiscal Year 2024, the 21st Century Financial Systems Enterprise (21CFSE) program, which manages the FMIS project, expanded upon planning activities reported at mid-year. The program established the 21CFSE Program Management Office (PMO) within the Office of State Financial Innovation (OSFI), onboarded core resources, and initiated a five-phase modernization roadmap aligned with industry best practices. This roadmap incorporated both technical and organizational change management dimensions to guide the State’s transition to a unified, cloud-based financial system of record. Discovery efforts progressed through pre-discovery workshops with Maryland Control Agencies and expanded to seven core agencies, documenting and validating statewide financial processes with the support of process mining technology. These efforts informed the transformation roadmap, procurement strategies, and vendor selection activities, including the integration of Guidehouse as the PMO vendor to lead functional and technical discovery, as well as the ongoing solicitations for ERP and Systems Integrator services. The program also launched the Maryland Accounting Academy (MDAA) to train and certify finance personnel, thereby establishing a foundation for statewide financial workforce readiness. In parallel, OSFI managed the reversion of eMMA functionality to FMIS to mitigate financial risk, ensuring that by Q4 FY25, all impacted agencies reverted operations to FMIS, with staff training and data migration completed. The statewide announcement of the FMIS Modernization project to all 99 Maryland agencies established two-way communications to engage stakeholders and strengthen collaboration across agencies. The rebaseline, approved during the fiscal year, reflected the increased scope and phased schedule required to accommodate enterprise-wide discovery, expanded vendor onboarding, and the implementation of OCM and training initiatives. While these adjustments extended the project schedule and broadened scope beyond the initial mid-year projections, they preserved cost alignment by redistributing resources to critical activities and ensuring the program maintained a strategic trajectory toward delivering a unified financial management system.

**Project Status Addendum (through September 30):** Discovery workshops have continued, with seven core agencies completed and an additional 25 agencies scheduled for completion by the end of October 2025. The program finalized the procurement strategy for the ERP solution and Systems Integrator, in consultation with the Comptroller's Office Procurement team and the DGS Office of State Procurement. Governance enhancements are

underway, including the approval of updated charters by the Advisory Council and formal chartering of Advisory Council members under the revised governance framework.

**Known / Anticipated Schedule Changes:** The program rebaselined its timeline to accommodate enterprise-wide discovery, expanded vendor onboarding, and organizational change management activities. These adjustments extended the overall project schedule beyond mid-year projections but established a phased, structured roadmap to ensure alignment with modernization objectives.

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

**Known / Anticipated Scope Changes:** The rebaseline reflected an increase in project scope, broadening activities to include expanded vendor integration, enterprise-wide discovery, and workforce training initiatives. These changes were formally approved and incorporated into the modernization roadmap to strengthen agency readiness and ensure enterprise-level adoption of the unified financial system of record.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Lack of a Defined Project Completion Framework:** A critical risk is the absence of a clearly articulated “definition of done” that specifies the criteria for successful completion of the 21CFSE modernization. Without this, there is ambiguity in aligning vendor deliverables, State expectations, and legislative requirements, which could result in scope drift and delays in establishing the financial system of record. To mitigate this, the program is working through OSFI and the PMO vendor to develop a structured completion framework that ties modernization phases, deliverables, and agency readiness milestones to measurable outcomes.
- Complex Multi-Vendor Procurement and Integration:** The program faces risk associated with procuring and managing multiple vendors, including the ERP technology provider and the Systems Integrator (SI), while ensuring alignment with OSFI and PMO objectives. If vendor roles and integrations are not well coordinated, the program could experience delays in solution implementation and cost overruns. To mitigate this, the project is developing a phased procurement strategy, engaging stakeholders through structured workshops, and leveraging Guidehouse to lead discovery and integration planning.
- Data Readiness and Financial Process Validation:** Ensuring that statewide financial data is cleansed, standardized, and ready for migration poses a significant risk to modernization efforts. Inadequate data readiness could compromise the integrity of the new system, lead to rework, and delay ERP implementation. To mitigate this, the project has initiated a statewide data strategy, conducted discovery workshops, and deployed process mining technology to document and validate current processes, while also using the MDAA to build agency capacity for future data stewardship.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>14,000,000</b>	<b>3,850,000</b>	<b>32,400,000</b>	<b>50,250,000</b>
ITIF	14,000,000	3,850,000	23,163,290	<b>41,013,290</b>
Realigned ITIF			9,236,710	<b>9,236,710</b>
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>14,000,000</b>	<b>3,850,000</b>	<b>32,400,000</b>	<b>50,250,000</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
22,000,000	15,803,801

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	2,046,198	9,614,459	TBD	<b>11,660,657</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>2,046,198</b>	<b>9,614,459</b>	<b>TBD</b>	<b>11,660,657</b>

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$300M - \$325M	\$325M - \$350M

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

**Project Description:** The Compass Program is the Comptroller of Maryland’s initiative to modernize the State’s tax administration by replacing outdated legacy systems with Revenue Premier, a cloud-based integrated tax system developed by Revenue Solutions Incorporated (RSI). Designed to enhance efficiency, transparency, and taxpayer services, the program integrates with Maryland’s data warehouse to improve querying, auditing, reporting, fraud detection, analytical scoring, and forecasting. Approximately 50 full-time State employees, along with additional staff and vendor partners, provide project management, legacy system support, change management, and independent verification and validation. Implementation is progressing through phased releases: the first release, covering Alcohol and Corporate Income Taxes, was deployed between 2020 and 2021; the second release, deployed in Q3 FY24, introduced major tax types including Employer Withholding, Sales and Use, Tobacco, and Motor Fuel, along with fees and surcharges; and the third release, planned for late FY26, will complete the rollout with personal and miscellaneous taxes. Complementary initiatives include the launch of the Maryland TaxConnect self-service portal, the Audit Workpapers module to strengthen audit processes, and expanded program scope to address the Digital Advertising Gross Revenues Tax, a Multi-Point Use certificate, and advanced unclaimed property management. These advancements collectively position Maryland for a more agile, reliable, and responsive tax system.

**Project Status (through June 30):** During the year, the project prepared and submitted a rebaseline request in response to new legislation requiring the implementation of the Digital Advertising Gross Revenues Tax (DAGRT). Incorporating DAGRT into the system leveraged existing automated processes, streamlined distributions, enhanced audit trail transparency, and expedited refunds, reducing administrative impact on both the Comptroller’s Office and taxpayers. The Comptroller’s Office estimated a \$4.4M increase in project costs to accommodate this scope, with coordination required with DBM to identify additional funding. By year’s end, the project had developed eight tax types, four fees, two Field Audit TaxMaster modules (Alcohol and SUT), and the MD TaxConnect portal for applicable tax types, while implementing annual legislative changes such as Cannabis and Multiple Points of Use (MPU), deploying production enhancements, and delivering multiple portal updates to improve functionality. A review of deployment planning resulted in reverting to the original strategy to combine all remaining tax types and surcharges into a single release in the third quarter of 2026. The Comptroller’s Office has determined that the current International Fuel Tax Agreement (IFTA) platform is already optimized and it is not in the best interest of the State to migrate it to the Revenue Premier Enterprise (RPE) production system. These decisions are expected to provide improved taxpayer functionality, robust testing, and higher-quality outcomes.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined for schedule, combining all remaining tax types and surcharges into a single release in Q3 FY26.

**Known / Anticipated Cost Changes:** Project costs increased by \$4.4M as a result of legislative changes requiring incorporation of the Digital Advertising Gross Revenues Tax (DAGRT).

**Known / Anticipated Scope Changes:** The project’s scope was expanded to include DAGRT in response to legislative requirements, and reduced to remove IFTA from the implementation plan.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- Legislative Changes requiring Scope Expansion:** The project faces risk of new legislative requirements that may expand the project's scope. These could increase costs, require the project to be rebaselined, and impact schedules. Should legislative requirements change, the project will submit rebaseline requests and coordinate with DoIT and DBM regarding funding.
- Resource Constraints and Agency Staffing:** Statewide budget constraints and attrition have limited the availability of agency business users needed for discovery, user acceptance testing, and training. Resource shortages could impede progress and negatively affect the quality of system deployment. To mitigate this, the project is reprioritizing business engagement activities, adding supplemental vendor resources and carefully sequencing critical tasks to reduce strain on agency staff.
- Deployment Strategy and Quality Assurance:** The agency has developed a strategy to combine multiple tax types and surcharges into a single release rather than deploying functionality in incremental releases. This strategy creates risk by increasing testing complexity and may jeopardize overall delivery quality and user acceptance. To mitigate this, the project is extending testing cycles across multiple sprints, leveraging the SAFe Agile framework, and ensuring vendor and agency validation at each increment.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q1 FY21

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** Testing for the Licensing and Scholarship modules has been underway since Q4 FY25. Training sessions are also being held to prepare instructors and onboard users to the new system, which is called "CCATS 2". The project is on schedule to launch in Q3 FY26. All that remains before the launch are the final testing and preparation tasks. After the launch, the vendor will begin the operations and maintenance phase. A key challenge has been the rising cost of Salesforce licenses, which the Governor's Modernization Initiative (GMI) is currently addressing.

**Project Status Addendum (through September 30):** Initial development for the new system was completed Q1 FY26, and end-to-end testing began. In an effort to meet the go-live date, the project shifted strategy, focusing on critical path testing for licensing and scholarship processes, particularly advanced payments. This decision was driven by financial and resource limitations. To support this new direction, the team's working methodology underwent a radical change. Daily meetings were replaced with "war rooms" for real-time problem-solving, and the team will now focus on end-to-end testing. The plan is to reduce the test volume by 40% while increasing test automation.

**Known / Anticipated Schedule Changes:** Due to implementation delays and defect resolution efforts, a rebaseline for schedule shifted the go-live date from Q2FY26 to Q3FY26.

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

**Known / Anticipated Scope Changes:** This project was originally intended to replace the full CCATS system, but the procurement for the comprehensive replacement was canceled due to a pre-bid protest adjudicated by the Maryland State Board of Contract Appeals. Instead of a full replacement, MSDE pivoted to migrating the Licensing and Scholarship programs to a new platform while working with the current CCATS vendor to provide limited enhancements to the remaining modules.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **Staffing Reduction Risk:** A planned reduction in staffing may lead to insufficient resources to address project needs. This could impact the ability to meet the go-live date due to limited capacity for critical tasks such as bug fixes and testing. To mitigate this, the vendor has agreed to restore staffing levels at no additional cost, ensuring the project retains the necessary resources to stay on track.
- ◆ **Insufficient Development Time Risk:** The project team may not have left itself enough time to correct issues discovered during testing prior to launch. This may result in a backlog of unresolved bugs, jeopardizing testing timelines and the overall go-live deadline. To mitigate this, the project team is implementing an agile approach to prioritize and resolve defects systematically, improving efficiency and ensuring timely issue resolution.
- ◆ **Funding Sources:** The CCATS Migration project is funded via federal grant and funding may not be obligated in a timely manner. A loss of funding could halt project progress. The agency believes they have mitigated this risk and is following up with federal partners to provide documentation that funds have been secured.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The New Campaign Reporting Information System (NCRIS) project is an initiative led by the Maryland State Board of Elections (SBE) to modernize and replace the existing campaign finance management system prior to the 2026 election cycle. The current system, known as MDCRIS, is the State’s central platform for campaign finance operations, enabling contributors and committees to self-register, declare participation in election cycles, record contributions, expenditures, loans, and obligations, and electronically submit reports. The system also supports SBE in overseeing filing cycles, establishing filing periods, approving committee registrations, maintaining user access, sending official correspondence, auditing delinquent committees, and issuing fines as authorized by statute. As part of the modernization effort, the project will also incorporate the Business Contribution Disclosure System, which provides the functionality for businesses to electronically file required contribution disclosures in compliance with Title 14 of the Election Article and §5-716 of the General Provisions Article. By implementing this new system, the State seeks to ensure compliance, improve efficiency, and strengthen transparency in campaign finance reporting for candidates, committees, businesses, and the public.

**Project Status (through June 30):** The NCRIS vendor was onboarded in Q3FY25 and is working on development of the new system. UAT is scheduled to start in Q2 FY26 and go live is planned for late Q2 FY26.

**Project Status Addendum (through September 30):** None

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

- ♦ **System Interdependencies Risk:** The project faces potential challenges with interdependencies between NCRIS and SBE’s current election and voter registration systems. If not addressed, these dependencies could delay integrations and disrupt core election functions. To mitigate this, the project is engaging with product owners of impacted applications and reviewing interface requirements to ensure alignment and compatibility.
- ♦ **Non-Visual Access Compliance Risk:** Vendor solutions may not fully comply with the Code of Maryland Regulations (COMAR) §§ 14.33.02.01–12 governing non-visual access. Failure to comply could result in accessibility deficiencies and regulatory noncompliance. To mitigate this the project is incorporating non-visual access requirements into the Request for Proposal (RFP) and directing vendors to Department of Information Technology (DoIT) guidance on accessibility standards.
- ♦ **Stakeholder Alignment Risk:** Differences in objectives among stakeholders, such as the SBE Campaign Finance Division and legislative initiatives, could cause conflicting priorities and hinder project progress. Misalignment could delay decision-making or compromise solution outcomes. To mitigate this, the project is defining clear goals and maintaining ongoing communication with all key stakeholders to ensure alignment throughout the project lifecycle.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The State Board of Elections (SBE) New Voting System project is a statewide initiative to procure, certify, and implement a new voting system that ensures compliance with federal and State requirements while supporting Maryland’s electoral process. In accordance with Maryland law, any system deployed must be certified by the United States Election Assistance Commission under the Voluntary Voting System Guidelines, as well as by the Maryland State Board of Elections. The project scope encompasses all necessary equipment, software, licenses, supplies, training, support services, and related logistics required for statewide deployment, including the decommissioning and disposal of existing equipment. The current voting system is operating under a lease agreement set to expire in March 2027, creating a critical timeline for action. To meet certification, procurement, and implementation milestones, the SBE began the acquisition process in FY25, allowing sufficient time for the Request for Proposal, vendor selection, certification reviews, and deployment activities. This schedule ensures the new system is fully operational in advance of the 2028 Presidential Election, thereby maintaining the integrity, security, and accessibility of Maryland’s voting process.

**Project Status (through June 30):** The RFP was released on June 27, 2025 with an initial response due date of August 28, 2025 and an extension to September 5, 2025. Oral presentations will be scheduled October - December 2025.

**Project Status Addendum (through September 30):** The RFP was published ahead of schedule and the team is expected to begin vendor response evaluations in Q2 FY26. The team anticipates submitting a Recommendation for Award to the Board of Public Works (BPW) by Q4 FY26.

**Known / Anticipated Schedule Changes:** The project has rebaselined for schedule, shifting the completion from Q1 FY29 to Q2 FY30. This permits the project to support the 2028 election cycle and the product will be considered “done” once the election cycle is over.

**Known / Anticipated Cost Changes:** The project rebaselined for cost, increasing the estimated cost at completion by approximately \$56M due to changes driven by recent market analysis, though the estimate remains highly speculative until contracts are awarded.

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ Meeting System Objectives: There is a risk that the project may not fully meet all defined objectives of the new voting system. This could impact the ability to deliver a solution that satisfies legal, functional, and operational needs. To mitigate this, the project is using clearly defined functional and nonfunctional requirements and evaluation criteria in the RFP, coupled with extensive user acceptance and full-scale integration testing to resolve critical issues before final acceptance.
- ♦ SME Resource Availability: There is a risk that SBE internal resources and subject matter experts may be unavailable during resource-intensive election cycles. This could delay key project tasks that depend on specialized knowledge and oversight. To mitigate this, the project team is implementing strategic scheduling to align SME-dependent activities with periods of greater resource availability.

- ♦ **System Interoperability Challenges:** There is a risk that the new federally certified voting system, which cannot be modified, may not interoperate effectively with the Agency Election Management System (AEMS), MDVOTERS, and other voting systems. This could disrupt critical election functions if system connectivity is not established. To mitigate this, the project and SBE are evaluating and developing interoperability solutions to ensure seamless connectivity between the new voting system and existing platforms without altering the certified system.
- ♦ **Cost:** Based on new market research, SBE is confident the new system will cost significantly more than initially estimated. Once the vendors' financial proposals are evaluated, SBE will likely need additional funding or may face delays in implementation. To mitigate this, SBE has increased their funding request for FY27.

**Portfolio Review / Health Assessment Held:**

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>491,000</b>	<b>20,307,718</b>	-	<b>20,798,718</b>
ITIF	245,500	10,153,859	-	<b>10,399,359</b>
Realigned ITIF				-
Agency Funds	245,500	10,153,859	-	<b>10,399,359</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>491,000</b>	<b>20,307,718</b>	-	<b>20,798,718</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
20,307,718	1,800,000

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	140,834	406,551	TBD	<b>547,386</b>
Agency Funds	140,835	406,551	TBD	<b>547,385</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>281,669</b>	<b>813,102</b>	<b>TBD</b>	<b>1,094,771</b>

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$100M - \$125M	\$100M - \$125M

## Elections: Statewide Pollbook Modernization (SPM) (#0003)

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

**Project Status (through June 30):** The Request for Proposal (RFP) was released March 5, 2025, and closed April 23, 2025. There were three vendors deemed susceptible for award, and they have been asked to provide oral presentations and physical product evaluations.

**Project Status Addendum (through September 30):** Technical and financial ranking completed. Vendor selection will be sent to BPW for approval Q2FY26.

**Known / Anticipated Schedule Changes:** The project rebaselined for schedule, shifting the completion from Q3 FY29 to Q4 FY29 to align statewide test and implementation timelines with the SBE NVS26 project as they are part of the same election ecosystem. .

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

- ◆ System Integration with EPIC: The new solution may not properly synchronize with the Electronic Pollbook Interchange and Conversion (EPIC) system, which serves as middleware between the Pollbook and the Voter Registration database. This could significantly disrupt workflows and processes tied to voter registration and polling operations. To mitigate this, the project has identified the interface as a critical procurement requirement and will engage SBE resources if resolution is not achieved during procurement.
- ◆ Failure to Meet Objectives: If the project does not achieve all objectives, it could negatively affect the voting workflow and broader electoral processes. Such an outcome would undermine the effectiveness of the solution and delay statewide deployment. To mitigate this, the project is including clear requirements and evaluation criteria within the RFP, conducting incremental user acceptance testing (UAT), and performing large-scale integration testing across the voting ecosystem at least 12 months prior to deployment.
- ◆ Top-Down Architecture Risks: Maryland utilizes a centralized, State-level administration system for its elections, with local boards of elections implementing statewide policies and procedures. This stands in contrast to the heavily decentralized systems found in most other U.S. states, where

local jurisdictions often have more autonomy. Because this structure is uncommon, there is a risk that vendors may not fully anticipate system requirements that account for this structure. This could lead to design challenges and scheduling delays. To mitigate this, the project is prioritizing commercial or modified off-the-shelf pollbook solutions with built-in flexibility to operate effectively across both large and small jurisdictions.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Elections: Statewide Pollbook Modernization (SPM) (#0003)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	1,093,509	3,102,916	4,196,425
ITIF	-	195,687	530,993	726,680
Realigned ITIF				-
Agency Funds	-	897,822	2,571,923	3,469,745
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	-	1,093,509	3,102,916	4,196,425

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,124,456	1,743,509

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	224,861	-	TBD	224,861
Agency Funds	224,861	-	TBD	224,861
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	449,721	-	TBD	449,721

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

## Environment: MDE Portal Project (PORT) (#3208)

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

**Project Status (through June 30):** The project team has successfully onboarded staff from the Agile Teams contract and completed requirements gathering for all programs, laying the groundwork for subsequent development phases. The team has designed and established the foundational architecture for the Online Portal and secured and configured essential hardware environments from the Department of Information Technology (DoIT), including the development and User Acceptance Testing (UAT) environments with the necessary firewall and port configurations. The team also developed, set up, and configured multiple programs within the Online Portal architecture, including Wastewater, Oil Control, Resource Management, Solid Waste, Hazardous Waste Certification, Air, Wetlands Tidal, and Wetlands Nontidal, and integrated and configured the Govolution payment portal with the online portal development environment. The project is currently completing user acceptance testing (UAT) for the delivered work and plans to deploy the programs to production by Q2 FY26. Based on our assessment, the project is positioned for delivery pending completion of UAT and production readiness activities.

**Project Status Addendum (through September 30):** The project team has successfully deployed the initial programs to the UAT environment. They've delivered key features, including customer login, registration, agency association, permit applications, file uploads, and payment processing. These programs ensure full data integration between the online portal and the Enterprise Tracking System (ETS) system, allowing data to be successfully retrieved, staged, and stored in the ETS database tables. They've also completed development and testing for backend ETS workflows, including payment information review screens, approvals, and reassignments. Currently, the requirements for Animal Feeding Operation (AFO) are awaiting signoff to begin development.

**Known / Anticipated Schedule Changes:** The MDE Portal project schedule has been extended by one year. This extension is primarily due to delays in onboarding staff from the Agile Teams contract.

**Known / Anticipated Cost Changes:** The project's total cost will be lower than anticipated. This is due to more favorable resource rates than initially expected.

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ Data migration challenges: The MDE Portal has approximately 460 forms that need to be migrated, creating significant potential for errors or delays. The impact of this risk is that unresolved issues may postpone the project schedule. To mitigate this, the project team has begun detailed planning and testing to ensure a smooth and successful data migration.
- ◆ Limited cost flexibility: The project has minimal room to absorb cost changes, and unexpected staff turnover could increase expenses over time. The impact of this risk is potential budget overruns that may affect overall project delivery. To mitigate this, the project team is extending resource contracts through the end of the project to maintain stability and control costs.
- ◆ Lack of internal technical support: MDE does not currently have its own technical support team, and reliance on contracted resources raises concerns about long-term sustainability. The impact of this risk is increased vendor dependency and potential loss of institutional knowledge once the project concludes. To mitigate this, the project team is initiating plans to build an internal technical support team to ensure knowledge transfer and continuity of support.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Environment: MDE Portal Project (PORT) (#3208)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	275,078	TBD	<b>275,078</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>275,078</b>	<b>TBD</b>	<b>275,078</b>

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

## Environment: MDE Wells and Septic Portal Project (WELLS) (#3207)

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

**Project Status (through June 30):** The project team worked to finalize the procurement process for onboarding staff from the Agile Teams contract, including candidate interviews, selection, and Board of Public Works (BPW) approval. With the core team now largely in place, requirements gathering, development planning, and initial development work have significantly accelerated, placing the project on a strong trajectory for rapid progress. The project is actively progressing on the foundational work for Product Backlog Development, Design Document Development, Product Scope detailing, WEB UI Screen Development, and Integration Definition to the Environmental Tracking System (ETS). The project team is currently working on the first phase, which involves developing the full functionality for Wells permit applications.

**Project Status Addendum (through September 30):** The team has finalized the procurement process for staff from the Agile Teams contract, converted four "Well forms" into fully functional web forms, and established and maintained weekly stakeholder engagement meetings, with a focus on UI/UX for design and usability. Additionally, workflow sessions were conducted to ensure seamless process and system integration.

**Known / Anticipated Schedule Changes:** MDE Wells project schedule has been extended by one year. This extension is primarily due to delays in onboarding staff via the Agile Teams contract.

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

- ♦ Lack of standardized septic systems: Counties currently rely on their own septic systems and may be hesitant to adopt a new, uniform system and procedures. This could delay decisions on whether a single or hybrid model will be implemented, leading to increased project time and costs. To mitigate this, the project team is consulting with county stakeholders to understand their needs and develop a solution that keeps the project on schedule and within budget.

- ♦ Limited cost flexibility: The project has little room for cost changes, and unexpected staff turnover could significantly increase long-term costs. This financial risk could constrain resources and delay critical activities. To mitigate this, the project team is extending resource contracts through the end of the project to ensure stability and predictability.
- ♦ Lack of internal technical support: MDE currently lacks its own technical support team, relying instead on contracted resources for development and implementation. This could create vendor dependency and increase the risk of losing internal knowledge and continuity once the project concludes. To mitigate this, the project team is planning to staff the project with an internal technical support team to ensure long-term sustainability.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Environment: MDE Wells and Septic Portal Project (WELLS) (#3207)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** The project advanced requirements planning and vendor engagement during FY25. Six responses were received to a Request for Information (RFI), with three solutions aligning closely to project objectives. Vendor demonstrations were conducted to showcase best practices for modern construction project management systems. A Business Analyst/UX lead has been onboarded, and departmental discovery sessions have been held to document business practices and refine functional requirements. Preliminary data analysis was performed to assess the quality of legacy AS400 data and to begin planning for extraction and normalization. The current AS400 environment remains a critical risk. The system has no active maintenance or disaster recovery support, and IBM will no longer support the hardware after January 2026. DGS has engaged a third-party vendor to provide quotes for maintenance and upgrade options and developed an action plan to mitigate potential service outages. Procurement of the new solution has also encountered delays: the Competitive Proof of Concept approach is no longer available, requiring a general Request for Proposal (RFP) process that will extend the procurement phase and impact the schedule. Based on our assessment, while initial planning and requirements development are progressing, delays in procurement and uncertainty around data migration introduce significant risks to the timeline. The lack of a current support contract for the AS400 presents an ongoing operational vulnerability that must be addressed to ensure continuity until the new system is implemented.

**Project Status Addendum (through September 30):** DGS leadership has been working to identify a vendor to provide maintenance and support services, as well as new hardware to replace the existing AS400 (Power 9) environment before IBM ends support in January 2026. A final selection has not yet been made. Business requirements and workflow documentation are being finalized and validated with stakeholders. The project team has also initiated change management activities, including project awareness communications and identifying members for a project steering committee. The RFP is in development. Specifications are being drafted for inclusion in the RFP, and a formal submission to DoIT intake is planned for early Q2 FY26. These steps represent progress in preparing for procurement while also working to mitigate the risks associated with the aging AS400 environment.

**Known / Anticipated Schedule Changes:** The project schedule has been rebaselined. The planning phase has been extended to September 30, 2025 (previously June 30, 2025). Procurement is planned to conclude by Q4 FY26. Implementation is scheduled from June 1, 2026, through June 30, 2028, followed by Operations & Maintenance beginning July 1, 2028, and Closeout in June 2029.

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

**Known / Anticipated Scope Changes:** The project rebaselined for scope, adding additional clarity to key systems capabilities that are to be included in the project as well as explaining the project’s procurement approach.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ **Uncertain Procurement Strategy:** The procurement approach for acquiring the new system has not been finalized, creating uncertainty in the procurement timeline. This risk could result in delays to system implementation if the acquisition is not completed on schedule. To mitigate this, the project team is actively preparing an RFP and coordinating with the Department of Information Technology (DoIT) and the Office of State Procurement (OSP) to establish a clear procurement path forward.
- ♦ **End-of-Life Hardware Risk:** The existing AS400 hardware is nearing end of life, and without a replacement environment in place, continuity of operations could be jeopardized. The impact of this risk is the potential for service outages that would disrupt mission-critical financial and operational functions. To mitigate this, DGS leadership is evaluating options for interim maintenance and pursuing hardware procurement strategies to sustain operations until the modernized system is in place.
- ♦ **Unvalidated Cost Estimate:** The absence of an implementation vendor or system integrator means the current cost estimate may not reflect the true cost of project completion. This risk could lead to budget shortfalls or rebaselining once vendor pricing is confirmed. To mitigate this, DGS will refine the Estimate at Completion (EAC) once a vendor is selected and the full scope of services is validated.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>1,523,810</b>	-	-	<b>1,523,810</b>
ITIF	1,523,810	-	-	1,523,810
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>1,523,810</b>	-	-	<b>1,523,810</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,766,000	445,587

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	176,428	245,635	TBD	<b>422,064</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>176,428</b>	<b>245,635</b>	<b>TBD</b>	<b>422,064</b>

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

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

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

**Project Status (through June 30):** In December 2024, Executive Order 01.01.2024.38 directed improvements in procurement performance, technology, and small-business participation. Reversion activities to address prior integration issues have been completed, a new system integrator (KPMG) has been engaged, and delivery is now organized with workstreams for program management, training, the Ivalua upgrade, reversion support, and solution enhancements. An Ivalua system upgrade is planned for Q2 FY26, with testing workshops underway with DGS and other agencies. Based on our assessment, the initiative has moved from a period of instability to a more structured, results-oriented phase; the new integrator and defined work plan indicate progress against longstanding gaps. We also note continuity with prior reports: earlier integration and year-end close challenges were documented and are now addressed through the completed reversion. However, material risks remain: achieving a comprehensive statewide procurement system requires agency-by-agency alignment of practices, the schedule to onboard all agencies is not yet defined, and the total cost to complete the program remains uncertain.

**Project Status Addendum (through September 30):** The project has advanced planning and delivery. UAT for the v1.82 upgrade ran in early September with broad multi-agency participation. Test cases were managed in Jira, enabling real-time tracking, fast issue assignment, and targeted refinements. Cybersecurity remediation has closed all identified vulnerabilities. Based on our assessment, core functions such as program management, organizational change management, and ongoing maintenance appear stable. UAT completed successfully, technical reversion is complete, and the only remaining step is Comptroller certification. The team is driving toward finalizing the Target Operating Model, statewide deployment schedule, and full cost estimates to lock in a clear path to completion.

**Known / Anticipated Schedule Changes:** The project schedule has been rebaselined to reflect the transition to a new system integrator (KPMG, onboarded July 2025) and the additional time required to complete implementation. The Implementation phase end date has shifted from June 30, 2026, to December 31, 2027, with corresponding adjustments to Operation & Maintenance (now ending December 31, 2028) and Closeout (now

scheduled for December 31, 2028). The rebaseline accounts for the FY23 pilot, rollback of functionality, termination of the prior integrator, and reset of the project strategy. The revised schedule incorporates a 30-month timeline to complete the project scope and provide sufficient time for full implementation across agencies.

**Known / Anticipated Cost Changes:** The Estimate at Completion has increased from \$53.8M to \$72.8M (an increase of \$18.9M). The change is driven by the transition to a new system integrator (KPMG) with a roughly 30-month delivery plan, completion of reversion and platform upgrade activities, expanded Organizational Change Management/training, security remediation and testing (UAT/integration), Target Operating Model work, and the extended schedule through Q2 FY29.

**Known / Anticipated Scope Changes:** The scope has been redefined to reflect the reset of the eMMA strategy following the FY23 pilot and the onboarding of a new system integrator. In addition to stabilizing core platform functionality, the updated scope now includes completion of reversion activities, implementation of the Ivalua upgrade, remediation of security vulnerabilities, expanded Organizational Change Management and training, and development of a Target Operating Model to guide statewide procurement adoption. These adjustments broaden the scope from the prior focus on limited pilot functionality to a comprehensive modernization effort that aligns with Executive Order 01.01.2024.38 and supports full statewide deployment.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **Undefined Statewide Deployment Schedule:** The project has not yet established a finalized schedule for full statewide deployment, creating uncertainty around when all agencies will be aligned under a single procurement system. This may delay agency readiness and limit the ability to realize enterprise-wide efficiencies. To mitigate this, the project team is finalizing the Target Operating Model and rollout plan to establish a clear schedule for full statewide deployment. This will enable all agencies to align under a single procurement system and maximize enterprise-wide efficiencies.
- ◆ **Uncertain Program Costs:** The total cost to complete the program beyond the current rebaseline remains unclear, which could result in funding gaps or additional requests to the legislature. This uncertainty may affect financial planning and program continuity. To mitigate this, the agency has proactively submitted a deficit request for FY26 to address projected shortfalls.
- ◆ **Uneven Procurement Practice Adoption:** Adoption of standardized procurement practices across agencies remains inconsistent, creating a risk that modernization benefits may not be fully achieved. This inconsistency could undermine efficiency, transparency, and system integration across the State. To mitigate this, the project has launched dedicated Organizational Change Management and training workstreams to drive adoption and ensure alignment with statewide practices.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q2 FY21

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** Throughout FY25, MDH, with the assistance of the National Association of State Purchasing Officers (NASPO), pursued the procurement of an existing bed registry and referral system already in use by another state. This approach should result in reducing development risk to a minimum and shortening the overall duration of the project. In Q1 FY25 the agency obtained approval from the Department of General Services (DGS) to solicit a vendor to configure and deploy the BRRS solution. However, the duration of the RFP cycle was underestimated. The completion date is now projected to be in Q2 FY26 (a six-month delay). As previously reported, the project manager for BRRS made an unplanned departure in Q2 FY24. No contract staff were assigned to the project for most of FY25. During that period, the agency used its own staff to conclude the transfer of the system and procure the implementation vendor. In Q4 of FY25 a Project Manager, Organizational Change Manager, System Architect, and Subject Matter Expert were onboarded. The delay in vendor procurement was addressed by the agency through a rebaseline request, extending the duration of the project procurement phase by six months. Additionally, the project's estimated cost at completion was increased by \$3.2 million based on the Procurement Officer's Determination letter, which concluded that the cost of the implementation was greater than the agency's FY26 ITPR estimate by that amount.

**Project Status Addendum (through September 30):** The agency intends to submit a Recommendation for Award to the Board of Public Works (BPW) in early Q2 FY25. The Organizational Change Management (OCM) position is currently vacant due to an unplanned departure of the assigned individual. Recruitment efforts are underway to find a replacement.

**Known / Anticipated Schedule Changes:** The agency submitted a rebaseline for schedule extending the procurement phase by six months (from 3/31/2025 to 9/30/2025) as the completion of the RFP took longer than anticipated. Subsequent phases also shifted out by the same 6 months.

**Known / Anticipated Cost Changes:** The agency submitted a rebaseline for cost increasing the estimated cost at completion by \$3,151,500 (from \$11,144,356 to \$14,265,856). The increase was supported by the Procurement Officer's Determination letter which concluded that the cost of the implementation was greater than the agency's prior estimate by that amount.

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆Procurement Award Delay: If the procurement award decision is delayed, the BPW approval and project kickoff will also be delayed. Such delays would impact the start of the implementation phase, downstream deliverables, and potentially impact the project completion milestone. To mitigate this, the project is closely monitoring the procurement process, tracking key decision dates, engaging proactively with procurement and legal teams, and preparing BPW documentation in parallel to reduce lag time once the award decision is made.
- ◆Requirements not finalized and approved before implementation starts: If the requirements are not finalized and agreed prior to vendor kickoff then the implementation timeline will be extended. To mitigate the delay the agency should work to define the intended end state for the project and obtain user feedback throughout the design and development to ensure usability and acceptance.
- ◆Solution deployment risk: If there is no comprehensive stakeholder engagement strategy then the complexity of the system roll-out may be greatly increased. Impacts could include increasing the project duration and cost at completion. To mitigate this risk the agency should work to have clear stakeholder engagement, accountability and participation in the project.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The project remained in the procurement phase throughout FY25. In Q2 FY25, the agency received approval to procure a solution from a vendor on the statewide Salesforce contract. However, the procurement cycle lasted longer than anticipated, exceeding the planned completion date by six months. Consequently, the implementation phase is now scheduled to begin in Q1 FY26. The project currently has six unfilled team member positions that are scheduled to start work in September 2025. The agency is actively working to fill these positions. To address the delays, the agency submitted a rebaseline request for the project’s schedule. This request acknowledges the new procurement completion date and includes a one-month extension for the implementation phase based on the vendor’s proposal.

**Project Status Addendum (through September 30):** The selected implementation vendor submitted a revised statement of work to the agency at the end of August 2025, which was approved. A kickoff meeting is being scheduled. Except for the Project Manager, the remaining project team member positions remain vacant. Development has begun on the project communication and governance plans.

**Known / Anticipated Schedule Changes:** In FY25, the procurement cycle lasted longer than anticipated, exceeding the planned completion date by six months. Consequently, the implementation phase is now scheduled to begin in Q1 FY26.

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

- ◆ Procurement Duration Uncertainty - Delays in filling project team positions may result in them coming on board after the implementation vendor has been given the notice to proceed. The agency has limited influence on the procurement timeline. To mitigate the risk the Project Manager will coordinate the vendor kick-off meeting, and the events that follow, with the assistance of agency leadership and staff.
- ◆ Complexity of the nursing profession - The BON licenses more than 30 nursing specialties and subspecialties. A solution that supports the management of each of these may become quite extensive based on the level of detail desired by stakeholders. This factor could impact the cost and

duration of the project. The agency will mitigate this through a thoughtful organizational change management effort and by setting expectations concerning the essential business requirements.

♦ Scalability and versatility - The solution produced by this project is intended to be the basis for additional solutions used by the twenty-two other health services boards and commissions in the State of Maryland. It will be important to ensure that design decisions are made which do not inadvertently constrain opportunities to use or re-use business functionality in the system or systems that come afterward. Mitigation of this risk includes establishing a product roadmap for the enterprise solution and taking a user centered design and development approach.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The VRRS project successfully completed all remaining design, development, and implementation activities in FY25. To advance national data sharing, the team participated in a testing event with the National Association for Public Health Statistics and Information Systems (NAPHSIS) in Q1 FY25 and developed a Death module using Fast Healthcare Interoperability Resources (FHIR), a modern standard for electronic data exchange. A major milestone was achieved in Q2 FY25 with the statewide expansion of the Work Order Management System (WOMS) across all Motor Vehicle Administration (MVA) locations, establishing it as the standard system for issuing birth, death, marriage, and divorce certificates. The Electronic Birth Record System (EBRS) was enhanced to collect Child Race data to meet Social Security Administration (SSA) reporting requirements, and real-time geocoding was launched in Q3 FY24 to improve data accuracy for public health analysis. Final enhancements to EBRS and WOMS were completed, and all systems transitioned to operational status. Following a budget cut that eliminated all IT investment funds (ITIF) for FY27 and beyond, the agency submitted a rebaseline request that reduced the project’s planned duration and lowered the estimated cost at completion (EAC). The project is scheduled to transition to its one-year operations and maintenance (O&M) phase starting July 1, 2025.

**Project Status Addendum (through September 30):** The team has successfully obtained certification from CDC to submit production Death data using Fast Healthcare Interoperability Resources (FHIR) data exchange interfaces. The team has successfully remediated 508 compliance issues for EBRS (Electronic Birth Registration system) and WOMS (Work Order Management System), which will be released as part of ongoing operations and maintenance phase release schedule. The agency arranged to supplement ITIF funds with both agency and federal grant funds to pay for the project's FY26 expenses.

**Known / Anticipated Schedule Changes:** The agency submitted a rebaseline request, which reduced the project's planned duration by three years. The scheduled implementation completion date was changed from 6/30/2028 to 6/30/2025. Following a standard one-year operations and maintenance (O&M) phase, the project will begin MITDP project closeout.

**Known / Anticipated Cost Changes:** The agency submitted a rebaseline request, which substantially lowered the estimated cost at completion (EAC) by \$18.9 million.

**Known / Anticipated Scope Changes:** Although the agency rebaselined the project schedule and cost, the project scope did not change. All planned design, development and implementation activities were successfully concluded on 06/30/2025.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **Retaining Critical Technical Staff:** The system requires specialized technical and business domain knowledge. If staff with this knowledge are not retained, there will be a significant operational risk. A loss of key staff would directly disrupt essential services for Maryland residents, including the registration and correction of Birth, Death, and Fetal Death records, and the issuance of Birth, Death, Marriage, and Divorce certificates across the Division of Vital Records, MVA, and Local Health Departments. The project is focusing on staff retention strategies, and the MDH team is working with procurement to support these efforts.
- ◆ **Rehosting to New Cloud Provider:** Rehosting the application to a lower-cost provider with improved services may face technical challenges during the transition due to the system's complexity. Delays in the migration will result in continued higher hosting costs with the current provider (MD Think / Maryland Benefits). Furthermore, technical challenges during the transition could disrupt system availability. The project will employ a phased migration, starting with the smallest module as a proof-of-concept. The team will also continue to work with MDThink to reduce immediate costs by retiring any unused components.
- ◆ **Regulatory and Public Health Changes:** Changes in legislation, federal requirements, or public health crises may introduce new system mandates during the Operations and Maintenance phase. These new mandates could increase demand on the system and require costly software modifications. The system architecture is continuously enhanced as part of operations and maintenance to enable some of those future requirements to be addressed through configuration rather than custom programming.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The Long-Term Services and Support (LTSS) Maryland project is a statewide initiative led by the Maryland Department of Health (MDH) to modernize how Medicaid programs are managed and delivered for individuals receiving care at home or in the community. The project establishes LTSSMaryland, a comprehensive technology solution that enables State staff, providers, and program participants to more effectively coordinate and oversee services. The system provides end-to-end functionality including the ability to track medical information, manage service plans, conduct medical reviews, approve services, and process payments. LTSSMaryland is built around a set of integrated modules designed to meet the needs of different stakeholders, including the LTSSMaryland Care Management system for case coordination, a Provider Portal to streamline interactions with healthcare organizations, the MyLTSS website for participants and caregivers, and the LTSSMaryland Electronic Visit Validation (EVV) Mobile Application to verify in-home service delivery. By consolidating program administration and enhancing digital access, the LTSSMaryland project improves transparency, increases efficiency, and strengthens the quality of care for Maryland’s Medicaid population while providing the tools necessary for effective oversight and long-term sustainability.

**Project Status (through June 30):** The LTSSMaryland system officially launched in 2012 and is no longer in its initial development phase as of Q4 FY25. MDH will continue to improve and maintain the system. As part of the goals for FY25, the program completed major enhancements to the Autism Waiver module. The development of upgrades to the Reportable Incident module was placed on hold due to changes in management priorities. Today, LTSSMaryland manages all Medicaid waiver programs. The system helps manage program eligibility, medical assessments, and service approvals, and it also validates services and processes provider payments. The system now handles over \$3.5 billion in payments each year. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** MDH is in progress of closing out the project.

**Known / Anticipated Schedule Changes:** The LTSSMaryland project's Operations and Maintenance (O&M) end date has changed from Q4 FY30 to Q4 FY25. The program has officially launched and is no longer in its development phase. It has effectively been in O&M for several years. Although the program will continue to make system improvements and updates to meet CMS requirements, it is now considered to have completed the MITDP phase of its lifecycle.

**Known / Anticipated Cost Changes:** Due to the restructure of the milestone schedule, the total Estimate at Completion is reduced by \$24,819,149.

**Known / Anticipated Scope Changes:** The program will continue to update its Medicaid programs as required by State and federal requirements and priorities. If any of those updates rise to the level of an MITDP, MDH will submit a request for MITDP determination.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risk for the project:

♦ Loss of MITDP Funding: LTSSMaryland is no longer receiving IT Investment Fund (ITIF) funding to cover the State portion of the federal funding match now that the project is in operations and it may be unable to meet operational costs without alternative resources. This poses a significant risk to the program’s ability to maintain critical functions. To mitigate this, MDH is working to secure funding within the agency’s operating budget.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q2 FY14

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>238,955,872</b>	<b>29,411,289</b>	<b>29,865,318</b>	<b>298,232,479</b>
ITIF	34,469,369	3,334,365	-	<b>37,803,734</b>
Realigned ITIF				-
Agency Funds	4,987,227	-	-	<b>4,987,227</b>
Federal Funds	199,499,276	26,076,924	29,865,318	<b>255,441,518</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>238,955,872</b>	<b>29,411,289</b>	<b>29,865,318</b>	<b>298,232,479</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
28,761,801	29,411,289

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	34,236,970	3,529,247	TBD	<b>37,766,216</b>
Agency Funds	4,987,227	-	TBD	<b>4,987,227</b>
Federal Funds	195,114,394	27,246,654	TBD	<b>222,361,048</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>234,338,590</b>	<b>30,775,900</b>	<b>TBD</b>	<b>265,114,491</b>

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$10M - \$20M	\$275M - \$300M

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

**Project Description:** The Maryland AIDS Drug Assistance Program (MADAP) Case Management System project is a statewide initiative led by the Maryland Department of Health (MDH) to modernize and streamline case management services for vulnerable populations. Launched in 2023, the project delivers a secure, cloud-based platform designed to support the Maryland Acquired Immunodeficiency Syndrome Drug Assistance Program and the Chronic Health Impaired Students Program. Together, these programs provide critical access to medications and care coordination for individuals living with AIDS and offer support to students with chronic health conditions who rely on government assistance. The new system is intended to replace outdated processes with an integrated, modernized approach that enhances efficiency, ensures data security, and improves service delivery for those most in need. By strengthening operational capabilities and enabling more effective case management, the project supports MDH's mission to improve health outcomes, promote equitable access to care, and uphold accountability in the administration of State and federally funded health programs. Through this effort, MDH is positioning itself to better serve residents, optimize program resources, and ensure long-term sustainability of critical public health services.

**Project Status (through June 30):** The draft RFP for procuring a MADAP implementation vendor was submitted to the MDH Office of Contract Management and Procurement (OCMP) in Q4 FY24 and has since undergone extensive rewrites, reformatting, and reviews. It is presently under review by the Assistant Attorney General (AAG). The assigned project manager for MADAP is currently working nearly full-time on another MITDP project. Three additional project management team positions are unfilled. Due to lengthy delays in the procurement process, the agency submitted a rebaseline request to extend the procurement phase by sixteen months. The duration of subsequent phases did not change. The project scope and estimated cost at completion remain unchanged.

**Project Status Addendum (through September 30):** DGS has given the agency the go-ahead to begin procuring project team members (Business Analyst, Organizational Change Management, and Testing Lead) to fill the vacant positions. These positions are anticipated to begin work on critical path tasks in Q2 FY26.

**Known / Anticipated Schedule Changes:** The project's scheduled procurement phase completion date was extended sixteen months - to Q2 FY26 - due to extensive delays in the procurement process.

**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:** Based on the assessment of the MITDP oversight division, we consider these to be the top risks to this project.

- ◆ MDH Office of Contract Management and Procurement processes - There is a continuing risk of agency procurement processes impacting the project's schedule. The full draft of the MADAP RFP was delivered to OCMP in Q4 FY24. As of this report, the RFP has not received final approval, and the publication date has not been announced. To mitigate the risk of further delay, the agency may maintain regular communication with OCMP and

internal leadership to clarify review timelines and expedite outstanding steps. Leverage executive support to elevate the RFP’s priority if review timelines extend beyond acceptable thresholds.

- ◆ Absence of a centralized eligibility system for Ryan White Programs in Maryland: This a structural barrier to equitable access to HIV treatment and care. Eligible Marylanders living with HIV are required to repeatedly submit documentation at each service site for annual recertifications. This deficiency also limits the State's ability to integrate with other systems that support their fiduciary responsibilities of MADAP. It undermines the program’s efficiency, increases administrative redundancies for clients, case managers, providers, and staff, and ultimately impairs the timely delivery of critical services that safeguard public health. Mitigation steps include procurement and implementation of a configurable, off-the-shelf SaaS-based eligibility system, and ensuring system integration with other state platforms to support compliance and data sharing.
- ◆ Resource deficiencies: If adequate resources are not allocated on time, then project timelines, quality, and deliverables may be compromised. Mitigation strategy includes establishing clear escalation paths for resource-related bottlenecks and enabling rapid intervention by executive leadership if gaps threaten project progress.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>2,215,421</b>	-	<b>2,279,563</b>	<b>4,494,984</b>
ITIF	110,771	-	2,279,563	<b>2,390,334</b>
Realigned ITIF				-
Agency Funds	2,104,650	-	-	<b>2,104,650</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>2,215,421</b>	-	<b>2,279,563</b>	<b>4,494,984</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,218,000	736,320

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	32,484	TBD	<b>32,484</b>
Agency Funds	335,668	20,558	TBD	<b>356,226</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>335,668</b>	<b>53,042</b>	<b>TBD</b>	<b>388,710</b>

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

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

**Project Description:** The Maryland Department of Health (MDH) Voice over Internet Protocol (VoIP) project is a statewide initiative to replace 5,000 telephones across eighteen facilities with a modern hybrid VoIP infrastructure. The solution integrates on-premises systems with cloud-based services to create a flexible, resilient, and secure communication ecosystem. Facilities transitioning to the new system include eleven State-owned treatment centers for behavioral health and hospitalization, where reliable and redundant communication is mission-critical. The project is structured to transition up to four hospitals per year, enabling full implementation within three years. To achieve this, MDH is engaging contractors with demonstrated expertise in meeting strict timelines for design, installation, and ongoing support. The implementation strategy prioritizes system redundancy, robust backup capabilities, and vendor selection based on the ability to deliver a comprehensive turnkey solution. By modernizing its telecommunications infrastructure, MDH is enhancing operational efficiency, ensuring service continuity, and strengthening communication reliability across its facilities, thereby supporting the agency's mission to deliver critical health services to Maryland residents.

**Project Status (through June 30):** After the prime vendor announced its planned discontinuation of its on-premises VoIP installation, it was revealed that their practice had been sold to another qualified vendor. The new vendor is now the sole source of equipment identical to that which has already been installed elsewhere by the project. While this outcome allowed the project to forgo a lengthy procurement process, a five-month delay resulted from canceling existing purchase orders and replacing them with new ones issued to the new prime contractor. Four hospitals have successfully transitioned to VoIP. Voicemail upgrades have been completed at two hospital sites. Meanwhile, site visits to unfinished facilities revealed unsecured and unmanaged data switches, which connect multiple endpoints together (computers, servers, or phones) and direct the data exchanged between them. Surveys are being conducted to determine if adding cables can eliminate the need for these deficient switches. In FY25, DoIT determined that the VoIP project does not meet the requirements to be an MITDP as it does not meet the agency's definition of "development." Due to this, the project was de-designated at the end of FY25, although the work will continue at MDH. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** The VoIP transition for two more hospitals is scheduled to be completed in Q2 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:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **Insufficient time to complete the transition:** The agency intends to complete the VoIP transition at all MDH facilities by December 2025. This schedule is not realistic or achievable. Equipment for the remaining facilities has been ordered, but there is insufficient time to complete the procurement, receive the equipment, complete the installation, test, and transition to operational status within the timeframe. The only realistic mitigation strategy is to accept the risk while attempting to develop and approve an achievable schedule.

- ♦ Part-time Project Manager: The agency has assigned, and allocated funds for, a single project manager to split their time between the VOIP project and the CLOUD project during FY26, which could leave the VOIP project without sufficient project management. However, the CLOUD project requires less effort as the majority of the work involves server migrations completed by MDH employees and does not require a significant level of coordination. Further mitigation may be possible by developing a plan to rapidly augment the project management team with agency employees or other contract resources.
- ♦ Unidentified needs for upgrades or replacement equipment: During the last two years there have been several instances where the need to upgrade infrastructure or to replace installed equipment was discovered just before commencing a facility's transition to VoIP. It would be prudent to plan a strategy for addressing additional discoveries of this type during FY26. The agency may choose to accept this risk or mitigate it through early site visits and inspections.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>6,549,986</b>	-	-	<b>6,549,986</b>
ITIF	6,549,986	-	-	<b>6,549,986</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>6,549,986</b>	-	-	<b>6,549,986</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
3,470,000	4,425,819

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	977,198	267,604	TBD	<b>1,244,802</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>977,198</b>	<b>267,604</b>	<b>TBD</b>	<b>1,244,802</b>

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

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

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

**Project Status (through June 30):** The MDH website modernization portion of the CLOUD project completed its final phase in Q2 FY25 and is now closed; the migration of all servers, applications, and data is now complete. MDH is attempting to begin the next phase, planning for the migration and modernization of several older applications to the new infrastructure. However, they have been unable to onboard staff and the project does not have a dedicated project manager assigned. While the team that will assess the MDH applications is planned to start work in October 2025, Oversight believes that the milestone will be missed.

**Project Status Addendum (through September 30):** MDH had planned to include the migration and modernization of several older applications in the scope of this MITDP but does not currently have a plan for completing that work. Rather than keep the MITDP active while MDH prioritizes and plans that work, the CLOUD MITDP will close at the end of FY26. MDH and DoIT will consider new MITDPs when they are ready to move forward. For the remainder of FY26, the project will focus on completing an assessment of the agency’s operating environment and applications, devising an overall strategy for an enterprise-wide use of cloud technology, and setting priorities and plans for modernizing the portfolio.

**Known / Anticipated Schedule Changes:** Based on delays onboarding staff, the project initially extended the completion date of planning for the next scope of work by one year to 3/31/2026. However, after the decision to close the MITDP, this change is moot and instead the project will rebaseline to close out at the end of FY26.

**Known / Anticipated Cost Changes:** The expenditures in the FY26 spend plan have been reduced by half as a result of cutting project team members from the scope.

**Known / Anticipated Scope Changes:** The agency has removed the migration and modernization of several applications from the scope of the project. Work on those applications will be considered as separate MITDPs if and when the agency is prepared to move forward.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ **Staffing Risk:** The agency plans to use a contractor assessment team to perform an eight-month analysis of its portfolio of more than 100 applications to develop strategy to future use of cloud technology and portfolio modernization. Delays in staff procurement are common. If the assessment team comes on board after October 2025, there will be less than eight months left in the year to complete the analysis. Staffing risks are challenging to mitigate, especially in the latter part of the procurement process. The agency must accept this risk.
- ♦ **Large scope to the assessment effort:** The large number of applications (more than 100), and the large number of key business unit stakeholders, makes this assessment a very complex and detailed undertaking. The impacts may include inability to keep to the project schedule and having insufficient time available to accomplish the project's objectives. These risks may be mitigated if the agency is able to down-select from the entire portfolio a lower number of high-priority applications to assess.
- ♦ **Incomplete documentation of the applications/systems in the portfolio:** Given the more than 100 applications/systems, nearly all of which are legacy, there is a strong likelihood that some of the user manuals and technical manuals are either missing or out of date. In such cases, the assessment team will have to rely entirely on user interviews and live inspections to complete their assignments. Waiting for users or systems to be available to the team can delay progress and limit the information available for the analysis. The impact can be mitigated by completing a survey and collection of documentation and points of contact for interviews. Then the assessment teams can prioritize their work focusing on the applications/system with the greatest the availability of documentation and staff.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The vendor went live with its solution in Q3 FY25. Several requirements, which were determined not to be needed for initial launch, were postponed. The MDH team managing the BHASO contract submitted a proposal to divide the system's development into two parts. This change will allow the team to complete the remaining requirements and other contract deliverables. The MDH Secretary has approved this change. The Office of Enterprise Technology (OET) has created the necessary language to submit the request to the Office of Contract Management and Procurement (OCMP) and the Board of Public Works (BPW) for final approval. The team needs to ensure the vendor's remaining deliverables are high quality and submitted on time.

**Project Status Addendum (through September 30):** Most of the team will be transitioning off the project by late December. Each team member has been asked to create a transition plan by the end of October. The project's daily operations, such as gathering metrics, may be handed over to the business team. Program Management needs to work with the business team to take on these new tasks. To avoid gaps in support, the team is reviewing the Operations and Maintenance (O&M) plan within the Request for Proposal (RFP). This review will help clarify who is responsible for providing support after the transition, especially how the Project Management Office (PMO) will be notified of issues

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

- ◆ Requirements Traceability Matrix Clarity: The vendor's requirements traceability matrix has a large number of uncompleted, unvalidated, or future dated items, and we don't have a clear picture of their status. This makes it difficult to track progress and ensure the State is getting the full value of the system. The team is working with the vendor to fix this with a no-cost contract modification.
- ◆ Contract Modification Timeliness: If the contract modification is delayed by external approvals, the Agency cannot legally enforce the new terms. This could delay the project's execution and oversight. To address this, the team will monitor the approval process and engage procurement early to ensure all documents are submitted on time.
- ◆ Vendor Staffing Shortages: If the vendor's internal team has staffing issues due to unplanned work, they may not meet project milestones, introducing schedule delays. The team will request a detailed staffing plan from the vendor and require them to notify us of any resource changes that could impact the project.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>3,547,825</b>	<b>12,461,848</b>	<b>16,009,673</b>
ITIF	-	(0)	-	(0)
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	3,547,825	12,461,848	<b>16,009,673</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>4,951,640</b>	-	<b>4,951,640</b>
ITIF Realignment		4,951,640		<b>4,951,640</b>
Agency Funds Realignment				-
<b>Total</b>	-	<b>8,499,465</b>	<b>12,461,848</b>	<b>20,961,313</b>

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Health: MMT - Business Process Reengineering & Consolidated CRM (BPR) (#T810, T811, T812)

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

**Project Status (through June 30):** The project is working to complete two key workstreams by Q2 FY26 (indicated in a prior report as the end of FY25; the agency currently indicates it will be the end of CY25), namely the Recoveries & Financial Services (RFS) and Healthy Kids (HK) projects. Subsequent workstreams are being incorporated based on evolving business priorities. The development of enhanced dashboards and reporting capabilities is underway. The team is currently addressing a number of enhancement requests from business units. While these requests do not alter the overall portfolio timeline, they will impact the delivery schedule for specific case types within the Recoveries and Financial Services (RFS) initiative. Several factors are influencing project timelines and budget projections including complex integration challenges with legacy systems and a significant rise in development labor rates attributed to Salesforce contracting.

**Project Status Addendum (through September 30):** The Business Process Reengineering Recoveries & Financial Services (RFS) team has successfully migrated the Provider Fraud case type into the Production environment. The Business Process Reengineering (BPR) Healthy Kids (HK) project has migrated the development from its first three sprints to the User Acceptance Testing (UAT) environment and has completed the Release 1 UAT testing cycle.

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

- ◆ **Medicaid Resource Constraints:** The Medicaid business team's limited resources and divided attention across multiple projects creates a high risk of delays to the initiative. These delays could result in missed strategic objectives, accumulation of work backlogs, and lowered team morale due to

burnout. To mitigate this, MDH is implementing the Medicaid & Information Technology Rotational (MITR) Program, which accelerates the recruitment of recent graduates and career transitioners to expand staffing capacity and reduce the resource strain.

- ◆ **Technical:** To achieve project delivery on schedule, it is critical to secure technical resources with expertise in MMIS for the complex data conversion and integration tasks. A key risk to the project timeline is the inability to staff these roles. The proposed mitigation is to engage additional MMIS-fluent resources to support the integration and data conversion efforts.
- ◆ **Organizational Culture:** Many of the current processes are manual and user adoption will be a critical success factor. If end users are not engaged at the right times to participate in design and development reviews of mock ups and user feedback/usability sessions it could lead to poor user adoption rates. To mitigate this MDH has engaged OCM early in the process to provide change management support, user training and early communication to impacted stakeholders.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Business Process Reengineering & Consolidated CRM (BPR) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	5,686,855	7,619,077	13,305,932
ITIF	-	0	761,908	761,908
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	5,686,855	6,857,169	12,544,024
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	1,714,740	-	1,714,740
ITIF Realignment		1,714,740		1,714,740
Agency Funds Realignment				-
<b>Total</b>	-	7,401,595	7,619,077	15,020,672

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Health: MMT - CMS Interoperability Rule (CMS) (#T810, T811, T812)

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

**Project Status (through June 30):** The MDH Centers for Medicare & Medicaid Services (CMS) Interoperability Rule project team collaborated with operations groups including Dental Administrative Services Organization (DASO), Long-Term Services and Support (LTSS), Behavioral Health Administrative Services Organization (BHASO), and Utilization Control Agent (UCA) to implement operational changes related to manual authorizations with denial codes and fair hearings. The team completed progress on Fast Healthcare Interoperability Resources (FHIR) Application Programming Interface (API) Ready to Market releases for the Provider Directory and Patient Access API. Work continued on the development of the Request for Review (RFR) and supporting documentation for the new Fast Healthcare Interoperability Resources (FHIR) solution. In parallel, the project engaged with Managed Care Organizations to secure technical direction and obtain timeline approvals for the required consent changes. This coordinated approach ensured that technical, operational, and compliance elements were advanced in alignment with project objectives and positioned the initiative to meet key milestones in Q3 FY25.

**Project Status Addendum (through September 30):** Data from 2025 is being reviewed from Manual Authorizations and ASO vendors to address any data quality issues. The LTSS team is currently reviewing authorization requirements to define and report on key authorization metrics. Furthermore, a comprehensive data analysis of the LTSS Careplan is underway in partnership with the business unit. User Acceptance Testing (UAT) for the Provider Directory API changes is currently in progress. This testing, conducted in conjunction with CRISP/Leap, is a critical step for implementing the CMS Rule 9115.

**Known / Anticipated Schedule Changes:** The estimated implementation completion date was changed from Q2 FY27 to Q2 FY30 based on the agency's better understanding of the work to be done coming out of the planning phase. This work includes modifications to more systems than originally estimated, which will require contract modifications and substantial time.

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

**Known / Anticipated Scope Changes:** The end goal of the project, compliance with the CMS Interoperability and Patient Access final rule, has not changed, but the agency’s understanding of the level of effort required to achieve compliance has improved. The project will require enhancements of several systems across the Medicaid operations landscape, many of which are vendor managed and will require contract modifications.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **Procurement Delays for FHIR Solution:** The project is facing delays in procuring the Fast Healthcare Interoperability Resources (FHIR) solution through the NASPO contract due to the high workload of the Maryland Department of Health Procurement Office. This risk impacts the project’s ability to implement FHIR application programming interfaces on schedule, creating potential setbacks to dependent tasks and jeopardizing overall project objectives. To mitigate this, the project team is working closely with the MDH Office of Contract Management and Procurement (OCMP) to collaboratively plan the procurement process and streamline activities to avoid a major roadblock.
- ◆ **Delays in Hiring Technical Personnel:** The project is experiencing setbacks in securing essential technical staff required for implementation. This risk impacts the project’s ability to maintain momentum and achieve progress on schedule. To mitigate this, the project is pressing vendors to expedite the placement of qualified resources and will reassess and adjust the schedule once onboarding is complete.
- ◆ **Supportability:** The MDH Office of Enterprise Technology (OET) must staff the resources to support the system post go live. MDH is already strategizing on building more technical capabilities in house and the support needs for the technology delivered in the project will be included in that strategy.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - CMS Interoperability Rule (CMS) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>2,290,006</b>	<b>8,602,756</b>	<b>10,892,762</b>
ITIF	-	0	860,276	<b>860,276</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	2,290,006	7,742,480	<b>10,032,486</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>642,657</b>	-	<b>642,657</b>
ITIF Realignment		642,657		<b>642,657</b>
Agency Funds Realignment				-
<b>Total</b>	-	<b>2,932,663</b>	<b>8,602,756</b>	<b>11,535,419</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,413,152	5,331,325

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	402,748	TBD	<b>402,748</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	2,252,885	TBD	<b>2,252,885</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>2,655,633</b>	<b>TBD</b>	<b>2,655,633</b>

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

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

**Project Description:** The Medicaid Enterprise Systems Modular Transformation (MMT) - Consolidated Call Center (CCC) and IVR project is a Maryland Department of Health (MDH) initiative to unify the agency’s multiple direct-dial call centers into a single, centralized operation. The project focuses on modernizing technology platforms, standardizing workflows, and optimizing processes to improve efficiency and service delivery. By establishing a consolidated call center, MDH aims to streamline operations, reduce duplication, and provide residents with more consistent and accessible support across health programs and services. A key priority of the project is to implement solutions that comply with the Department of Information Technology’s (DoIT) security standards, ensuring that sensitive data and health information are managed securely. Through these efforts, the project seeks to enhance customer experience, strengthen operational performance, and deliver a more effective and coordinated service model for the residents of Maryland.

**Project Status (through June 30):** The project has been assigned a new project manager. The agency has allocated the necessary resources and is currently in the process of conducting a comprehensive stakeholder analysis and developing the project charter.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined the schedule with Planning starting Q1 FY26 and ending in Q2 FY26. The Procurement start date is being shifted out accordingly.

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

- ◆ **Delayed Project Start:** Project initiation was significantly delayed until August 2025 due to a lack of a dedicated project manager and essential resources. This created a backlog of critical tasks and increased the risk of schedule slippage, potentially jeopardizing timely project completion. To mitigate this, a new project manager has been assigned and is currently accelerating their understanding of project requirements. The focus is on preparing for the Request for Proposal (RFP) stage to ensure a seamless transition and recover lost time.
- ◆ **Dependencies:** This project is dependent on the MMIS system. The MMIS technical team is engaged and they plan to mitigate this dependency risk through frequent, open communication regarding project progress and upcoming activities. The project also has key dependencies on MDH’s Salesforce application development and the business support RFP for call center resourcing. These projects are managed within the PMO, with cross-functional project manager meetings to facilitate information sharing.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Consolidated Call Center and IVR (CCC) (#T810)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>1,677,618</b>	<b>3,725,518</b>	<b>5,403,136</b>
ITIF	-	(0)	-	(0)
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	1,677,618	3,725,518	<b>5,403,136</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>111,218</b>	-	<b>111,218</b>
ITIF Realignment		111,218		<b>111,218</b>
Agency Funds Realignment				-
<b>Total</b>	-	<b>1,788,836</b>	<b>3,725,518</b>	<b>5,514,354</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,777,006	2,399,356

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	3,729	TBD	<b>3,729</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	33,558	TBD	<b>33,558</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>37,286</b>	<b>TBD</b>	<b>37,286</b>

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

## Health: MMT - Decision Support & Enterprise Data Warehouse (DSDW) (#T810, T811, T812)

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

**Project Status (through June 30):** The project kickoff and planning have been completed. A project timeline was created to align with the CMS Interoperability Rule 0057-F data and deadline requirements. A project plan and a staffing plan were developed, and the process to acquire AWS infrastructure and staff has begun. The team is now prepared to transition to the technical design phase. The team will define and prepare the AWS infrastructure. The requirements team has analyzed data from claims, encounters, authorizations, recipients, providers, and other required data sets. Work is underway with vendors to get the needed authorization data files. The development team will now focus on building the data lake using the Medallion Architecture standard and bringing in the necessary data.

**Project Status Addendum (through September 30):** The team is collaborating with the MDH procurement team to create and sign purchase orders for AWS infrastructure services and a Statement of Work (SOW) for professional services. The project has completed two rounds of interviews to hire new staff under the Agile 2 contract. Regarding data analysis, the team is analyzing Long-Term Services and Support’s (LTSS) care plan and recipient data. Working with the Medicaid Management Information System (MMIS) team, 55 extracts have been identified so far for the data lake. Finally, the team is designing the Continuous Integration / Continuous Deployment pipelines for deployment of validated code for claims, authorizations, and reference data.

**Known / Anticipated Schedule Changes:** Project planning began in Q2 FY25. MDH originally underestimated how long it would take to decide on a clear implementation approach. Because of this delay, the procurement phase also started late. New information about the procurement process has now extended this phase by ten months, which has pushed back all subsequent project deadlines.

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

- ◆ **Delayed Hiring of Technical Resources:** The hiring of key technical resources is taking longer than expected. This delay may impact the project’s ability to meet critical implementation milestones. To mitigate this, the project will reassess the schedule once the necessary technical resources are secured.
- ◆ **Procurement Delays for AWS Services:** The procurement of Amazon Web Services (AWS) infrastructure services is taking longer than expected. This delay may further impact the project’s ability to meet implementation milestones. To mitigate this, the project will reassess the schedule once the required services have been procured.
- ◆ **Project Interdependencies** The CMS Interoperability project has significant interdependencies with this project. This could cause one project to delay the other. To mitigate this risk, a single project manager has been assigned to both projects.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Decision Support & Enterprise Data Warehouse (DSDW) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>1,620,699</b>	<b>16,699,356</b>	<b>18,320,055</b>
ITIF	-	-	1,669,936	<b>1,669,936</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	1,620,699	15,029,420	<b>16,650,119</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>323,493</b>	-	<b>323,493</b>
ITIF Realignment		323,493		<b>323,493</b>
Agency Funds Realignment				-
<b>Total</b>	-	<b>1,944,192</b>	<b>16,699,356</b>	<b>18,643,548</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,013,600	6,824,356

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	81,289	TBD	<b>81,289</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	731,603	TBD	<b>731,603</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>812,893</b>	<b>TBD</b>	<b>812,893</b>

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

## Health: MMT - Dental Administrative Services (DASO) (#T810, T811, T812)

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

**Project Status (through June 30):** The DASO program entered its implementation phase but has encountered several operational challenges. Key vendor staff positions remained vacant, significantly slowing the project's progress and decision-making. Also, while project management plans were still being finalized, the project made the decision to conduct design, development, and implementation activities in parallel with plan development efforts to better align timelines and support readiness for the targeted go-live date. However, the team had not yet tested the transfer of required data from the current vendor, a major technical milestone that must be completed to advance the program successfully.

**Project Status Addendum (through September 30):** The project reported that the vendor had closed gaps in staffing requirements and completed elements of the project management plans. Progress remained aligned with the overall schedule, and the vendor was on track to meet the planned go-live date at the beginning of Q2 FY26.

**Known / Anticipated Schedule Changes:** The Dental Administrator Vendor Request for Proposals (RFP), which was published in Q1 FY23 with a Q3 FY23 closing date, experienced delays due to a prolonged evaluation and vendor selection process that was completed in late Q4 FY24. Additional complications arose from vendor disputes and a protest, which further extended the timeline. As a result, the contract was not approved by the Board of Public Works until February FY25, delaying the closeout of the procurement phase and the start of the implementation phase by approximately three months.

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

- ◆ **Vendor File Load Failure:** The vendor has not validated the first phase of a data import, creating a risk that member information may be inaccurate or incomplete. This could delay the January 1, 2026 go-live date and result in members being assigned to incorrect benefit packages. To mitigate this, the

vendor is required to verify the first phase of the data import before assigning members and to establish clear daily file tracking and validation procedures.

- ◆ Vendor Staffing Delays: The vendor was slow to hire the necessary resources for project implementation, which has already caused delays in deliverables. This impacts the time available for new hires to build knowledge of both the project and the Dental business unit, potentially reducing the quality of implementation and operations deliverables. To mitigate this, the vendor must provide a catch-up plan to accelerate onboarding and ensure key staff are brought up to speed quickly.
- ◆ Vendor File Processing Gaps: The vendor’s process for loading recipient files lacks documentation and tracking, creating a risk of data being processed incorrectly. This could lead to errors or loss of Medicaid recipient information, potentially impacting 1.4 million records. To mitigate this, the vendor and MDH are establishing a transparent process that enables independent verification of all data transformations and requires documented confirmation for every recipient data update.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Dental Administrative Services (DASO) (#T810, T811, T812)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Health: MMT - EDI Gateway (EDI) (#T810, T811, T812)

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

**Project Status (through June 30):** The project is progressing with the development of a Request for Proposal (RFP) for the modernization of the legacy Electronic Data Interchange Transaction Processing System (EDITPS). The project team has completed a comprehensive analysis of all functional and non-functional requirements and has finalized the draft RFP documentation. This key milestone positions the project for the next phase, which involves the formal release of the RFP to initiate the vendor engagement process. The agency's target for publishing the RFP is Q2 FY26.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The scheduled planning and procurement completion dates were shifted from Q2 FY25 to Q2 FY26. The duration of the planning phase was underestimated as the team did not initially understand the complexity of the current system. The requirements gathering took longer as expected due to the need for more in depth technical documentation of the current system architecture and functionality.

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

- ♦ **Requirements Capture Gaps:** There is a risk that new functional changes to the current EDITPS system may not be tracked and incorporated into the "To Be" Request for Proposal (RFP). This could result in the modernized EDI Gateway system lacking full functionality needed by trading partners. To mitigate this, the project team conducts regular reviews of monthly Change Control Requests and Problem Requests, evaluates them, and updates the "To Be" RFP as needed to ensure alignment with operational requirements.
- ♦ **Cost Estimate Variance:** The initial project cost estimate, developed from speculative data and comparisons to similar State projects, may not align with actual costs. This could lead to significant funding shortfalls and require the agency to request additional appropriations. To mitigate this, the project is refining cost assumptions, monitoring market data, and preparing funding strategies to ensure financial adequacy.

♦ Procurement Delays Impacting Schedule: Delays in the procurement process may prevent the project from meeting its planned schedule. This could necessitate rebaselining the implementation timeline once the contract is awarded. To mitigate this, the project is closely monitoring procurement milestones, engaging with stakeholders, and preparing contingency plans to adjust timelines if required.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - EDI Gateway (EDI) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>3,275,582</b>	<b>4,616,128</b>	<b>7,891,710</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	3,275,582	4,616,128	<b>7,891,710</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>241,030</b>	-	<b>241,030</b>
ITIF Realignment	-	241,030	-	<b>241,030</b>
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	<b>3,516,612</b>	<b>4,616,128</b>	<b>8,132,740</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
3,515,000	2,410,297

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	134,915	TBD	<b>134,915</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	1,214,231	TBD	<b>1,214,231</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>1,349,146</b>	<b>TBD</b>	<b>1,349,146</b>

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

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

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

**Project Status (through June 30):** A project manager has been assigned to the project and is currently developing the foundational documents, including the stakeholder analysis, project charter, and staffing plan. These documents are crucial for defining the project's overall strategy, outlining key next steps, and ensuring its progression.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined its schedule, shifting the planning milestone to Q2 FY26 and impacting the overall project schedule by six months.

**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:** Based on the assessment of the MITDP oversight division, we consider the following to be the risk for the project:

- ♦ **Delayed Project Start:** The project’s progress was minimal until August 2025 due to the absence of a dedicated project manager and key resources, creating a backlog of critical tasks. This delay risks further slippage in the project schedule, potentially impacting successful and timely completion. To mitigate this, a new project manager has been assigned and is rapidly gaining a full understanding of requirements while preparing for the Request for Proposal (RFP) stage to ensure a smooth transition and recovery of lost time.
- ♦ **Uncertain Final Costs:** The project’s final costs may deviate from initial estimates that were derived from market research and comparable State projects. This variance could result in the need for an agency request for additional funding. To mitigate this, the project is actively refining cost estimates through ongoing market validation and financial oversight to ensure accurate forecasting and early identification of potential funding gaps.
- ♦ **Procurement Delays Impact Schedule:** The project schedule may be compromised by procurement delays, which could require a rebaselining of the implementation timeline once the contract is awarded. Such delays would risk extending the overall delivery and delaying benefits realization. To

mitigate this, the project is closely monitoring procurement milestones, engaging stakeholders early, and preparing contingency adjustments to align the schedule once the award is finalized.

<b>Portfolio Review / Health Assessment Held:</b> 06/25/2025	<b>IV&amp;V Assessments Initiated:</b> Q4 FY20
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**Health: MMT - Enterprise Document Management System (EDMS) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>1,193,531</b>	<b>3,613,681</b>	<b>4,807,212</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	1,193,531	3,613,681	<b>4,807,212</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>118,709</b>	-	<b>118,709</b>
ITIF Realignment	-	118,709	-	<b>118,709</b>
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	<b>1,312,240</b>	<b>3,613,681</b>	<b>4,925,921</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,252,862	1,823,356

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	1,902	TBD	<b>1,902</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	17,122	TBD	<b>17,122</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>19,024</b>	<b>TBD</b>	<b>19,024</b>

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

## Health: MMT - Hospice and Medical Daycare Enrollment (HOS) (#T810, T811, T812)

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

**Project Status (through June 30):** The project has successfully completed internal milestones, including development, system testing, and User Acceptance Testing (UAT) . Despite this progress, a critical issue remains: Short Term Stay cases are not processed correctly in the Medicaid Management Information System (MMIS) after data transfer from the Eligibility and Enrollment (E&E) system. The business and IT teams are actively engaged in resolving this challenge. Originally slated for a Q1 FY25 go-live, the project experienced a delay due to a leadership transition within the Hospice team which drove a comprehensive review of all requirements and user stories, resulting in additional items being incorporated into the project scope. This change has led to an anticipated increase in the estimated cost of completion and a revised project closure date of Q4 FY26. All development, testing, and UAT for the Hospice go-live have been completed, along with training for both MDH Hospice business and Hospice provider teams. The initial go-live is scheduled for August 22, 2025, involving five hospice providers. A phased rollout for the remaining 25 providers is planned for November 2025. The first five hospice providers have executed the mandatory Data Share Agreement (DSA), a prerequisite for their go-live. The remaining 25 providers must also complete the DSA before their respective phased rollouts. Following the initial go-live on August 22, the team will commence work on new enhancements.

**Project Status Addendum (through September 30):** The Hospice production deployment for five hospice providers was completed on September 2. The remaining 15 hospice providers are scheduled to go live on October 6.

**Known / Anticipated Schedule Changes:** The scheduled implementation completion date changed from Q4 FY25 to Q1 FY26 due to delays in execution of the Data Sharing Agreements.

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

- ♦ **Delayed Hospice Agreement Signatures:** Remaining hospice providers may not promptly sign the mandatory Data Share Agreements required for access to the Eligibility and Enrollment (E&E) system. This delay could stall project progress, limit system functionality, and postpone benefit realization. To mitigate this, the MDH Hospice business team is actively engaging with providers to secure timely agreement signatures and reduce the likelihood of unnecessary delays.
- ♦ **Limited UAT Supportability:** The absence of external access to the E&E UAT environment could prevent participation from nursing facilities, the vendor, and Hospice providers. This would increase the risk of releasing a system with undiscovered defects, leading to operational disruptions and project delays. To mitigate this, the UAT environment will be configured for secure external access, with comprehensive instructions and technical support provided to ensure successful stakeholder testing.
- ♦ **System Interdependencies:** The reliance of the MMIS on existing data mapping for E&E could result in data errors or instability for the 257, Hospice, and MDC projects. This may cause inaccurate program coverage data, claims processing errors, and disruption to new functionalities. To mitigate this, the project team is validating MMIS data processes through pre-launch testing, process isolation, and coordination with the MMIS technical team to confirm that no code changes are required.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Hospice and Medical Daycare Enrollment (HOS) (#T810, T811, T812)**

**Financial Summary**

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

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,796,760	8,326,352

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Health: MMT - MES Claims Module (MES) (#T810, T811, T812)

**Project Description:** The Medicaid Enterprise Systems Modular Transformation (MMT) Medicaid Enterprise System (MES) Claims Module project is a Maryland Department of Health (MDH) initiative to modernize and replace the legacy system used to process Medicaid claims. The project aligns with the Medicaid Information Technology Architecture (MITA) 3.0 principles and is designed to provide a more efficient, integrated, and flexible solution for claims management. The new system will streamline operations by consolidating processing for the Mental Hygiene Administration, Developmental Disabilities Administration, and Dental claims, while reducing duplicate work and improving accuracy. It will incorporate advanced features such as imaging, workflow management, and a robust business rules engine to enable adaptable benefit plans and efficient adjudication. The solution will also strengthen critical functions including coordination of benefits, surveillance and utilization review, federal and State reporting, and case management. Furthermore, the system will support a wide range of benefit programs such as Fee-for-Service Medicaid, the State Children’s Health Insurance Program, HealthChoice, Home and Community-Based Services Waiver Programs, the Program for All-Inclusive Care for the Elderly, and other specialized programs addressing mental health, pharmacy, dental, cancer screening, family planning, kidney disease, and corrective managed care. This modernization effort is central to ensuring efficient Medicaid administration and improved service delivery across Maryland.

**Project Status (through June 30):** The Maryland Medicaid Administration is currently focusing on three key areas: gathering requirements, documenting system rules and functions, and creating operational procedures for a new system. Over the past few months, the team has been redefining the plan to modernize the MES and the process for hiring a new vendor. As a result, the planning phase will be extended by 12 months. This additional time will be used for market research, policy analysis, and preparing the documentation required by the Centers for Medicare and Medicaid Services (CMS) to request funding and pre-solicitation approval. The goal of this extra planning effort is to make the overall project more efficient.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The official start of this project is being updated from Q1 FY19 to Q1 FY25 to align with its new status as a separate initiative. The planning phase has been extended by 12 months to allow for market research and policy analysis, which is required to secure federal funding. This extra planning is expected to shorten the vendor selection process by four months, allowing implementation to begin four months ahead of schedule. However, due to the project's complexity, the implementation period is now projected to be longer, ending on Q4 FY32. The dates for the start of operations, maintenance, and project close-out have been adjusted to match this new timeline, with the overall project now scheduled to end 12 months earlier than originally planned.

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

- ♦ **Medicaid Staffing Shortages:** The Medicaid business team faces a high vacancy rate that may leave it understaffed. This could delay critical tasks, increase staff burnout, and strain day-to-day operations. To mitigate this, the project is implementing the Medicaid & Information Technology Rotational (MITR) program to strengthen staffing capacity and reduce operational risk.
- ♦ **Large-Scale System Implementation:** The implementation of a new statewide system presents significant risk due to its size and complexity. If it fails to function properly, the entire Maryland Medicaid system could be disrupted. To mitigate this, the project is conducting thorough system testing and executing a phased rollout strategy to ensure stability and a smooth transition.
- ♦ **Claims Module Integration:** Integrating the new Claims module with existing systems poses a risk of technical and operational challenges. These challenges could cause project delays, escalate costs, and disrupt service delivery. To mitigate this, the project is pursuing a proactive integration strategy that includes comprehensive system analysis and active stakeholder engagement to ensure interoperability.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - MES Claims Module (MES) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>3,004,305</b>	<b>3,020,949</b>	<b>6,025,254</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	3,004,305	3,020,949	<b>6,025,254</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>2,964,718</b>	-	<b>2,964,718</b>
ITIF Realignment	-	2,964,718	-	<b>2,964,718</b>
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	<b>5,969,023</b>	<b>3,020,949</b>	<b>8,989,972</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
3,180,908	2,620,183

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	891,659	TBD	<b>891,659</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	8,024,929	TBD	<b>8,024,929</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>8,916,588</b>	<b>TBD</b>	<b>8,916,588</b>

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$60M - \$70M	\$70M - \$80M

## Health: MMT - Non-Emergency Medical Transportation (NEMT) (#T810, T811, T812)

**Project Description:** The Medicaid Enterprise Systems Modular Transformation (MMT) Non-Emergency Medical Transportation (NEMT) project is a Maryland Department of Health (MDH) initiative to acquire and implement a comprehensive technology solution that will modernize the management of Medicaid transportation services. The system is being procured to function as the central platform for dispatching, scheduling, and processing claims, thereby streamlining operations and enhancing accountability. By consolidating program functions within a single solution, the project aims to improve service delivery for beneficiaries, increase efficiency for providers, and ensure rigorous compliance with all applicable federal and State regulations. This effort reflects a strategic investment in strengthening Maryland’s Medicaid program infrastructure to better support residents’ access to essential healthcare.

**Project Status (through June 30):** The project is currently in the procurement phase, with the Request for Proposal (RFP) undergoing final revisions before release. The project team is collaborating with the business unit to document both current and future State processes. This effort is critical to ensure all requirements are thoroughly captured and understood. Recognizing the complexities of this initiative, particularly regarding change management, the team is adjusting staffing projections for FY26 and FY27. This will provide the necessary support for the statewide system rollout and anticipated business process re-engineering for State personnel, ensuring a seamless transition and effective implementation. The NEMT RFP has been reviewed and approved by the Maryland Department of Health’s Assistant Attorney General (AAG), the Department of Information Technology (DoIT), and the Department of General Services (DGS). The project is now awaiting final approval from the Centers for Medicare & Medicaid Services (CMS) before the RFP can be submitted to eMaryland Marketplace Advantage (eMMA) for vendor publication and proposal submission.

**Project Status Addendum (through September 30):** A new Project Manager has been assigned to the project effective Q1 FY26. CMS has approved the RFP, which was posted on eMMA (eMaryland Marketplace Advantage) on 9/17. MDH held a pre-proposal meeting on 9/30 and proposals are due back by 11/20/25. The program team is currently reviewing all NEMT policies to complete the Program Guide.

**Known / Anticipated Schedule Changes:** The scheduled procurement completion date shifted from Q2 FY26 to Q2 FY27.

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

- ◆ **Insufficient NEMT Business Team Resources:** The NEMT business team lacks adequate staffing to fully support implementation activities. This could result in delays to the Administrative Services Organization (ASO) rollout and lead to inefficiencies post-go-live. To mitigate this, the project is completing key tasks such as future State documentation and standard operating procedure (SOP) approval to conduct a workforce assessment that will identify and secure the necessary resources for a smooth transition.

- ♦ Provider Pool Reduction Due to ePrep: Requiring providers to enroll through Electronic Provider Revalidation and Enrollment Portal (ePREP) may decrease the available provider pool across jurisdictions. This reduction could limit provider availability, leading to service delays and a less efficient transportation network. To mitigate this, the project is closely monitoring outcomes after the ePrep communications campaign launches, leveraging training attendance, registration data, and help desk inquiries to detect early signs of provider attrition and respond accordingly.
- ♦ Limited Provider Time and Training: Transportation providers may not have sufficient time, training, or resources to update their systems for the new environment. This could cause major delays in implementation, creating downstream impacts and reducing transition efficiency. To mitigate this, the project will finalize the timeline after vendor onboarding to allocate sufficient preparation time, and will hold a lessons learned session from a prior project to better equip providers and ensure readiness.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Non-Emergency Medical Transportation (NEMT) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>2,126,746</b>	<b>5,033,453</b>	<b>7,160,199</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	2,126,746	5,033,453	<b>7,160,199</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>227,618</b>	-	<b>227,618</b>
ITIF Realignment	-	227,618	-	<b>227,618</b>
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	<b>2,354,364</b>	<b>5,033,453</b>	<b>7,387,817</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,240,390	2,563,356

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	195,253	TBD	<b>195,253</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	1,757,278	TBD	<b>1,757,278</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>1,952,531</b>	<b>TBD</b>	<b>1,952,531</b>

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

## Health: MMT - Provider Management Module (PMM) (#T810, T811, T812)

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

**Project Status (through June 30):** The team is 80% finished with the requirements for the Provider Module, composed of the Provider Self-Service Portal and the Reviewer Module. Development for the Provider Self-Service Module is complete, it has passed business user acceptance testing (UAT), and the team is currently conducting performance and stress testing. Work has now begun on the Reviewer Module and the requirements for the IVR, TicketCapture, Admin, and Reporting tools. Full business user acceptance testing for all module components is scheduled for May 2026. Work on the CMS Certification is also in progress. An RFP for business services has been published, and vendor questions are being reviewed. The next steps are to review vendor proposals, select a vendor, and complete the onboarding process.

**Project Status Addendum (through September 30):** Performance and stress testing for the Provider Self-Service Module is now 90% complete, with no issues found. Automated test scripts are finished and will be tested starting in Q2 FY26. Data Masking for provider portals is ready to be deployed in Q2 FY26. Data quality issues in the provider portal are being addressed. The review of vendor proposals for the Business Services RFP is in progress. Development of the MMIS interface is also underway. Design work for professional and institutional claim submissions for the Provider Portal (KDP and BCCDT) is in progress. The design for Recipient and Claims Inquiry is also being worked on with the Business Team. A Statement of work (SOW) for Lumen Technologies' IVR system is in progress with Procurement. The configuration of ServiceNow for TicketCapture is also underway, and the requirements for case details and workflows have been completed. A change request has been submitted to the vendor to review ticket and historical data from Healthtrax.

**Known / Anticipated Schedule Changes:** The planning start date for this initiative has changed to Q1 FY25. This aligns with the project becoming a separate MITDP starting in fiscal year 2025. The original planning start date of Q1 FY18, was inherited from a previous multi-project MITDP. The planning phase is being extended by 12 months. This extension is a result of the Maryland Medicaid Administration's work on redefining the Medicaid Enterprise System modernization roadmap and procurement strategy for replacing the MMIS. The additional time will be used to conduct market research, analyze Medicaid and State health policies, and document alternatives analysis. This documentation is required by the Centers for Medicare and Medicaid Services (CMS) to request funding and presolicitation approval. Due to the complexity of the system, policies, and multiple vendors, the

new projected end date for implementation is Q4 FY32. The start of the Operations and Maintenance (O&M) period is also being moved back to align with the revised implementation end date.

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

- ♦ Executive Approval Delay: The project faces delays due to pending executive approval for the SailPoint/ForgeRock upgrade. This could impact the development of the user registration code required by Q2 FY26 to keep the PMM project on schedule. To mitigate this, the project is actively seeking executive approval while resolving the mobile One-Time Password (OTP) cost issue associated with the subscription model for PMM's high-volume usage.
- ♦ Lack of Data Governance: The absence of a dedicated data governance team for the MMIS system risks undermining data quality. This could affect the long-term consistency and reliability of provider data across multiple systems. To mitigate this, MDH is defining a formal data governance process and forming a dedicated team to oversee and manage provider data.
- ♦ Date Quality Issues: There are Electronic Provider Revalidation and Enrollment Portal (ePREP) data quality issues at the account level. The project may be delayed if they are not addressed by November 25, 2025. The team is working to fix the data quality issues.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Provider Management Module (PMM) (#T810, T811, T812)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Health: MMT - Surveillance Utilization Review Subsystem (SURS) (#T810, T811, T812)

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

**Project Status (through June 30):** The project's progress is aligned with the State's strategic modernization goals to enhance program integrity and streamline Medicaid operations. MDH has completed a comprehensive evaluation of procurement options, including the development of a draft Request for Proposal (RFP) that details the system's technical and functional requirements. This analysis concluded that leveraging the National Association of State Purchasing Officers (NASPO) agreement is the most efficient and timely procurement strategy. This approach enables the State to engage with pre-qualified vendors, ensuring compliance with procurement regulations while accelerating implementation timelines. All required documentation for the NASPO approach has been submitted to MDH's Office of Contract Management and Procurement (OCMP) for review. Upon receiving the necessary approvals, the project team will proceed with vendor selection as soon as possible.

**Project Status Addendum (through September 30):** The SURS team, with MDH's Office of Enterprise Technology (OET) team, has revised the Participating Addendum (PA) and resubmitted it to OCMP for a final review. Concurrently, the team is collaborating with the business unit to finalize the user stories. MDH is adopting a "leverage and reuse" strategy to expand the system's capabilities and accommodate multiple program integrity use cases.

**Known / Anticipated Schedule Changes:** The planning and procurement completion dates were shifted to Q2 FY25 and Q3 FY26 due to a change in vendor. The initial implementation award was canceled when the vendor's contract was terminated Q1 FY24.

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

- ◆ Vendor Selection Delay: A delay in finalizing vendor selection prevents accurate cost estimates, creating the risk that 2026 funds may be insufficient to cover actual project expenses. This could result in budget shortfalls and financial instability. To mitigate this, the project is prioritizing the vendor selection process to secure accurate cost data, enabling timely budget re-evaluation and adjustments to ensure adequate funding.

♦ Business Analyst Reallocation: The project risks schedule delays due to the reallocation of its sole business analyst, a critical subject matter expert. This is further complicated by an already extended procurement phase, which could require adjustments to the contract timeline. To mitigate this, the project is leveraging the extended procurement period to either retain the current business analyst or train a replacement resource, ensuring momentum is maintained and the schedule is proactively managed.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

**Health: MMT - Surveillance Utilization Review Subsystem (SURS) (#T810, T811, T812)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	<b>1,703,401</b>	<b>5,249,461</b>	<b>6,952,862</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	-	-
Federal Funds	-	1,703,401	5,249,461	<b>6,952,862</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	<b>313,924</b>	-	<b>313,924</b>
ITIF Realignment	-	313,924	-	<b>313,924</b>
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	<b>2,017,325</b>	<b>5,249,461</b>	<b>7,266,786</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,804,290	3,926,413

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	162,664	TBD	<b>162,664</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	1,463,974	TBD	<b>1,463,974</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	<b>1,626,638</b>	<b>TBD</b>	<b>1,626,638</b>

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

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

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

**Project Status (through June 30):** The project is currently in the operations and maintenance phase. All systems are working as expected, and there are no outstanding issues. The project will enter the close out phase in Q2 FY26.

**Project Status Addendum (through September 30):** PMO is working on closeout documentation. Project completed O&M phase in Q1FY26.

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

**Known / Anticipated Cost Changes:** The original forecast for monthly O&M costs was approximately \$1.1M. Actual invoices to date have been approximately \$1.8M per month.

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆ **PHI Data Retention Risk:** The Request for Proposal (RFP) contained data retention language in conflict with policies governing protected health information (PHI). This creates the potential for a compliance violation if the vendor retains PHI for five years after the contract ends. To mitigate this, the project is pursuing a contract modification to require the vendor to destroy all PHI and provide formal certification of its destruction at contract conclusion.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY20

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

**Financial Summary**

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

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
7,561,737	11,570,320

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The Non-Medicaid Case Management Modernization (CMM) project is a Maryland Department of Health (MDH) strategic initiative to implement a modernized case management system that supports multiple non-Medicaid business units across the enterprise. The project is designed to streamline case management activities by providing a unified interface, standardizing workflows where practical, and enabling efficient data sharing related to service management and delivery. By consolidating customer information into a single platform, the solution will improve coordination, reduce redundancies, and strengthen the agency's ability to deliver timely and accurate services. Salesforce has been selected as the core technology platform, with customized interfaces planned to align with the agency's unique requirements while maintaining flexibility for future needs. This approach is expected to enhance operational efficiency and reduce the overall cost of ownership, positioning the agency to manage non-Medicaid services with greater effectiveness and scalability.

**Project Status (through June 30):** MDH has had significant challenges moving this project forward. Several attempts at acquiring resources through various contract vehicles have failed. The agency now intends to procure resources from the new statewide Agile 2.0 contract, which became available in Q4 FY25. Meanwhile, MDH has been working with its business units to build understanding of the user stories and key functions the project will deliver. The scheduled completion date for the project planning phase has been missed. The agency rebaselined the schedule to extend the planning phase eight months to Q2 FY26.

**Project Status Addendum (through September 30):** Procurement of project team members has been stalled. The Deputy CIO for Non-MMT projects expects many of its delayed acquisitions will appear before the Maryland Board of Public Works for approval in Q2 FY26.

**Known / Anticipated Schedule Changes:** The scheduled completion date for the project planning phase has been missed. The agency submitted a rebaseline request to extend the date eight months to Q2 FY26.

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

- ◆ Uncertainty in the project scope: This project has yet to enumerate and define the multiple case management systems or processes among specified non-Medicaid business units that will be included in the scope of this project. Until that task is complete there is a risk to the project's objectives and an insufficient basis for forming an estimated duration and cost for completing the project. Mitigation will depend on prioritizing, delivering, and approving a detailed definition of the project's scope.
- ◆ DoIT Approval is required for the chosen solution path: It is essential that the agency identify a path to obtaining the CMM solution that complies with DoIT Architecture Standards, makes use of approved platforms and software already in use in the State wherever feasible, and considers procurement of contract resources from State term contracts to shorten the procurement duration and streamline the process. Using non-standard software and

hardware may increase the cost of ownership and complicate both development and operations. The aim is to get the best value for the State while satisfying agency business needs. The mitigation strategy is to work closely with DoIT while developing the acquisition strategy and path to the CMM solution and quickly obtain formal approval.

- ♦ **Uncertainty in the project cost estimate:** The project needs an approved roadmap and scope statement to support a credible and acceptable estimate of the project cost. Without this there will be a continual risk of cost overruns, incomplete planning of work, and no confident way to track and report project progress. Mitigation will depend on prioritizing, delivering, and approving a justified estimated cost at completion.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>1,000,000</b>	-	-	<b>1,000,000</b>
ITIF	1,000,000	-	-	<b>1,000,000</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>1,000,000</b>	-	-	<b>1,000,000</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,259,250	2,259,250

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** FY25 project activities were fully devoted to the procurement of an implementation vendor and filling positions on the project management team. These activities are still ongoing at year end. The project team positions are expected to be filled and begin work on critical path tasks in Q1 FY26. Procurement of the implementation vendor is forecasted to be completed in Q2 FY26. The scheduled deadline of the procurement phase was missed due to changes in the procurement approach and underestimation of the phase duration. The agency submitted a rebaseline request to extend the procurement phase by six months to Q2 FY26. A small increase in the project scope, adding a few business functions, was also included.

**Project Status Addendum (through September 30):** Procurement of project team members and an implementation vendor have both been stalled. The Deputy CIO for Non-MMT projects expects many of these delayed acquisitions will appear before the Maryland Board of Public Works for approval in Q2 FY26.

**Known / Anticipated Schedule Changes:** The agency's Q4 FY25 procurement phase planned completion date was missed due to acquisition delays. The agency rebaselined the schedule to extend the procurement phase by six months to Q2 FY26.

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

**Known / Anticipated Scope Changes:** The agency added additional business functions to the scope.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ Resistance to using the New System: Employees and stakeholders accustomed to manual processes or legacy systems may be hesitant to adopt the new solution. This resistance could reduce user engagement and slow system adoption. To mitigate this, the project is implementing an organizational change management plan that includes training, communication, and stakeholder engagement to build confidence and ease the transition.

- ♦ **Insufficient Staff Training:** Without adequate training, employees may lack the knowledge and skills needed to effectively use the new system. This could lead to operational inefficiencies and decreased productivity. To mitigate this, the project is ensuring that comprehensive training programs are in place to prepare staff for the new environment.
- ♦ **Data migration and integration challenges:** Gathering legacy data from multiple legacy systems, including spreadsheets, for use by the OPER solution, may require significant effort to cleanse and transform the data. Differences in data structures, inconsistent data quality, and incomplete legacy records could lead to errors and data loss. Mitigation will rely on a well-designed plan. The creation, testing, and the careful use of data transformation algorithms, will be needed to produce a new solution that can be trusted and adopted by its users.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>3,680,277</b>	<b>924,977</b>	<b>2,356,598</b>	<b>6,961,852</b>
ITIF	3,680,277	924,977	2,356,598	6,961,852
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>3,680,277</b>	<b>924,977</b>	<b>2,356,598</b>	<b>6,961,852</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,448,520	1,945,800

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	123,588	4,205	TBD	127,793
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>123,588</b>	<b>4,205</b>	<b>TBD</b>	<b>127,793</b>

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

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

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

**Project Status (through June 30):** This project was initiated in Q3 FY24, but to date, no staff have been assigned, no planning phase artifacts have been produced, and no project expenses have been incurred. DoIT issued a conditional MITDP determination for this project in Q3 FY24, requiring specific planning and project management artifacts to be developed and submitted for review before the project can receive full MITDP designation. The agency has yet to satisfy any of the specified conditions.

**Project Status Addendum (through September 30):** In July 2025, MDH decided to place this project on indefinite pause to allow them to focus on other priorities. No work will be done on the project during FY26 and DoIT will pause oversight. MDH and DoIT will revisit the project at a later date and determine whether to resume or cancel it.

**Known / Anticipated Schedule Changes:** As the project is being paused, the current schedule is moot. MDH will assemble a new schedule if or when the project is resumed.

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

- ◆ Incomplete high level scope definition: The project scope remains ill-defined which hinders planning, execution, monitoring and controlling the project. A refined and detailed state of the project's scope is a specified condition of the project remaining designated as an MITDP. Mitigation includes making the delivery of the core project artifact a top priority when work on it resumes.
- ◆ Incomplete resource requirements and unfilled project team positions: The agency has had a very difficult time acquiring staff for many non-Medicaid MITDP projects, including this one. Initiated in Q3 FY24, the project has not had assigned resources to manage project activities or produced required

project artifacts. The impact has been that no progress has been made on this project in twenty months. Mitigation must include the acquisition of sufficient project team staff before resuming work on the project.

- ◆ Incomplete high level cost estimate: Without a refined scope statement the cost and duration of the project cannot be confidently estimated. This impairs the management of the funds and expenses of the project. Mitigation must begin with computing the project's annual funding requirements and estimated cost at completion based on a more complete definition of the project's scope.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>1,000,000</b>	-	-	<b>1,000,000</b>
ITIF	1,000,000	-	-	<b>1,000,000</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>1,000,000</b>	-	-	<b>1,000,000</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
2,110,000	2,110,000

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** The project successfully completed its second year of the implementation phase, achieving key milestones such as a formal project kickoff, completion of initiation phase deliverables, and the establishment of an internal governance structure. A Change Liaison Network has been established to coordinate decision-making, promote cross-functional collaboration, and keep key stakeholders from all eleven of MDH's treatment facilities informed and engaged. Additionally, an Organization Change Readiness Survey was conducted to help future users of the system prepare for a smooth transition to the new solution. Despite initial delays, the project ended the year with all planned project team positions filled.

However, as FY25 concluded, several significant issues remained unresolved:

- ◆ The agency issued a cure letter to the implementation vendor due to deficient performance, leading to delays in the project schedule and the production of contract deliverables.
- ◆ Questions remain regarding the project scope and whether the vendor's product would require unplanned and unfunded modifications to meet the agency's specified requirements.
- ◆ The project lacks a stakeholder-approved detailed development and deployment schedule.
- ◆ Difficulties in procuring contractors for nine positions on the agency's project management team left these roles vacant for ten months, exacerbating delays caused by other factors.

The agency has been meeting weekly with the vendor and other key stakeholders since midyear, making progress toward resolving each of these concerns. The agency and the project team remain committed to delivering an EHR solution that meets the long-term needs of the Maryland State Hospital System and its patients.

**Project Status Addendum (through September 30):** The project has made considerable progress. The vendor has actively provided the necessary documents and remediations to close their Corrective Action Plan (CAP) submitted in response to the Notice to Cure (NTC) issued by MDH. There are no longer any resource constraints hindering the project's progress. The vendor has submitted a detailed project implementation schedule, which has

been reviewed and forwarded to agency executives for approval. An analysis of alternatives for phased deployment of the completed solution to all eleven facilities has been presented to the Health Secretary for selection and approval. Joint Application Design (JAD) sessions have begun, where agency subject matter experts review and refine the solution configuration units. The Electronic Health Record (EHR) project Advisory Board has been established to guide configuration decisions and ensure standardization across the eleven facilities.

**Known / Anticipated Schedule Changes:** The agency rebaselined the project schedule when it became clear that the scheduled completion date for the implementation phase of 10/31/2025 would be missed. The date was extended fourteen months to 12/31/2026.

**Known / Anticipated Cost Changes:** The estimated cost at completion (EAC) is expected to increase substantially as a result of extending the implementation phase by fourteen months. A revised EAC will be developed and submitted as part of a rebaseline request once the project schedule and scope have been firmed up.

**Known / Anticipated Scope Changes:** The project scope may increase as project stakeholders use Joint Application Design sessions and testing with the implementation vendor to validate the EHR solution's ability to satisfy agency requirements.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ Progressive Elaboration Risk: The progressive elaboration of the vendor's solution during Joint Application Design (JAD) sessions is expected to reveal the need for additional unplanned development effort and cost to fully meet agency requirements. This could result in scope expansion, schedule delays, and budget pressures. To mitigate this, the project is ensuring that each requirement is thoroughly validated by qualified subject matter experts to confirm alignment before development proceeds.
- ♦ Phased Deployment Complexity Risk: The phased deployment of the solution across eleven facilities may prove more complex and time-consuming than initially anticipated. This could lead to delays in realizing full system functionality and create strain on resources. To mitigate this, the project is conducting detailed planning, aligning staffing to deployment phases, and incorporating lessons learned from each iteration to streamline subsequent rollouts, while also leveraging the vendor's confirmed ability to deliver under multiple deployment timelines.
- ♦ Gaining concurrence and approval from a very large set of stakeholders: Each of the eleven facilities, and the MDH headquarters staff, are represented by key stakeholders whose interests and preferences must all be taken into account when approving project artifacts, such as the project schedule and deployment sequences. The highly detailed configuration schemes that will establish the user experience for the eight behavioral health facilities and three hospitals will also be a matter of great importance to these key stakeholders. The agency is mitigating this risk maximizing communication among the stakeholders, employing skilled facilitators during design review sessions, regular action-focused meetings of managers and executives, and strong project sponsorship.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The project is upgrading the Single Family (SF) and Multi Family (MF) energy programs from the Hancock Software Generation 3 platform to the cloud-based Generation 5 version. The project schedule was rebaselined after the SF and MF programs were unable to meet the planned go live date in Q3 FY25 due to inaccurate energy calculations and limited agency testing resources. For the SF program, critical import issues were resolved, allowing second-round testing to proceed. Configuration issues identified during training sessions were also addressed. Submissions to the Department of Energy (DOE) are functioning as expected, with approval pending, and local testing of the Mobile Intake module (MINT) was successfully established. For the MF program, the requisitions component transitioned from internal quality assurance to active testing by the Department of Housing and Community Development (DHCD), and logic and user interface issues were resolved. The Hancock Software team continues to address remaining items, and the project is on track to go live by the end of Q1 FY26. The Salesforce (SF) module underwent a soft launch into production in early Q3 FY25 for two projects, with additional projects subsequently added to the live system. The system functioned effectively, and minor issues were promptly resolved.

**Project Status Addendum (through September 30):** The project team successfully completed a major milestone with the Technical Reference Manual (TRM) category reviews and the validation of most greenhouse gas (GHG) calculation categories. However, in pre-launch testing, the team discovered several issues that need to be fixed before launch, which they are now working on resolving. In addition, the system has not yet been certified by the Department of Energy and the timeline for certification is unknown due to the federal government shutdown in October.

**Known / Anticipated Schedule Changes:** The project rebaselined the schedule as the SF and MF modules could not meet the planned go live timeline, shifting it from the end of Q3 FY25 to the end of Q1 FY26. This adjustment was necessary due to inaccuracies identified in certain energy calculations and limited testing resources available within the agency. We expect this milestone to push back a further 2-3 months based on issues discovered in pre-launch testing and delays in receiving federal certification, described above.

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

- ♦ SF and MF Timeline Delay: The project may be unable to meet the scheduled go live date for the Single Family and Multi Family modules. This delay extends the overall project timeline into Q1 FY26 and impacts on-time delivery. To mitigate this, the agency is preparing a formal rebaseline submission and will extend the schedule to ensure sufficient time for completion.
- ♦ DOE Certification Delay: The project is facing delays in obtaining Department of Energy certification due to issues with test case results. Without certification, the agency cannot advance federally funded projects, placing compliance and funding at risk. To mitigate this, the vendor, Hancock, and the Department of Housing and Community Development are refining test cases and plan to submit for certification again.
- ♦ Gen 3 Phase Out Overlap: The project's implementation timeline overlaps with the phase out of the Gen 3 platform, which could require dual licensing for both Gen 3 and the new Cloud Gen 5 system. This overlap would increase project costs. The agency has accepted the risk and is working with Hancock to negotiate a single annual license fee.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

### Financial Summary

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Human Services: Child and Adult Management System (CJAMS) (#6E03)

**Project Description:** The Children, Juvenile, and Adult Management System (CJAMS) project is a core initiative built on the Maryland Total Human-services Integrated Network (MD THINK) platform (now known as the MD Benefits platform) that modernizes and unifies case management for child welfare, juvenile justice, and adult services across the State. Administered by the Department of Human Services’ Social Services Administration, with licensing and monitoring functions overseen by the Office of Licensing and Monitoring, the project replaces multiple legacy systems with a single integrated solution designed to improve data quality, enhance transparency, and streamline service delivery. The system includes secure provider portals that promote more efficient collaboration, strengthen oversight, and support consistent and timely service outcomes. By consolidating statewide case management into one platform, CJAMS reduces administrative burdens, improves coordination across agencies and providers, and increases accountability in service delivery. The project ultimately advances Maryland’s commitment to serving its most vulnerable populations by enabling more resident-focused, efficient, and effective human services.

**Project Status (through June 30):** CJAMS is operational statewide, providing support for both child welfare and adult services. A minimum viable product was delivered in alignment with the agreed scope and the project completed the operations and maintenance phase. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** None

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

- ♦Stakeholder Engagement: Continued stakeholder engagement is needed to sustain progress on remaining enhancements and compliance deliverables. A drop in engagement could cause priorities to drift and timelines to slip, increasing the likelihood of missed milestones. To mitigate this, the project is working through governance forums to maintain active participation and ensure stakeholder alignment.
- ♦Subject-Matter Expert Participation: Participation from subject-matter experts (SMEs) is critical to refining business requirements and validating system functionality. Limited SME availability could result in incomplete requirements or delays in user acceptance testing. To mitigate this, the project is actively engaging leadership to ensure SME participation is prioritized and secured.
- ♦Effort Estimation for User Stories: The level of effort to complete user stories is not consistently estimated based on complexity and urgency, creating uncertainty in planning and delivery. This inconsistency increases the risk of misaligned timelines and resource allocation. To mitigate this, the program is adopting structured backlog grooming and estimation practices, while embedding human-centered design methods to strengthen service design and promote adoption.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY18

**Human Services: Child and Adult Management System (CJAMS) (#6E03)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	-	19,732,864	19,732,864
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	14,860,440	14,860,440
Federal Funds	-	-	4,872,424	4,872,424
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	-	19,732,864	19,732,864

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
no ITPR submitted	-

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	TBD	-

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

## Human Services: Child Support Management System (CSMS)(#6E04)

**Project Description:** The Child Support Management System (CSMS) project is a statewide modernization initiative that transforms how Maryland families access and manage child support services. The project introduces a user-friendly online application that simplifies intake, reduces case processing time, and enables families to receive benefits more quickly. By replacing manual and fragmented processes with a centralized, digital, and data-driven platform, CSMS strengthens case management, enforcement, and service delivery across all jurisdictions. The system enhances data quality and accuracy, allowing staff to provide timely and reliable information to both families receiving services and those paying support. In addition, the project integrates with related State programs to reduce duplicate data entry, lower error rates, and streamline eligibility and payment processing. Together, these improvements create consistent, efficient, and transparent workflows that better support Maryland families, improve staff effectiveness, and ensure compliance with program objectives. Through this modernization effort, the CSMS project advances the State’s commitment to delivering faster, more accurate, and more accessible child support services in a way that meets the needs of families while improving operational efficiency.

**Project Status (through June 30):** CSMS is operational statewide, supporting child welfare services. A minimum viable product was delivered per the agreed scope, and the project completed the operations and maintenance phase. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** None

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

- ◆ Continued Schedule Pressures: Compressed timelines and unforeseen delays threaten the project’s ability to deliver against planned dates for future enhancements. This could result in missed milestones and increased costs. To mitigate this, the Project Management Office is aligning resources, analyzing critical-path dependencies, and prioritizing scope to better match capacity with schedule.
- ◆ Requirements Validation and Definition of Done: Evolving or ambiguous requirements and incomplete validation can block clear acceptance and hinder transition from development to operations. This risk could lead to rework, quality issues, and delayed implementation. To mitigate this, the project team is tightening requirements management, defining objective acceptance criteria, and instituting regular backlog grooming and sign-off checkpoints.
- ◆ IV&V Contracting and Pre-Certification: Delays in procuring and onboarding the independent verification and validation (IV&V) vendor jeopardize pre-certification activities and could push federal certification timelines. This risk may affect compliance and overall project readiness. To mitigate this,

the State is actively pursuing an IV&V procurement, establishing a detailed onboarding plan, and sequencing early review areas to reduce downstream certification risk.

**Portfolio Review / Health Assessment Held: 06/25/2025**

**IV&V Assessments Initiated: Q4 FY18**

**Human Services: Child Support Management System (CSMS)(#6E04)**

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	-	<b>20,124,078</b>	<b>20,124,078</b>
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	5,442,984	<b>5,442,984</b>
Federal Funds	-	-	14,681,094	<b>14,681,094</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	-	<b>20,124,078</b>	<b>20,124,078</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
no ITPR submitted	-

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

## Human Services: Eligibility & Enrollment (E&E) (#6E02)

**Project Description:** The Eligibility and Enrollment (E&E) project is an initiative designed to modernize how residents apply for and manage public assistance programs administered by the Department of Human Services' (DHS) Family Investment Administration. These programs include non-Modified Adjusted Gross Income (non-MAGI) Medicaid, Temporary Assistance for Needy Families, and the Supplemental Nutrition Assistance Program. Built on the Maryland Total Human-services Integrated Network (MD THINK) platform (now known as the MD Benefits platform), the project leverages shared technical services to integrate systems across multiple agencies, thereby reducing duplicate data entry and improving overall data quality. Its primary objective is to streamline intake and eligibility determinations, accelerate case processing, and enhance customer service through a secure, web-based experience for applicants, beneficiaries, and caseworkers. The solution supports complete end-to-end workflows, including application submission, verification, eligibility determination, notice generation, and ongoing case maintenance, while ensuring compliance with both State and federal requirements as defined in DHS's federally approved Advance Planning Document. By aligning technology, processes, and policy, the E&E project strengthens the State's ability to deliver more efficient, accurate, and accessible services to residents who rely on public assistance.

**Project Status (through June 30):** E&E is operational statewide. A minimum viable product was delivered per the agreed scope, and the project completed the operations and maintenance phase. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** Accountability for the E&E application transitioned from the Department of Human Services to the Department of Information Technology along with the MD THINK cloud platform as of July 1, 2026.

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

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

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ Platform Alignment Risk: The project depends on continued coordination with the Maryland Total Human-services Integrated Network (MD THINK) Shared Platform team for data integrations. Misalignment or delays could negatively impact system performance and interoperability. To mitigate this, the agency is actively coordinating with platform teams and managing integration dependencies.
- ♦ Federal Compliance Risk: The project must adopt federal compliance and regulatory changes in a timely manner. Any delays in implementing new rules could jeopardize program eligibility determinations or funding. To mitigate this, the agency is closely monitoring federal guidance and integrating compliance updates into its release cycle.

♦ Stakeholder Engagement Risk: User Acceptance Testing (UAT) and enhancement validation require strong stakeholder and subject matter expert (SME) participation. Limited business involvement could result in incomplete testing or failure to meet business needs. To mitigate this, leadership is reinforcing SME commitments and ensuring active engagement in the validation process.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** Q4 FY18

## Human Services: Eligibility & Enrollment (E&E) (#6E02)

### Financial Summary

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	-	-	24,699,336	24,699,336
ITIF	-	-	-	-
Realigned ITIF	-	-	-	-
Agency Funds	-	-	8,956,592	8,956,592
Federal Funds	-	-	15,742,744	15,742,744
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment	-	-	-	-
Agency Funds Realignment	-	-	-	-
<b>Total</b>	-	-	24,699,336	24,699,336

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
no ITPR submitted	-

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	TBD	-

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

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

**Project Description:** The State of Maryland Geographic Information Systems (GIS) Enterprise project is a statewide initiative to enhance geospatial and location-based analytics in support of strategic objectives across government agencies. The project enables agencies to adopt and apply advanced GIS technology to improve collaboration with both public and private sector partners while supporting innovation, reducing costs through the reuse of common components, and accelerating the delivery of new capabilities. By restoring enterprise GIS application operations to optimal performance, the project ensures scalability to meet current and future demand, while maintaining compliance with updated security and privacy standards. In addition, the initiative provides access to enhanced features and functionality that improve efficiency, streamline operations, and advance the collective investment in systems that strengthen government services. Through these efforts, the State is positioning GIS as a foundational tool to modernize service delivery, foster interagency collaboration, and leverage technology to better serve residents and businesses.

**Project Status (through June 30):** The GIS Infrastructure upgrade project has been completed and went live early in Q3 FY25. The project is in Operation and Maintenance (O&M) phase and it has been de-designated effective Q4 FY25. The project is closed and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** None

**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 was de-designated as an MITDP effective Q4 FY25 and it is now closed. The project continues the operations and maintenance (O&M) phase supported by the Department of Information Technology (DoIT) operations team.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>2,917,237</b>	<b>1,155,206</b>	-	<b>4,072,443</b>
ITIF	2,917,237	-	-	<b>2,917,237</b>
Realigned ITIF		1,155,206		<b>1,155,206</b>
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>2,917,237</b>	<b>1,155,206</b>	-	<b>4,072,443</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,303,465	1,584,431

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	816,786	1,086,303	TBD	<b>1,903,089</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>816,786</b>	<b>1,086,303</b>	<b>TBD</b>	<b>1,903,089</b>

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

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

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

**Project Status (through June 30):** Implementation of the new Project Management Information System (PMIS) was halted in FY25. The selected vendor significantly increased the cost of the user licenses upon the first renewal. The project team determined that it was better to terminate the contract than to proceed further with an unreliable vendor. Since the termination of the effort the team continued further refinement of needed functionality and data definition by leveraging the Google platform. The team created mock ups and leveraged user centered design and development to release several new tools built within the Google environment to bridge the gap until a new Request for Proposal (RFP) can be published and a new contract awarded for an enterprise PMIS.

**Project Status Addendum (through September 30):** The team is evaluating solution options and conducting market research.

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

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

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

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

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

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

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>11,320,468</b>	<b>5,635,000</b>	<b>1,651,200</b>	<b>18,606,668</b>
ITIF	5,685,468	5,635,000	-	<b>11,320,468</b>
Realigned ITIF	5,635,000		1,651,200	<b>7,286,200</b>
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment	-			-
Agency Funds Realignment				-
<b>Total</b>	<b>11,320,468</b>	<b>5,635,000</b>	<b>1,651,200</b>	<b>18,606,668</b>

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

**Project Description:** The Maryland Enterprise Web Services (MEWS) project is a statewide initiative to modernize and consolidate more than 300 government websites into a single, secure, and resident-focused digital platform. Designed to serve over six million residents and employers, the project delivers a streamlined and inclusive online experience that improves access to essential government services. A central priority of MEWS is digital accessibility, with specific emphasis on addressing the needs of Maryland’s one million residents with disabilities to ensure equitable participation in State resources. The project also supports the Governor’s key priorities by reducing child poverty through easier access to vital programs, advancing environmental stewardship by replacing paper-based processes with digital solutions, and strengthening economic competitiveness by simplifying online interactions for businesses and residents. By unifying digital services across State agencies, MEWS is laying the foundation for a secure, modern, efficient, and responsive government infrastructure that prioritizes accessibility, user experience, and long-term sustainability.

**Project Status (through June 30):** MEWS is working with a vendor to build the new Maryland.gov website and to develop the enterprise Drupal content management system (CMS) platform for agency site development. . The new Drupal CMS is scheduled for a launch in Q2 FY26 with [Maryland.gov](https://www.maryland.gov) and three agency websites in Q3 FY26. These early efforts will inform strategy, technology, and personnel related requirements needed to facilitate subsequent SharePoint and WordPress migrations into the Drupal CMS. The project plans to implement a phased migration approach that prioritizes agency site migrations based on security vulnerability, technical complexity and impact. The project plans to finalize its migration strategy based on funding, staffing, and schedule related constraints.

**Project Status Addendum (through September 30):** In July 2025, a global vulnerability in the SharePoint platform began to be exploited. Many of the State’s websites are vulnerable to this exploit, and DoIT took immediate action to protect the State’s sites. In the wake of this exploit, the MEWS project is exploring options for expedited migration of more SharePoint sites to the new CMS, which may impact the MEWS scope, schedule, and cost. In addition, the MEWS team is learning from the current pilot projects underway and refining its migration approach. Key activities supporting this scope refinement will include developing scalable approaches to support sites of varied size and complexity to ensure consistent approach across vendor teams and MDDS staff in redesigning and migrating sites to Drupal. These activities will assist the project in establishing new "ways of working" and provide best practice recommendations for CMS migration strategies. The pilot will also guide how "definition of done" is achieved for each implementation, providing a repeatable process and creating a cost model that agencies can leverage for full site migration planning.

**Known / Anticipated Schedule Changes:** While there are no known schedule changes at this time, there is a chance the agency will need to rebaseline the schedule based on input from the State Chief Information Security Officer to mitigate the security risk of SharePoint sites.

**Known / Anticipated Cost Changes:** The project will revise its estimates once scope refinements are completed.

**Known / Anticipated Scope Changes:** While there are no known scope changes at this time, there is a chance the agency will need to rebaseline the scope based on input from the State Chief Information Security Officer to mitigate the security risk of SharePoint sites.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ◆**Scope Uncertainty:** The MEWS project scope is being refined to provide DoIT leadership with a clear framework for guiding future migrations, but the breadth of activities required introduces the risk of delays or misalignment. Deliverables such as the PMO framework, unified CMS framework, standard SOW templates, and lessons from the pilot Drupal migration are critical for establishing new ways of working and best practices, yet incomplete execution could undermine consistency and readiness for future efforts. To mitigate this, the project is carefully sequencing scope refinement activities, using the pilot migration to validate approaches, and ensuring that definitions of done, resource role requirements, and cost models are clearly documented for repeatable implementation
- ◆**Insufficient Funding:** The project is expected to deliver critical frameworks, pilots, and best practice recommendations, yet it currently has no dedicated funding to support these activities. This lack of financial resources poses a significant risk to meeting deliverable timelines and sustaining the capacity needed for migration planning. To mitigate this, the project is engaging leadership to identify potential funding sources, leveraging existing staff capacity where possible, and prioritizing activities that provide the highest value for guiding future migrations.
- ◆**Resource Alignment:** Successful migrations will require specialized expertise across multiple roles, and uncertainty around resource identification and allocation poses a risk to the project’s ability to scale effectively. Without properly aligning technical, project management, and agency resources, migration activities could face bottlenecks or uneven execution. To mitigate this, the project is defining a resource list tied to role-based requirements, validating capacity needs during the pilot migration, and creating a repeatable staffing model that agencies can adopt for future implementations.

<b>Portfolio Review / Health Assessment Held:</b> 06/25/2025	<b>IV&amp;V Assessments Initiated:</b> None
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**Information Technology: Maryland Enterprise Web Services (MEWS) (#P027)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	-	-	<b>TBD</b>	-

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

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

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

**Project Status (through June 30):** The OneStop Core project is steadily advancing in automating the application intake processes for State agencies and Maryland Constituents. Since the MITDP began, the project has digitized approximately 320 forms for around 22 agencies statewide. Some of the latest milestones include upgrading the MongoDB backend to the latest patch, adhering to N-1 IT standards; configuring four new environments to support the OneStop platform; deploying new functionality for PDF form generation and printing of OneStop forms; granting agency users permission to create and edit their program files; and adding a new level of permissioning called “App Permissions” to the permissioning structure, allowing agency users to manage members within their program alone. For FY26, DoIT has negotiated a capacity-based WO with dedicated resources from the implementation vendor to support the OneStop application platform. DoIT will set priorities for the backlog based on the agency needs and requests. The project is in its last year under operations and maintenance and the MITDP will be closed at the end of FY26.

**Project Status Addendum (through September 30):** In FY26, DoIT began prioritizing the OneStop ticket backlog centrally. The total number of tickets for the OneStop platform was higher than anticipated, largely due to a Maryland Cannabis Administration (MCA) outage. However, the average number of tickets per month has decreased by 20% since FY24, leveling off at approximately 624 per month. Overall OneStop user satisfaction issues primarily revolve around: application process confusion, uncertainty regarding application requirements, and OneStop platform functionality issues (login, password reset, document upload, navigation). The project team is currently addressing these issues by working on the following: Improving application status visibility, Automating confirmation messages, Adding inline help for common forms, Standardizing requirement checklists across agencies, Embedding dynamic validation, Auditing core platform functions (authentication, document upload). The OneStop project team has been restructured to improve communication and streamline the process of deploying new features to production. Key changes include the addition of a Service Designer to enhance customer service for OneStop agencies and the pending hire of a Product Manager to further improve agile and product-centric delivery. The project team is also conducting agency town halls to gather feedback and better understand how to enhance agencies' experiences with OneStop.

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

- ♦ **User Understanding Gap:** There is a significant gap in user understanding regarding new features and development priorities. The impact is that this creates a risk of features being implemented without adequate communication of their benefits or implications to the majority of users. To mitigate this, the project team is enhancing communication between the vendor and users by increasing visibility into the backlog and the selection process for upcoming release tasks.
- ♦ **Unapproved Invoice Processing:** Invoices are being issued and paid without proper approval from the Project Manager (PM). The impact is that this results in delays of several weeks for the PM to reconcile payments and accurately determine the current budget balance. To mitigate this, the PM is coordinating with the DoIT Fiscal team to establish a formal invoice approval workflow.
- ♦ **Undefined O&M Plan:** There is currently no defined plan for how Operations and Maintenance (O&M) will function once the project concludes. The impact is that this creates a risk that the project team will be unprepared to meet MITDP compliance requirements at closeout. To mitigate this, the project team is working with the Oversight Advisor to clarify closeout requirements and generate the required documentation.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>22,653,437</b>	<b>5,753,731</b>	<b>3,053,966</b>	<b>31,461,134</b>
ITIF	22,653,437	600,000	-	<b>23,253,437</b>
Realigned ITIF		5,153,731	3,053,966	<b>8,207,697</b>
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>22,653,437</b>	<b>5,753,731</b>	<b>3,053,966</b>	<b>31,461,134</b>

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	15,920,583	573,263	TBD	<b>16,493,847</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>15,920,583</b>	<b>573,263</b>	<b>TBD</b>	<b>16,493,847</b>

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

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

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

**Project Status (through June 30):** The project has achieved significant progress, successfully completing infrastructure Foundation (Phase 1A Core) and the Consolidated Regional Metropolitan Area Network (CRMAN) Fiber Splicing for the Northern region (Phase 1-B Fiber Splicing). These foundational phases are crucial for the overall infrastructure development. Currently in progress are all remaining tasks for the Northern region (Phase 1-B) and the infrastructure for the Western region (Phase 1C Inf-Western). Following the completion of those two regions will be CRMAN Network Engineering of the Western region (NG 1C Western), the CRMAN Infrastructure of the Eastern region (INF 2A Eastern), CRMAN Network Engineering of the Eastern region (NetENG 2A Eastern), the CRMAN Infrastructure of the Southern region (INF 2B Southern), and the CRMAN Network Engineering of the Southern region (NetENG 2B Southern). The main concern is still the lead time needed for imported network equipment, which can impact the budget and overall timelines.

**Project Status Addendum (through September 30):** The percentage completion on the Northern region (Phase 1-B) and the infrastructure for the Western region (Phase 1C Inf-Western) has significantly increased.

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

- ♦ **Extended Procurement Timelines:** The project is experiencing long lead times that are further compounded by new tariffs. The impact is continued uncertainty around whether a new procurement process will be required, creating potential schedule delays. To mitigate this, the project team is closely monitoring tariff changes and actively assessing procurement options to minimize disruption.

- ♦ **Unprojected Tariff Costs:** Existing price protections on equipment do not extend to tariffs, leading to higher costs for items ordered but not yet delivered. The impact is increased project expenses that may strain the budget. To mitigate this, the project has reserved contingency funds and is prepared to supplement with operating budget resources if necessary.
- ♦ **Vendor Resource Uncertainty:** Tariff-related delivery delays and cost increases are complicating vendor availability planning. The impact is higher overall project costs and potential schedule extensions. To mitigate this, the project team is phasing vendor resource needs to more accurately forecast demand and align resource allocation with project priorities.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

## Insurance Administration: Insurance Tracking System (ITS) (#0862)

**Project Description:** The Maryland Insurance Administration (MIA) Insurance Tracking System (ITS) project is a modernization initiative to replace the agency’s legacy Enterprise System, originally implemented in the 1990s, with a secure and scalable platform designed to improve regulatory and operational efficiency. Built on Salesforce, the new system supports core business units including Company Licensing, Consumer Education and Advocacy, Financial Regulation, Fraud and Enforcement, Producer Licensing, Property and Casualty, Life and Health, and Hearings and Orders. In FY25, the project advanced foundational capabilities by upgrading case and document management functions, introducing a centralized database with enhanced data controls, and strengthening information technology governance, privacy, and security safeguards. It also established consistent document indexing protocols and implemented platform and release management processes to improve system reliability and performance. Looking ahead, the project will expand functionality by deploying secure portals to enable communication and data exchange with the public and licensees, further integrating license management and contact center capabilities, and enhancing data governance and risk management practices. Through these efforts, the project aims to deliver a unified environment that reduces data silos, improves transparency, and supports the agency’s long-term mission of protecting consumers and regulating the insurance industry effectively.

**Project Status (through June 30):** The team initially developing this project underestimated the complexity and did not successfully include all stakeholders. The current administration has worked to correct this and has made significant strides in ensuring the developed solution will comprehensively address the entire agency's needs. This, however, has led to higher costs than originally anticipated. The project is on track to complete implementation at the end of Q3 FY27.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined for schedule, shifting the completion from Q4 FY26 to Q3 FY28 as a result of the scope changes.

**Known / Anticipated Cost Changes:** The project rebaselined for, cost increasing the estimated cost at completion by approximately \$14M related to the scope and related schedule changes.

**Known / Anticipated Scope Changes:** The project rebaselined for scope. As the design and discovery sessions continued for the project, it was determined that the Company Licensing unit needed to be included, and the Market Regulation unit removed.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦ **Solution Does Not Meet Needs:** The implemented solution may not fully align with agency requirements. This could result in functionality gaps and reduced stakeholder satisfaction. To mitigate this, the project has revamped its approach and expanded stakeholder engagement to ensure that all business units have input and their processes are incorporated into the tool being developed.

- ♦ **Contract Vehicle Cost Risk:** The use of a Time and Materials contract vehicle increases the likelihood of costs exceeding original estimates. This could place financial strain on the project and require additional funding approvals. To mitigate this, the project team is implementing stronger guardrails, including tighter scope management and clearer requirements, to limit cost exposure.
- ♦ **Lack of Salesforce Expertise:** The agency currently lacks internal IT staff with Salesforce skills. This creates a dependency on external resources and limits long-term sustainability of the system. To mitigate this, the project is planning to phase out Salesforce and is training internal resources to provide support for the new application.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

**Insurance Administration: Insurance Tracking System (ITS) (#0862)**

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** An Agile Project Manager has been onboarded and is working with stakeholders to refine execution strategy, establish governance, and prioritize early deliverables. The project is currently working on service design, supported by DoIT User Experience (UX) leads, to revisit requirements and define standardized licensing workflows. The project is in the Initiation phase, with activities focused on refining the vision and scope, onboarding staff, setting up Agile tools and ceremonies, and preparing for incremental delivery.

**Project Status Addendum (through September 30):** The project is now working on service design. Features have not yet been finalized; accordingly, epics (high-level feature groupings) and user stories for the product backlog have not been created. Feature and epic definition is scheduled to begin in late October to early November, after service design completes the necessary discovery and workflow standardization.

**Known / Anticipated Schedule Changes:** The project schedule has been rebaselined, extending the overall implementation timeline by approximately one year, with completion now targeted in Q3 FY27. This adjustment allows time for the proof of concept, pilot stabilization, and iterative delivery, and addresses risks in data conversion and business-rules definition. A clearer, detailed timeline will be developed after the proof of concept and pilot phase, informed by budgetary constraints.

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

- ◆ **Backlog Definition Delay:** The project has not yet defined features, epics, or user stories, creating a risk of scope ambiguity and delayed delivery. This could impact the project’s ability to prioritize work effectively and maintain schedule commitments. To mitigate this, the team is completing service design activities and will begin backlog definition in Q2 FY26.

- ♦ Stakeholder Engagement Gaps: Sustained engagement and availability of subject-matter experts (SMEs) for service design workshops are uncertain, raising the risk of incomplete workflows, rework, and schedule slippage. This could limit the accuracy of requirements and reduce confidence in the solution design. To mitigate this, the program is formalizing a participation plan with named SMEs, attendance expectations, and decision timelines, and is holding standing workshops with executive sponsorship.
- ♦ Data Conversion Uncertainty: Data conversion and business rules are not yet well-specified or centrally managed, posing risks for migration quality and process standardization. This may lead to inconsistent outcomes or increased rework during implementation. To mitigate this, the project is incorporating business rules management into early planning and aligning discovery activities closely with service design.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>5,650,000</b>	-	<b>1,300,000</b>	<b>6,950,000</b>
ITIF	3,200,000	-	1,300,000	<b>4,500,000</b>
Realigned ITIF				-
Agency Funds	2,450,000	-	-	<b>2,450,000</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>5,650,000</b>	-	<b>1,300,000</b>	<b>6,950,000</b>

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** Expedited procurement was approved by the Board of Public Works (BPW) and the Request for Proposals (RFP) was issued and evaluated. A contract was awarded on December 16, 2024. Phase 2A (in-house, voice-only contact center) went live on January 31, 2025, with end-of-day call-handling scenarios deployed to complete the phase. In May 2025, call center agents transitioned to the LOCCS platform. Phase 2B (self-service Interactive Voice Response (IVR)) entered design during FY25. The program demonstrated effective project management and active vendor and stakeholder engagement throughout FY25, including strong participation from the business-side product owner to drive requirements clarity and decision making.

**Project Status Addendum (through September 30):** LOCCS implementation remains on target with key focus on customer-experience improvements: the self-service IVR moved through design/build to streamline caller navigation, and integration of chat and email channels progressed to expand support options. The team also delivered automated holiday messaging and began implementing workforce management to strengthen scheduling, forecasting, and service-level performance.

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

- ♦ Vendor and Stakeholder Engagement: Sustained engagement from vendors and stakeholders is critical to maintaining delivery momentum. If coordination weakens, design and implementation activities could slow or require rework. To mitigate this, the project team is enforcing active governance and maintaining regular engagement with both the vendor and business stakeholders.
- ♦ Federal Funding Dependence: Continued federal funding is essential to support ongoing implementation and future phases. Any reduction or delay in funding could disrupt the delivery schedule. To mitigate this, the agency is closely monitoring funding flows and aligning budget requests with both federal and state partners.
- ♦ SME and Business Staff Availability: The availability and prioritization of subject-matter experts (SMEs) and business staff is required to define requirements and conduct user acceptance testing (UAT). Without adequate participation, features may not align with business needs or could face delays. To mitigate this, the program is working with leadership to secure SME commitments and ensure prioritization of UAT activities.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	-	-	TBD	-
Federal Funds	462,676	-	TBD	<b>462,676</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>462,676</b>	-	<b>TBD</b>	<b>462,676</b>

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

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

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

**Project Status (through June 30):** All deliverables for the Initiation Phase have been completed and approved, including the Project Charter, Communications Plan, Project Schedule, and Management Plan. These documents will be updated as the project progresses. MHEC is working with the Department of Information Technology (DoIT) and its contractor to set up the AWS environment for the Maryland Student Information System (MDSIS). A key challenge is ensuring that tasks are clearly divided between DoIT's vendor and MHEC's vendor to avoid duplicating work. MHEC's vendor has been holding design and development sessions for its software, and MHEC has been demonstrating its existing software. As these demonstrations continue, the focus is on ensuring the vendor includes all requirements as it customizes the software to meet user needs. The original Request for Proposal (RFP) for the Student Obligation Loan Repayment (SOLR) was canceled. A challenge is awaiting a decision from the Appeal Board. A new SOLR RFP is being reviewed. With approval from DoIT and the Department of General Services (DGS), the RFP is expected to be released by the end of the summer.

**Project Status Addendum (through September 30):** The MDSIS project is on schedule and within budget. The team is currently in detailed meetings to finalize system requirements and features. Additionally, ongoing configuration sessions are being held with the implementation vendor, Regent, and the MHEC project team to prepare for upcoming data migration. Updates to the SOLR RFP are in progress with the project and procurement teams. After several rounds of revisions, the goal is to submit the document to the DoIT for review in Q2FY26. The team is on track to meet this goal.

**Known / Anticipated Schedule Changes:** MDSIS had a prolonged procurement process due to the application's complexity and MHEC received a large number of questions from participating vendors interested in bidding for this contract. The MHEC project team responding to vendor questions and inquiries added additional time to the procurement process. MHEC also experienced a vendor protest for MDSIS which added an additional 60 days to the vendor selection process. The MHEC project team and its contractor have developed a detailed 18 month implementation plan that includes development time, data migration and training for MHEC staff upon go live. Go live has moved from Q1 FY26 to Q1 FY27.

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

- ♦ RFP Delays: The agency is currently working on a second round of changes to the SOLR RFP. Delays in finalizing the RFP could impact the project’s critical path, leading to slippage in the procurement milestone and subsequent project phases. To mitigate this, the project is following an expedited schedule and providing daily and weekly status reports to ensure progress remains on track.
- ♦ Vendor Understanding: The vendor may not fully understand the complexity of the system and business processes. This could cause implementation delays or issues. To mitigate this risk, the MHEC project team has expressed its concerns to the vendor and suggested their team asks more detailed data management questions in the discovery sessions.
- ♦ Funding - The funding of the project comes from the IT Investment Fund (ITIF) and a Dedicated Purpose Account. If the funding is not secured, the project will not complete. The Agency should ensure the status of the Dedicated Purpose Account.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
18,182,893	9,279,337

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The project deployed the first of a two part implementation in Q4 FY24. The portal supports all 134 licenses offered by DNR. Additionally the vendor initiated marketing efforts resulting in a significant increase in sales. Phase 2 development will be starting in Q2 FY26 and will address the remaining scope of the project.

**Project Status Addendum (through September 30):** Project scope was increased to provide permitting and licenses for Deep Creek Lake Docks permits, Geographic Information System (GIS) enhancements to the MD Outdoors mobile application and GIS-based shellfish reporting.

**Known / Anticipated Schedule Changes:** The project rebaselined the schedule shifting the project completion date to Q4 FY27 to account for the added scope.

**Known / Anticipated Cost Changes:** The project rebaselined for cost increasing the estimated cost at completion by approximately \$1.7M in support of the scope changes.

**Known / Anticipated Scope Changes:** Project scope was increased to provide permitting and licenses for Deep Creek Lake Docks permits, Geographic Information System (GIS) enhancements to the MD Outdoors mobile application and GIS-based shellfish reporting.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be top risks for the project:

- ♦ Late Identification of Second Phase: The project identified the need to develop a second implementation phase to address low priority MVP features. This delay could result in increased resource constraints as the vendor provides operations and maintenance (O&M) support while developing the outstanding scope items. To mitigate this, the DNR team is closely monitoring vendor activities and actively addressing concerns to ensure the project remains on track.

♦ Execution of Additional Scope: DNR team increased the implementation scope to include Geographic Information Systems (GIS) to be added to the mobile version of the MD Outdoor application. Based upon the progress of the second implementation, the DNR project team is uncertain if the additional GIS scope will be completed in time. To mitigate this risk the DNR team is closely monitoring vendor activity.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

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

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

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

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

**Project Status (through June 30):** The project engaged the selected vendor and confirmed that a new product will be used for the implementation. The initial deployment is targeted for Q3 FY26 and is designed to meet the DNR team’s Minimum Viable Product (MVP) requirements. Following this milestone, subsequent deployments are planned to deliver additional enhancements and modernization efforts, including upgrades to internet infrastructure, hardware installations, and the integration of a robust Geographic Information System (GIS) to strengthen accessibility and support advanced terrain analysis.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project rebaselined for schedule, shifting the project completion date from Q3 FY28 to Q4 FY29 in support of the scope changes.

**Known / Anticipated Cost Changes:** The project rebaselined for cost, reducing the estimated cost at completion by approximately \$4.5M as vendor implementation costs will be compensated by revenue of the production application and at no cost to DNR .

**Known / Anticipated Scope Changes:** The project rebaselined for scope to address necessary modernization efforts the team identified. These include Internet infrastructure upgrades at selected parks, hardware to run the PRRMS at the parks, and a robust GIS system to provide accessibility mapping, wayfinding, amenity mapping and terrain analysis tailored to user needs within the State parks.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦Aspira Parks Application Implementation: The project faces uncertainty regarding whether the minimum viable product (MVP) items required by DNR will be completed in time for the planned deployment of the newest version of the Aspira Parks application. This risk could delay the project’s ability to

meet development objectives and may necessitate temporary reliance on the existing application. To mitigate this, the project is actively monitoring development progress and preparing contingency plans to deploy the current application first, followed by the newer version once complete.

- ♦Internet Infrastructure Scope Completion: The project is working to establish robust internet access across 27 park locations, but there is concern that this scope may not be completed within the project’s current schedule. This risk could impact timely delivery of connectivity improvements needed to support the broader solution. To mitigate this, the project has partnered with DoIT to advance implementation efforts and continues to monitor progress against the schedule to mitigate potential delays.

- ♦Resource Availability for Testing and Requirements: The project faces risk related to the availability of resources to support requirements gathering and user acceptance testing. This risk could limit stakeholder engagement and hinder timely validation of the system’s functionality. To mitigate this, the project team is proactively engaging stakeholders and coordinating early communication to ensure subject matter experts are available when testing support is needed.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	63,724	-	TBD	<b>63,724</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>63,724</b>	-	<b>TBD</b>	<b>63,724</b>

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

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

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

**Project Status (through June 30):** The project made limited progress in FY25 to refactor 71 COBOL programs due to unsatisfactory vendor performance that led to contractual disputes. This required the project to pivot to an internally-led strategy that employed a DPSCS team to reverse-engineer one of the COBOL applications as a proof-of-concept, while documenting the code necessary to establish the foundation for the eventual replatforming of its legacy application. While the shift extended the procurement timeline by twelve months, it positioned the agency to build stronger internal capacity and reduce reliance on underperforming vendors, while ensuring alignment with regulatory, security, and integration requirements.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project schedule shifted by twelve months, further delaying the project's implementation.

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

**Known / Anticipated Scope Changes:** The project pivoted from a vendor-led refactoring process (i.e., the process of restructuring existing computer code without changing its external functionality to improve maintainability, efficiency, and scalability) to an internally led reverse-engineering strategy. The project has also broadened the scope to include proof-of-concept activities, documentation of integration requirements, and capacity building. This change ensures future replatforming is better aligned with regulatory, security, and operational needs.

**Risk Assessment:** Based on the assessment of the MITDP oversight division, we consider the following to be the top risks for the project:

- ♦Gaps in Understanding the Legacy System: The project risks not fully understanding the legacy CCH codebase nor the full extent of integration that is required for operability with other DPSCS systems. This complicates the modernization effort and potentially delays production deployment. To mitigate

this, internal teams have taken over the reverse-engineering work and are making sure the code, along with integration requirements, are properly documented.

- ◆Vendor Performance and Contractual Disputes: The project experienced poor vendor performance and unresolved contractual disputes, which delayed progress and produced incomplete deliverables. This creates uncertainty around timelines, quality of work, and overall trust in external support. To mitigate this, the project has pivoted to an internally led approach while strengthening vendor oversight and ensuring future solicitations include stricter performance and accountability measures.

- ◆Skills and Capacity Gaps: There's a shortage of skills in both modern technologies and in moving from mainframe to cloud, which could slow down replatforming efforts. Without the right expertise, the project risks relying too heavily on outside vendors and struggling to sustain progress long-term. To mitigate this, agency staff are getting familiar with the code now, while future solicitations will make sure vendors deliver knowledge transfer along with technical work.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>15,389,966</b>	<b>637,804</b>	-	<b>16,027,770</b>
ITIF	14,827,581	637,804	-	<b>15,465,385</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	562,385	-	-	<b>562,385</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	<b>(1,300,000)</b>	<b>(1,400,000)</b>	-	<b>(2,700,000)</b>
ITIF Realignment	(1,300,000)	(1,400,000)		<b>(2,700,000)</b>
Agency Funds Realignment				-
<b>Total</b>	<b>14,089,966</b>	<b>(762,196)</b>	-	<b>13,327,770</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
8,337,303	8,734,981

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	1,801,270	283,113	TBD	<b>2,084,383</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>1,801,270</b>	<b>283,113</b>	<b>TBD</b>	<b>2,084,383</b>

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

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

**Project Description:** The Electronic Patient Health Record (EPHR) project is a Department of Public Safety and Correctional Services (DPSCS) initiative to modernize correctional healthcare through the implementation of a fully customized, cloud-based system. The solution is designed to improve clinical and operational efficiency by integrating key capabilities such as automated Electronic Medication Administration Records (EMAR) and scheduling that interfaces seamlessly with both internal systems and external vendor platforms. By replacing outdated applications and hardware, the project will ensure compliance with rigorous security and privacy standards while providing a secure and sustainable technology environment. The system will be scalable to accommodate future growth and evolving healthcare delivery needs, positioning the Department with a modern platform that enhances care coordination, strengthens operational workflows, and supports long-term organizational objectives. Through this implementation, the project aims to deliver a reliable and adaptable solution that meets the unique requirements of correctional healthcare while laying the foundation for improved efficiency, effectiveness, and service delivery across the Department.

**Project Status (through June 30):** The project pursued the acquisition of a new EPHR vendor through an Intergovernmental Cooperative Purchasing Agreement (ICPA) that resulted in a qualified proposal from a vendor whom DPSCS is now working to contract. The project team worked with DPSCS Legal throughout FY25 to address outstanding legal questions necessary to secure approval to proceed. The project also worked to address resource availability challenges, further contributing to delays in obtaining final legal approval. Despite the vendor's response to the project's questions, a contract has not yet been awarded, further compounding the project's ability to meet established deadlines. Despite these delays, the project anticipates resolving all legal and contractual matters, moving forward with contract execution in Q3 FY26, and initiating implementation activities in alignment with the proposed schedule.

**Project Status Addendum (through September 30):** None

**Known / Anticipated Schedule Changes:** The project faces delays due to extended legal reviews and resource availability challenges, which hinder contract award and initiation of implementation activities. The project anticipates contract execution in Q3 FY26, though risks of further delays remain.

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

- **Extensive Legal Review and Contract Award Delays:** The project faces risk from the extensive legal review process, which has generated multiple rounds of questions to the vendor to ensure that contractual terms are clearly defined. This delay impacts the project's ability to finalize the vendor selection and initiate implementation activities on schedule. To mitigate this, the project is working closely with DPSCS Legal and the vendor to resolve outstanding concerns, safeguard the agreement, and secure timely approval for contract execution.

- Resource Availability and Competing Priorities: The project is challenged by limited availability of key subject matter experts due to competing agency priorities. This impacts the project’s ability to maintain momentum and to address questions arising from DPSPS' legal review. To mitigate this, the project is engaging leadership to elevate the prioritization of SME contributions, clarify resource commitments, and reduce scheduling conflicts that jeopardize resource availability.
- Project Implementation Delays: The vendor’s draft implementation plan outlines an 18-month timeline, but current legal delays and resource availability threaten additional schedule delays. Further delays increase the likelihood of cost escalation in response to a compressed schedule. To mitigate this, the project will closely monitor dependencies, sequence tasks, and work to ensure that the vendor’s proposed schedule is achieved.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>17,919,785</b>	<b>(1,400,000)</b>	-	<b>16,519,785</b>
ITIF	17,919,785	(1,400,000)	-	16,519,785
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>17,919,785</b>	<b>(1,400,000)</b>	-	<b>16,519,785</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
9,139,742	8,217,742

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	6,472,202	472,155	TBD	<b>6,944,356</b>
Agency Funds	-	-	TBD	-
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>6,472,202</b>	<b>472,155</b>	<b>TBD</b>	<b>6,944,356</b>

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

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

**Project Description:** The Automated Licensing and Registration Tracking System (ALRTS) project is a Maryland State Police (MSP) initiative to modernize and streamline the State’s regulated firearms licensing and registration processes through a fully automated and integrated licensing system. Mandated by the Firearm Safety Act, the project replaces outdated manual and paper-based applications with a web-based portal that allows citizens, dealers, and agencies to electronically submit applications, pay fees, and track status in real time. The system eliminates reliance on the legacy Lotus Domino-based platform and introduces electronic submission for applications such as the 77R for regulated firearm purchases, handgun permits, body armor, and licenses for security guards, private detectives, security system technicians, special police, and railroad police. It also includes registration of machine guns and licensing of firearm dealers. By consolidating these functions into a single online portal, the ALRTS project reduces application processing time, improves reporting and metrics, and enhances operational efficiency for the Maryland State Police Licensing Division, firearm dealers, and handgun instructors. When fully implemented, the Licensing Portal will serve as the single authoritative system of record for all licensing products managed by the Maryland State Police, with the exception of the Handgun Qualification License maintained in a separate system.

**Project Status (through June 30):** The public-facing Professional Licensing Portal went live in early Q3 FY25, successfully meeting multiple legislative mandates affecting Professional Licensing Agencies that went into effect at the start of the calendar year. The project transitioned into operations and maintenance officially in mid Q4 FY25

**Project Status Addendum (through September 30):** None

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

- ◆ Legislative Requirement Changes: New updates or modified Licensing Portal requirements resulting from the 2026 legislative Session may introduce additional development activities with limited resources. This could impact the project’s ability to deliver enhancements on schedule. To mitigate this, the project team is planning the development schedule with flexibility to absorb new requirements while minimizing delivery risks.
- ◆ Maryland State Police Resource Constraints: The Maryland State Police may lack sufficient resources for reviews and testing, which could delay the delivery of new enhancements during the operation and maintenance phase. This could hinder timely deployment and reduce overall solution effectiveness. To mitigate this, the project team is coordinating development and testing deadlines with available resources to reduce the likelihood of delivery delays.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>7,942,660</b>	<b>1,054,007</b>	<b>298,727</b>	<b>9,295,394</b>
ITIF	7,542,660	1,054,007	298,727	<b>8,895,394</b>
Realigned ITIF				-
Agency Funds	-	-	-	-
Federal Funds	400,000	-	-	<b>400,000</b>
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>7,942,660</b>	<b>1,054,007</b>	<b>298,727</b>	<b>9,295,394</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
1,028,000	1,074,000

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	7,301,292	892,513	TBD	<b>8,193,805</b>
Agency Funds	-	-	TBD	-
Federal Funds	400,000	-	TBD	<b>400,000</b>
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>7,701,292</b>	<b>892,513</b>	<b>TBD</b>	<b>8,593,805</b>

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

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

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

**Project Status (through June 30):** The project team successfully deployed Child Support Check Processing in Q4 FY25 and commenced the Payroll processing solution parallel processing phase, to validate the system alongside the existing legacy platform. The Revenue/Deposit solution is ready for the final round of UAT. The development of the Interest Allocation solution is underway and the Agency Portal’s core functionalities, including submitting, opening, closing, and modifying bank account applications, are fully live and operational.

**Project Status Addendum (through September 30):** The payroll processing solution has successfully cutover to the new system and went live on Q1 FY26. All three types of payrolls - Regular, University of Maryland, and Contractor have been processed. The Revenue/Deposit solution is ready to deploy the solution to pre-production and commence the parallel processing/validation phase. The Interest Certification and Collateral Validation processes were completed in Q1 FY26 and the solution has been deployed to Production.

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

- ◆ **Comptroller Interdependencies:** The project is highly dependent on alignment with the Comptroller’s Revenue Premier Enterprise and related initiatives. Changes in technical design, business operations, or resources at either agency could disrupt both projects, resulting in delays, design conflicts, and misaligned business processes that could affect statewide tax processing. To mitigate this, the project has established key external contacts, scheduled regular check-ins, and is maintaining engagement with Comptroller staff and leadership through joint meetings and coordinated technical and operational efforts.

- ♦ Legacy-to-Cloud Migration: The project requires a transition from a legacy mainframe to Microsoft Dynamics 365, a significant modernization effort. Unknown complexities may emerge during migration that could disrupt operations, resulting in delays in deployment, increased costs, and reduced stakeholder confidence. To mitigate this, the project is conducting a detailed gap analysis on critical banking processes and adopting a phased deployment approach that incorporates early testing and proactive issue resolution.
- ♦ Limited Internal Staff Capacity: STO lacks a dedicated internal technical team to support the solution. Overreliance on vendor resources for management and implementation will reduce STO’s independence, enable STO to provide only limited oversight, and create potential conflicts of interest that may hinder long-term sustainability. To mitigate this, the project is initiating planning to expand its internal technical staffing capacity to ensure continuity and support beyond project completion.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

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

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

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	11,172,042	3,960,125	TBD	<b>15,132,167</b>
Agency Funds	2,727,544	2,438,608	TBD	<b>5,166,152</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	5,747,207	5,747,207	TBD	<b>11,494,414</b>
<b>Total</b>	<b>19,646,793</b>	<b>12,145,940</b>	<b>TBD</b>	<b>31,792,733</b>

Estimated Cost to Complete Project	
Estimated Cost Remaining to Complete	Estimated Total Cost at Completion
\$0M - \$10M	\$30M - \$40M

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

<p><b>Project Description:</b> The Maryland Transit Administration (MTA) Next Generation Fare System (NGFS) project is a strategic initiative to modernize the State’s fare collection capabilities by developing and implementing a new Automated Fare Collection (AFC) solution. The existing system, CharmCard, was introduced in 2009 as a card-based electronic fare payment platform but is rapidly nearing its end-of-life, projected for Q2 FY26. After sixteen years of service, the system’s aging infrastructure and discontinued components have made maintenance increasingly difficult and costly, creating operational risks and limiting long-term sustainability. The NGFS project addresses this challenge by replacing the legacy system with a modern, reliable, and forward-looking fare collection platform that ensures continued access, efficiency, and convenience for Maryland Transit Administration riders.</p>	
<p><b>Project Status (through June 30):</b> The contractor implementing the Future Fare System, was terminated for convenience in Q3 FY25. One of the key reasons for the termination was the discovery in mid Q2 FY25 that Truist Bank could not support a Mass Transit Open Payment System. The contractor was unable to offer a workaround that was acceptable to the State Treasurer. Also, the procurement for the mobile application and retail network was cancelled. Nonetheless, the Genfare project to replace the fareboxes on all 825 MTA BaltimoreLink buses has gone well. About 50% of the fareboxes have been received. The project has been de-designated as a MITDP as of Q3 FY25 as it no longer involves custom development. The project will no longer be included in future reports.</p>	
<p><b>Project Status Addendum (through September 30):</b> None</p>	
<p><b>Known / Anticipated Schedule Changes:</b> The addition of open payments and the replacement of the mobile ticketing app and the rail ticket vending machines and faregates will have to go through a new procurement cycle.</p>	
<p><b>Known / Anticipated Cost Changes:</b> Advances in Software as a Service (SaaS) technology mean that the new system will cost less than previously forecasted both from a capital and operating perspective. The capital unit cost for ticket vending machines and the faregates will be higher due to inflation and the new tariffs. On the other hand, between a greater emphasis on digital cash and low Metro ridership, we may be able to keep the overall capital cost within reason.</p>	
<p><b>Known / Anticipated Scope Changes:</b> The Maryland Transit Administration (MTA) is phasing out the closed loop CharmCard by end of Q2 FY26 in favor of digital fare media. That move will save millions in capital and operating cost. In support of this change, the MTA anticipates that the existing Metro faregates will be enabled to read the CharmPass QR codes by end of the year. A proof of concept will be performed in Q2 FY26.</p>	
<p><b>Risk Assessment:</b> The project was de-designated from MITDP effective Q3 FY25.</p>	
<p><b>Portfolio Review / Health Assessment Held:</b> 06/25/2025</p>	<p><b>IV&amp;V Assessments Initiated:</b> None</p>

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	<b>13,594,769</b>	<b>8,771,258</b>	<b>12,838,473</b>	<b>35,204,500</b>
ITIF	-	-	-	-
Realigned ITIF				-
Agency Funds	13,594,769	8,771,258	12,838,473	<b>35,204,500</b>
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	<b>13,594,769</b>	<b>8,771,258</b>	<b>12,838,473</b>	<b>35,204,500</b>

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
7,721,258	7,374,085

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	12,955,041	8,544,959	TBD	<b>21,500,000</b>
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	<b>12,955,041</b>	<b>8,544,959</b>	<b>TBD</b>	<b>21,500,000</b>

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

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

**Project Description:** The Occupational Health Monitoring System (OHMS) project is a statewide initiative designed to modernize and standardize how the Maryland Transit Administration (MTA) documents and manages employee medical information and medical leave. By replacing fragmented processes with a centralized, web-based system, the project ensures greater accountability, compliance, and workforce safety while directly supporting the agency’s mission to deliver safe, efficient, and reliable transit services. The system provides an integrated platform that streamlines communication between the employer and health care providers, automates workflows, and ensures compliance with federal laws, State regulations, and agency policies. OHMS also introduces employee and health care provider portals with dashboard functionality, consolidating all relevant data and processes in a single environment. Importantly, the project expands the existing Family Medical Leave Tracking System into a more comprehensive Absence Case Tracking System, enabling the management of all Family Medical Leave Act cases as well as sick leave. This unified approach strengthens operational efficiency, improves oversight of medical leave usage, and promotes a healthier and more compliant workforce across the organization.

**Project Status (through June 30):** The OHMS project team has deployed its final release. The team has been working on minor enhancement to the release till the project closure. All portals are working without error. Currently, there are 1,673 employees successfully registered; 3,831 Family and Medical Leave Act (FMLA) cases were created with 0 duplicates; and 113 Health Care Providers are registered. The project has been closed effective Q4 FY25 and enters the Continuous Improvement phase of the product lifecycle. The project will no longer be included in future reports.

**Project Status Addendum (through September 30):** None

**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 was de-designated effective Q4 FY25 and it is now closed. The MTA’s IT department will monitor and perform continuous improvement of the system.

**Portfolio Review / Health Assessment Held:** 06/25/2025

**IV&V Assessments Initiated:** None

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

**Financial Summary**

Project Funding, All Time				
Funding Type	Funding through FY 2024	Funding FY 2025	Funding FY 2026	Total Funding to Date
<b>Annual Appropriation</b>	5,984,664	342,851	-	6,327,515
ITIF	-	-	-	-
Realigned ITIF				-
Agency Funds	5,984,664	342,851	-	6,327,515
Federal Funds	-	-	-	-
Reimbursable Funds	-	-	-	-
<b>Off-Cycle Adjustments</b>	-	-	-	-
ITIF Realignment				-
Agency Funds Realignment				-
<b>Total</b>	5,984,664	342,851	-	6,327,515

FY 2025 Planned Spend	
ITPR (August 2023)	Initial Monthly Forecast (June 2024)
342,851	502,272

*FY25 project budget requests were based on the spend plans in the ITPRs from August 2023. Agencies updated these spend plans in the Initial Monthly Forecasts in June 2024 based on project appropriation amounts and progress throughout FY24.*

Project Costs, All Time				
Funding Type	Actual Costs through FY 2024	Actual Costs FY 2025	Actual Costs FY 2026	Total Actual Costs to Date
ITIF	-	-	TBD	-
Agency Funds	1,481,786	939,767	TBD	2,421,553
Federal Funds	-	-	TBD	-
Reimbursable Funds	-	-	TBD	-
<b>Total</b>	1,481,786	939,767	TBD	2,421,553

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



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

**END OF REPORT**