



November 1, 2010

Mr. Karl S. Aro, Executive Director
Department of Legislative Services
90 State Circle
Annapolis, MD 21401

Dear Mr. Aro:

Section 3A-309(l) of the State Finance and Procurement Article requires the Secretary of DoIT to submit by November 1 of each year, a summary report on the State of Maryland's Major Information Technology Development Project (MITDP) fund and the portfolio of all MITDPs. This annual report describes all current projects and their status and reflects known or anticipated cost, scope and schedule changes, plus risk assessments, for fiscal year 2010. In addition, this report contains a summary of activity for the MITDP fund and current and out-year spending and appropriations for all projects.

Please contact me at (410) 260 2994 or elliott.schlanger@doit.state.md.us if you have any questions or comments.

Sincerely,

Elliot H. Schlanger
Secretary

cc: Warren G. Deschenaux, Department of Legislative Services, Director, Office of Policy Analysis
Patrick Frank, Department of Legislative Services, Office of Policy Analysis
Stacia Cropper, Deputy State CIO, Administration
Rebecca Burner, Department of Budget and Management

MSAR # 6818



S T A T E O F M A R Y L A N D
DEPARTMENT OF INFORMATION TECHNOLOGY

**REPORT ON THE
MAJOR INFORMATION TECHNOLOGY DEVELOPMENT
PROJECT FUND**

for Fiscal Year 2010

As of June 30, 2010



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State Agency Abbreviations

Assessments and Taxation	SDAT
Budget and Management	DBM
Comptroller of the Treasury	COM
Education	MSDE
Elections	SBE
Emergency Medical Services Systems.....	MIEMSS
Environment	MDE
Health and Mental Hygiene	DHMH
Higher Education	MHEC
Housing and Community Development.....	DHCD
Human Resources	DHR
Juvenile Services	DJS
Labor Licensing and Regulation	DLLR
Natural Resources.....	DNR
Public Safety and Corrections	DPSCS
Retirement and Pension Systems	SRA
State Police.....	MSP
Transportation	MDOT
Authority	MDOT-MdTA
Aviation	MDOT-MAA
Motor Vehicle	MDOT-MVA
State Highway	MDOT-SHA
Transit	MDOT-MTA

Baseline Financial Data Definitions

Project Costs to Date (CTD): Actual expenditures on each project that are verified for accuracy with the State’s financial systems of record, on both a quarterly and an annual basis.

Estimate at Completion (EAC): Total updated estimated project cost, combining actual and revised planned costs.

Project Funding: Amount of funding actually made available for each project by funding type.

Out Year Cost Detail: Represents the potential future year cost portion of the EAC, including one full fiscal year of operations and maintenance after project implementation. NOTE: Due to system reporting limitations, the Out Year Cost Detail table should reflect expenditures aligned with fund types as allocated in the Project Funding Table.

Total Project Cost: The original amount estimated by the agency that the project will cost.

Executive Summary

The Fiscal Year 2010 (FY10) portfolio of Major Information Technology Projects (MITDP) consists of 42 projects across 18 agencies. The total estimated value of the FY10 MITDP portfolio is \$647,754,192. The MITDP Fund received just over \$8 million in new direct funding in FY10. Additionally, in FY10, \$65,856,724 of new project funding was provided by other sources: 68% Special (\$45,010,519), 27% Federal (\$17,804,869), and 5% Reimbursable (\$3,041,336).

FY10 did not offer tangible relief to recessionary economic pressures that have severely impacted virtually all facets of government operations. Only a trickle of funding support found its way to the MITDP Fund. In fact, there were no General Funds appropriated for new projects during the fiscal year. Both Special Fund and Federal Fund contributions were also weak, with most of the federal monies being derived from the American Recovery and Reinvestment Act to support IT projects related to education, public safety and child welfare.

From the perspective of wrestling with a cost constrained environment well over three years in duration, there are several critical points to be shared. One, while the State's IT stakeholders and managers have been exhibiting excellent fiscal stewardship by faithfully meeting all cost containment targets through repeated budgeting exercises, the State's aging technology infrastructure and application capabilities portfolio are placed further at risk from a continuing lack of ample investment. Two, numerous MITDPs are not fully funded, which could potentially result in some projects not achieving their originally intended goals. DoIT's project execution methodology encourages large projects to compartmentalize phases and deliverables such that interim deliverables and benefits may be realized if funding falls short. In the long run, this process may be less than optimal. Three, by delaying IT investments today, the State is creating a pent up demand for future IT projects that collectively will have an steep price tag and require considerable numbers of internal resources for execution.

During the reporting year, DoIT introduced enhanced oversight processes. For example, DoIT historically conducted agency IT project portfolio reviews on an annual basis. The session was intended to allow DoIT to absorb project status, as depicted by the executing agency, for the purpose of assessing progress, offering guidance and gathering data for reporting purposes. Now, DoIT typically conducts face-to-face reviews with MITDP agencies on a much more frequent quarterly basis. Moving away from an agency presentation format, the venue rather consists of agency business sponsors and IT project teams discussing actual project management artifacts to jointly understand accurate, real-time project status, and agree on tactics and strategies to correct deficiencies or keep projects on track.

DoIT has also required agency IT project management to develop and manage to project schedules that are sufficiently granular to track activities effectively. This typically requires project activities being defined in durations of 80 hour or less, with specific human resources and owners assigned to each task. Furthermore, the comprehensive schedule, which represents one of numerous required industry standard IT project management artifacts, represents the combined activities of all team members, both State and contractor originated.

During the year, DoIT conducted initial Executive Post Implementation Reviews (EPIRs) with agencies commencing new IT projects. During the EPIR, the business owners' goals and objectives for the IT project are discussed. At project completion, another review is conducted to assure that the business owner's goals and objectives have been satisfied; a key criteria for declaring IT project success.

During FY10, we can point to several examples where DoIT oversight assisted, if not rescued, projects and supported the journey to successful outcomes. These projects included State Retirement Agency's, Maryland Pension Administration System; Department of Labor, Licensing and Regulation's, Maryland Imaging Data Access System; Maryland Department of Environment's, Enterprise Environmental Management System; and Maryland Higher Education Commission's, Student Financial Aid System. While each project owned its specific challenges, some common remedies included applying strong State project managers, demanding engagement of State business owners and stakeholders, facilitating the availability of State subject matter experts and other key resources as required; revisiting requirements definitions and gap analyses often; and enforcing third-party accountability by leveraging the contracts in force.

Looking ahead to FY11, it is clear that we must retain the lessons learned in the past to enjoy continued IT project success on such initiatives as the Department of Health and Mental Hygiene's Medicaid Management Information System, Department of Education's Longitudinal Data System, State Police's Computer Aided Dispatch/Records Management System and Department of Budget and Management's Statewide Personnel System and Central Collections Unit project. The lessons are fundamental. Concerning planning, State agencies must stand up the required internal human resources to support the initiative, better define business requirements and work flows, derive better contracts with detailed scopes of work, schedules, deliverables and performance metrics to which contractors can be held accountable, and commit to strict adherence to State planning processes, such as the Systems Design Life Cycle. Concerning project execution, professional and relentless project management, a detailed project schedule, and cooperation with DoIT oversight methodologies, combined, are the ticket to MITDP success, which ultimately will be shared by State IT stakeholders, agency participants and business contracting partners.

FY10 MITDP Fund: Summary of Operations

Fund Balance			
FY09 Ending Balance Before Pay Phone Commissions for Agency Disbursement			\$20,645,009
Pay Phone Commissions for Agency Disbursement:			0
Actual Fund Balance (as of 7/01/2009)			\$20,645,009
FY10 Funding			
Revenues:	\$	\$	\$
Sale, Lease or Exchange of Communication Sites or Frequencies	0		
Commissions, Rebates, Refunds, Rate Reductions to Telecommunications Bypass Agreements	0		
Pay Phone Commissions	0		
Gifts, Contributions and Grants	0		
Investment Interest	650,212		
Reversions to Fund Balance (<i>Note 1: Amount Reverted</i>)	0		
Total Revenues	<u>650,212</u>		
Transfers-In:			
Net General Fund Appropriations	8,343,725		
Total Transfers	<u>8,343,725</u>		
Total FY10 Funding			<u>8,993,937</u>
Total Funds Available			29,638,946
Transfers-Out:			
FY10 Project Expenditures	(18,344,671)		
FY10 Agency Pay Phone Commission Disbursements	(27,145)		
		<u>(18,371,816)</u>	
			<u>(18,371,816)</u>
Ending Fund Balance (as of 6/30/2010)			\$11,267,130
Obligations:			
Approved Projects		(10,905,374)	
Agency Pay Phone Commission Disbursements		<u>0</u>	
Total Obligations:			(10,905,374)
Net Funds Not Obligated (as of 6/30/2010)			\$361,756

FY10 Agency MITDP Expenditures

Agency	Project	AY Approved	Amount Approved	FY10 Expenditures	FY10 Reverted Funds	Carry Forward
DoIT	Independent Verification & Verification	2007	\$73,637	\$0		\$73,637
DoIT	Statewide Personnel System	2007	18,000	18,000		0
COMP	Modernized Integrated Tax System	2007	2,276,444	2,276,444		0
MHEC	Student Financial Aid System	2007	526,475	526,475		0
DPSCS	Multiple Agency Fingerprint IS (MAFIS)	2007	653,938	177,162	476,776	0
DJS	Statewide Education Technology	2007	52,776	11,998		40,778
DoIT	Statewide Personnel System	2008	677,982	463,822		214,160
COMP	Modernized Integrated Tax System	2008	1,912,648	1,912,648		0
SDAT	Assessment Administration and Valuation System (AAVS)	2008	2,049,216	564,283		1,484,933
DHMH	Electronic Vital Records	2008	314,015	314,005	10	0
DHMH	CHRIS	2008	6,077	0	6,077	6,077
MHEC	Student Financial Aid System	2008	594,960	343,193		251,767
SBE	Optical Scan Voting System	2009	10,000	0	10,000	0
DoIT	DPSCS OCMS IV&V	2009	57,960	35,549		22,411
DoIT	COMP MITS IV&V	2009	42,180	12,860		29,320
DoIT	Statewide Personnel System	2009	100,000	0		100,000
DoIT	IV&V Project Manager	2009	250,000	194,709		55,291
DHMH	Electronic Vital Records	2009	660,000	630,997		29,003
DHR	CARES Enhancements	2009	1,734,985	1,203,125		531,860
DHR	MD CHESSIE III	2009	1,600,340	1,600,340		0
DPSCS	OCMS	2009	1,214,771	1,064,771		150,000
MHEC	Student Financial Aid System	2009	320,680	0		320,680
DJS	Treatment Assessment	2009	481,100	387,576		93,523
Prior Year Obligations			\$15,628,184	\$11,737,957	\$492,863	\$3,397,363
COMP	Modernized Integrated Tax System	2010	6,056,862	6,056,862		0
SDAT	AAVS	2010	2,191,620	0		2,191,620
DHMH	Electronic Vital Records	2010	185,000	0		185,000
DHMH	Medicaid Management Info System	2010	160,290	158,303		1,987
DPSCS	OCMS	2010	4,371,197	391,549		3,979,648
MHEC	Student Financial Aid System	2010	149,756	0		149,756
MSP	CAD/RMS	2010	700,000	0		700,000
DoIT	IV&V Comptroller MITS	2010	150,000	0		150,000
DoIT	IV&V DPSCS OCMS	2010	150,000	0		150,000
FY10 Obligations:			\$14,114,725	\$6,606,714	\$0	\$7,508,011
Total:			\$29,742,909	\$18,344,671	\$492,863	\$10,905,374

Assessments and Taxation: Assessment Administration & Valuation System (AAVS) (#9100)

<p>Project Description: The AAVS project will consolidate two existing data systems; the Real Property Administration Data System (ADS), and the Valuation System. The ADS is the land management system that maintains property location and account ownership information. The Valuation System captures and processes property valuation information, which is then fed into a relational database management system. The AAVS will provide all of the functionality of the current land management and valuation systems, while achieving additional system processing efficiencies.</p>	
<p>Project Status: The Design and Development Phases are complete. The project is in the Integration and Testing Phase with 30% of User Acceptance Testing (UAT) complete. UAT is scheduled for completion in Oct. 2010.</p> <p>During the Development Phase the project identified third party software that was needed to enable communication between the mainframe and the AAVS database. The process to procure the software has begun and award is eminent.</p> <p>The agency CIO, in conjunction with the existing part time PM, is managing the project to completion. Implementation is scheduled to begin Nov. 2010, with full implementation scheduled to complete, mid Q3 FY11.</p>	
<p>Known / Anticipated Schedule Changes: Several issues have caused multiple project schedule delays. A critical piece of supporting software was identified, which allows communication between the new system and Annapolis Data Center. The project sustained a delay while this software was purchased via a protracted procurement process. Likewise, UAT turned up multiple critical defects in the system as it was delivered, requiring rework and correction of the defects. Because these delays also forced system go-live to miss the critical window in which new systems can come online in SDAT, full project implementation has been extended to Feb. 2011.</p>	
<p>Known / Anticipated Cost Changes: The scope change will not result in any project cost changes (See K/A Scope Changes); because the vendor will serve in a software installation support capacity. The project has identified third party software that will be needed to support the project. The cost of this software and the procurement process for purchasing, may impact the project's EAC and schedule.</p>	
<p>Known / Anticipated Scope Changes: Project scope for the installation of software is being transferred from the contractor to the agency, because the ADC does not want non-State employees leading the software installation process in the data center. The contractor will still support SDAT staff remotely during the software installation and configuration process.</p>	
<p>Risk Assessment: There is a risk of further schedule slip, since no full-time dedicated professional project manager is seeing the project through the final stages of roll-out. Likewise, although not a charge to the project, schedule slippage creates a continued concern for SDAT, because of the continued funding needed to maintain the current level of ADC support until full implementation. There is also continued concern about maintaining adequate funding and support for in-house database operations once implementation is complete. To mitigate these risks, SDAT is working with DBM to ensure these expenses are included in their outyear operating budgets. Likewise, regarding the project management risk, DoIT will consider performing an IV&V early in FY11 to ensure necessary planning for roll-out and completion of implementation has been done.</p>	
Portfolio Review Meeting Held: 07/07/2010	Last Quarterly Update Provided: 04/07/2010
IV & V Assessments Initiated: 08/22/2007	Peer Review Committees Assigned: None

Assessments and Taxation: Assessment Administration & Valuation System (AAVS) (#9100)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	3,430,802	5,713,148	9,143,950	37.52%
Totals	3,430,802	5,713,148	9,143,950	37.52%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF	4,847,230	2,191,620	885,749	7,924,599
Totals	4,847,230	2,191,620	885,749	7,924,599

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	5,713,148					5,713,148
Totals	5,713,148					5,713,148

Budget and Management: Central Collections Unit Systems Modernization (CCU) (#P008)

<p>Project Description: DBM's CCU currently uses a customized version of Columbia Ultimate's Revenue Plus Collector System to track collection activity. Today, the CCU system manages over 1.5 million debtor accounts for the State of Maryland. The initial purpose of this project was to modernize CCU's core business application, the legacy Columbia Ultimate Business System (CUBS). As a result of planning and requirements gathering, it has been determined and agreed upon that it is in the best interest of DBM and the agencies that CCU supports, to perform a full CCU IT modernization effort.</p>	
<p>Project Status: Through a robust requirements gathering process, the CCU project team uncovered more than 1,000 requirements for the new system. These are as a result of exhaustive mapping of as-is business processes to functional system (to-be) requirements. This has extended the Requirements Phase, which is now to be completed Q2 FY11. Concurrently, the draft solicitation is being developed in preparation for release in Q3 FY11 and award Q2 FY12. Several resources joined and subsequently left the project, requiring the project management team to take time to hire new resources. The time required to replace resources, acquaint them to the project and reassign activities has also contributed to schedule delays. The master project schedule is being rebaselined and will be reflected in the FY12 ITPR and the FY2011 Mid-Year Report.</p>	
<p>The CCU Project Liaison position, responsible for documenting the business requirements and processes, was vacated in early Jan. 2010 and replaced in late Mar. 2010. A System Architect also joined the team in Mar. 2010 to document the system architectural requirements. In early June, 2010 two technical writers joined the team to review and update the requirements for sound technical feasibility.</p>	
<p>Known / Anticipated Schedule Changes: The project schedule is being rebaselined to reflect additional time for validating and developing all requirements, more realistic time estimates to write the RFP and additional resources brought on to augment the project team for these efforts. The project will not meet the Aug. 2010 date to release the RFP; however a new schedule for release will be provided in the FY12 ITPR and FY11 Mid-Year Report.</p>	
<p>Known / Anticipated Cost Changes: The project's TPC is still estimated at \$15-\$20M until the requirements are fully documented, an implementation contract is awarded and a requirements gap analysis is performed; at which time a firm TPC will be determined. Due to the delay in releasing the RFP, CCU may be unable to encumber project funds by 06/30/2011. The FY11 funds to support the project when the integrator is hired will need to be re-appropriated in FY12.</p>	
<p>Known / Anticipated Scope Changes: More than 1000 new requirements were discovered during the extensive Requirements Phase.</p>	
<p>Risk Assessment: The challenge of maintaining adequate resources has caused the release of the RFP to be extended past Aug. 2010. This issue is being addressed by adding two technical writers to the project team and developing a TORFP for ongoing project support. CCU is upgrading its current system maintenance for CUBS 2009, thus the as-is CCU business operations continue to change. This has caused a more lengthy planning process; however, the project team is committed to completing a thorough project planning effort to mitigate extensive changes during implementation. Extensive changes during implementation invariably come at a greater cost to both budget and schedule. There is also the risk of a lack of availability of funds in FY12 to support the project, since the bulk of FY11 funds will not be spent or encumbered in FY11.</p>	
Portfolio Review Meeting Held: 05/12/2010	Last Quarterly Update Provided: 05/07/2010
IV & V Assessments Initiated: 05/10/2010	Peer Review Committees Assigned: None

Budget and Management: Central Collections Unit Systems Modernization (CCU) (#P008)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	557,467	16,934,032	17,491,499	3.19%
FF				
RF				
MITDPF				
Totals	557,467	16,934,032	17,491,499	3.19%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	40,163	1,122,320	2,131,600	3,294,083
FF				
RF				
MITDPF				
Totals	40,163	1,122,320	2,131,600	3,294,083

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	2,740,133	8,607,471	3,090,428	2,496,000		16,934,032
FF						
RF						
MITDPF						
Totals	2,740,133	8,607,471	3,090,428	2,496,000		16,934,032

Budget and Management: Statewide Personnel System (SPS) (#P006)

Project Description: The purpose of the SPS project is to obtain a Commercial-Off-the-Shelf (COTS) Human Resources Information System (HRIS) solution to replace the State's legacy personnel systems. The management of State personnel activities is supported by systems that were developed and implemented in 1975. The current systems must serve 700 users, who manage the personnel activities of approximately 70,000 State employees with 200,000 transactions processed annually. In recent years, the limitations of these legacy systems have become apparent and the risks to State personnel management increased. These limitations make it very difficult and time consuming to manage and accurately report personnel movement and associated activities.

Project Status: Approval and award of the software solicitation was made in Feb. 2010. Notice to Proceed (NTP) for the purchase of the software is pending the award of RFP2, an integrator contract.

The project team has continued with enhanced project planning, including requirements development. The addition of a Deputy PM position and three Subject Matter Experts (SMEs) have added great value to the project team's efforts; however, resource issues continue to be a challenge. The challenge is finding qualified resources in a timely manner for short term durations. The time required to procure and properly engage new resources has created schedule delays. Despite the resource challenges, the project team continues to move forward in documenting the RA Phase Two requirements in preparation for the creation of the RFP 2 solicitation.

Due mostly to the strong focus on requirements definition and resource turnover, the project schedule remains incomplete. The project team will refocus it's efforts on solidifying the detailed schedule, including realistic timelines and the addition of more detailed project activities, ensuring that all anticipated State and integrator activities are included, and that project activities have appropriate resource levels assigned. This detailed schedule will then immediately be used as the basis for a detailed cost estimate, to be performed by the project team.

Known / Anticipated Schedule Changes: To help prevent further schedule delays, the need for additional resources is being evaluated to assist with expediting the completion of planning, including the detailed project schedule. The detailed schedule is being developed and will be baselined near year's end. Major milestone dates will be made public in the FY12 ITPR and FY11 Mid-year Report.

Continued project resource challenges may extend award of the system integration solicitation into late FY12.

Known / Anticipated Cost Changes: The project team will perform an analysis of the tasks and resources in the baselined schedule to come to a "bottom up" estimate of TPC. The schedule is expected to be baselined and reported in the FY12 ITPR and the FY11 Mid-year MITDP Report. With that, the project team can estimate TPC.

Although there are other industry standard estimating methods, such as Analogous and Top Down, there is insufficient data to support estimates using these methods. For example, Analogous is based on how much other states spent on similar projects. Information from 13 states shows that they spent from \$30M - \$120M. However, states have used internal resources for the work for which Maryland will require contracted resources. Also, other states have included financial modules and payroll in their HR implementations, which Maryland will not. Further, a bottom up estimate using a sound schedule typically yields the most accurate TPC and is a valuable planning exercise.

Known / Anticipated Scope Changes: None.

Risk Assessment: The difficulty in acquiring and retaining qualified project resources creates a risk for continued schedule slippage. To assist the project in mitigating this risk, DoIT is pursuing various avenues to acquire needed resources. Likewise, there is an overall high risk that adequate State resources will be brought to bare, to serve as SMEs on behalf of stakeholder agencies. Resources will need to be reassigned from their current day-to-day duties to focus strictly on the project and their previous roles backfilled. The project team and executive sponsorship are planning for the cost and logistics of this impending resource shift.

A risk of insufficient funding remains high. Once the TPC is developed, an implementation strategy can be crafted in such a way that current funding levels drive the order in which system components are implemented. This avoids a big bang approach and allowing funding needs to be distributed more evenly throughout the project.

Portfolio Review Meeting Held: 05/12/2010	Last Quarterly Update Provided: 05/12/2010
IV & V Assessments Initiated: 06/07/2010	Peer Review Committees Assigned: None

Budget and Management: Statewide Personnel System (SPS) (#P006)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	1,068,536	9,431,464	10,500,000	10.18%
Totals	1,068,536	9,431,464	10,500,000	10.18%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF			1,869,344	1,869,344
MITDPF	4,350,000	-3,074,000	200,000	1,476,000
Totals	4,350,000	-3,074,000	2,069,344	3,345,344

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	2,906,031	4,302,000	2,223,433			9,431,464
Totals	2,906,031	4,302,000	2,223,433			9,431,464

Comptroller: Modernized Integrated Tax System (MITS) (#0430)

<p>Project Description: The goal of the MITS project is to replace the current COM tax administration and tax collection systems with MITS and to establish a data warehousing platform. MITS will be comprised of a COTS solution and a data warehousing solution, which will be the repository of all taxpayer data processed by COM. Another component of MITS includes implementation of a series of "Early Benefit" products designed to bring in revenue before full implementation. MITS supports the agency's goal of maximizing collections and identifying tax gaps by providing the capability to perform analytics and modeling within the data warehouse. It also supports the goals of improving customer service by maintaining a centralized view of the taxpayer. The MITS project consists of three main Phases (1) Data Warehouse & Business Tax Types; (2) Individual Tax and, (3) other Business Tax types, such as Tobacco, Estate and Motor Fuel. All of these Phases require the implementation of associated integrated tax system (ITS) functionality.</p>	
<p>Project Status: The project is about two months behind schedule. The delay was attributed to issues with the ITS portion of the project, associated with the design and build phases. There was a longer than expected learning curve for COM employees as it related to the SAP software product and for the integrator's employees as it related to understanding COM's tax processes. This has resulted in the integrator revisiting the requirements and performing additional requirements sessions with COM to ensure that a sufficient level of detail has been documented. Likewise, COM's internal PM Director retired and was subsequently replaced on Mar. 30, 2010.</p> <p>In an effort to address these issues and recapture some of the lost schedule time, COM rearranged the schedule to implement the Data Warehouse and Business Tax types first (July-Oct. 2010) and the associated ITS directly after, beginning in July 2011. COM also required the integrator to strengthen their project management and lead technical staff with additional personnel with both technical and tax expertise. COM and the integrator repositioned their under-utilized resources and added new resources to the project where needed.</p> <p>The Data Warehouse implementation is scheduled for completion in July 2010. Several IRS files from 2006-2008, will also be loaded and validated. Functionality was also built to include IRS data necessary to enable standard reporting. Six standard reports were developed and implemented to access IRS data.</p> <p>Current revenue generating products have produced approximately \$57M through FY10. MITS continues to move forward with implementation planning for additional revenue-generating products. Three new revenue-generating products are planned for implementation in FY11; 1) Corporate Income Tax; 2) Sales and Use Tax Non-Filer and; 3) Use Tax Non-Filer.</p>	
<p>Known / Anticipated Schedule Changes: By adding and repositioning resources and rearranging the schedule to implement the Data Warehouse first, as well as avoid implementation during the 2011/2012 tax filing seasons, COM is expecting to meet the Board of Revenue Estimates reporting requirements and also be able to complete the project by the original May 2013 date.</p>	
<p>Known / Anticipated Cost Changes: Some of the General Fund appropriation was offset by COM Special Funds for FY10, to accomplish cost containment; these funds will need to be reversed in later fiscal years. A change to the O&M cost was required because the project cost was only reflective of one full CY of O&M, rather than the required full fiscal year. Based on the current schedule, a partial year of O&M has been added to the project's total cost reflecting an increase in the EAC of approximately \$1.2M.</p>	
<p>Known / Anticipated Scope Changes: A no-cost scope change was approved to implement the Data Warehouse before the ITS functionality, which is a reversal of the original implementation order.</p>	
<p>Risk Assessment: The availability of General Funds continues to be a risk, as COM has front-loaded early project spending with Special Fund sources to accommodate dwindling General Funds. (See K / A Cost Changes). Additionally, resource issues present a risk for further schedule delays. To mitigate the schedule risk, COM is performing resource and project re-planning, including both COM and integrator resources.</p>	
Portfolio Review Meeting Held: 06/16/2010	Last Quarterly Update Provided: 04/13/2010
IV & V Assessments Initiated: 04/07/2009	Peer Review Committees Assigned: None

Comptroller: Modernized Integrated Tax System (MITS) (#0430)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	26,484,169	44,563,721	71,047,890	37.28%
FF				
RF				
MITDPF	9,760,412		9,760,412	100.00%
Totals	36,244,581	44,563,721	80,808,302	44.85%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	805,935	16,056,117	6,641,577	23,503,629
FF				
RF				
MITDPF	9,190,000	10,245,954	10,168,174	29,604,128
Totals	9,995,935	26,302,071	16,809,751	53,107,757

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	16,863,175	11,673,413	11,512,736	4,514,397		44,563,721
FF						
RF						
MITDPF						
Totals	16,863,175	11,673,413	11,512,736	4,514,397		44,563,721

Education: Enhanced Child Care Administration and Tracking System (eCCATS) (#F700)

Project Description: The purpose of the eCCATS project is to enhance the CCATS application to support the current and future business needs of the Division of Early Childhood Development and the Office of Child Care. The CCATS application supports child care licensing, subsidies, credentialing, grants, and related accounting processes. As CCATS is in production, the project approach is to make system corrections and improvements as a series of 19 optional deliverables, which will be developed concurrently with a very limited program of routine maintenance. Each deliverable release will support one of the primary project objectives of architectural renovations in data and code design, security, and usability; correct essential records for providers, staff qualifications and credentials documents; improved reports and work management; provider portal implementation; improved payments with an option for point-of-service interface; improved case management, with an option for expanded DHR interfaces; trainer support and portal expansion, with an option for quality reporting; grant management of four programs; enhancing the portal licensing process.

Project Status: By the end of Q3 FY10, MSDE's project team had completed a Project Charter, Risk and Project Management Plan, a System Boundary Document and secured approval of the requirements document. At the end of fiscal year 2010 the SDLC Planning phase was complete, the solicitation had been written and was close to being released. The solicitation includes both the scope of operations and maintenance for the CCATS systems and the requirements for the enhancements, which encompass the scope of eCCATS.

MSDE is anticipating contract award in late Q1 FY11 with the initial priority being knowledge transfer and contractor take-over of O&M services by Dec. 31, 2010, which is the end of the existing CCATS maintenance contract.

Known / Anticipated Schedule Changes: Due to other MSDE project funding priorities, the schedule for the eCCATS initiative has been extended, causing \$3.5M in planned FY10 development costs to be pushed into subsequent fiscal years. The project is now scheduled through FY14, but could be accelerated significantly should funds become available.

Known / Anticipated Cost Changes: Due to an internal MSDE funding realignment, the project's FY10 funding was reduced to \$300K to support PM contract costs only. Although overall TPC remains speculative, as a consequence of the longer development timeline, the estimated project cost will increase nearly \$650K due to additional PM and DoIT oversight expenses.

As one of the contract deliverables is providing O&M services for the existing CCATS application, the costs for this service are not counted as project costs. Additional O&M costs for each of the enhancements will be negotiated during task order processing. The agency will provide a committed project baseline cost shortly after contract award, now expected in Q1 FY11.

Known / Anticipated Scope Changes: Due to funding uncertainty, requirements were grouped into 19 optional work packages to provide flexibility in issuing small work orders per enhancement as partial funding becomes available. Consequently, it is not certain that all of the optional work packages will be completed at the end of the project.

Risk Assessment: 1) Project funding in FY11 may not be sufficient to complete planned scope and would cause additional project delay, unless additional funding sources are secured. 2) Each of the 19 releases will involve implementation challenges, due to the requirement for limited system downtime and MSDE's limited program staff resources.

Portfolio Review Meeting Held: 04/14/2010	Last Quarterly Update Provided: 05/07/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: 06/24/2009

Education: Enhanced Child Care Administration and Tracking System (eCCATS) (#F700)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF	241,512	8,125,988	8,367,500	2.89%
RF				
MITDPF				
Totals	241,512	8,125,988	8,367,500	2.89%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF	189,920	300,000	579,348	1,069,268
RF				
MITDPF				
Totals	189,920	300,000	579,348	1,069,268

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	3,854,364	1,925,954	1,075,670	1,270,000		8,125,988
RF						
MITDPF						
Totals	3,854,364	1,925,954	1,075,670	1,270,000		8,125,988

Education: Maryland Accountability & Reporting System (MARS) (#F600)

<p>Project Description: The MARS project will replace the legacy data processing system and associated interfaces that support the School and Community Nutrition Programs Branch (SCNPB) administration of approximately \$185 million in federal funds. SCNPB processing includes program administration, claims processing, financial management, training, program compliance, outreach and food distribution. The recipients of the SCNPB processing include local school systems (LSS), child/adult care food program institutions, nonprofit private schools, residential child care institutions, charitable institutions, special milk programs, summer food service agencies, and United States Dept. of Agriculture. The overall goal of the project is to enable optimal efficiency and integrity in the management of federal and State nutrition programs. The existing legacy system consists of custom developed client server software and will be retired in stages throughout the MARS project. MARS will be implemented in two releases.</p>	
<p>Project Status: Due to significant delays in completing MARS Release 1 (R1), MSDE de-scoped R2 from the existing contract that expires at the end of 2010, and entered into a sole source contract with the contractor to complete R2. The R2 development work is now expected to begin in Q2 or Q3 FY11, following deliverable acceptance of all R1 scope.</p> <p>MARS R1 is now scheduled for deployment in late Q1 FY11, with UAT in progress at the end of FY10. To allow R1 critical deliverables to become operational by Oct. 1, 2010, some lower priority R1 scope may be deferred for a subsequent implementation (still defined as R1) if further schedule slip occurs.</p>	
<p>Known / Anticipated Schedule Changes: Project schedule development and execution continues to challenge both the contractor and agency project teams. At fiscal year end the initial implementation date had slipped to late Aug. 2010, but already the team was considering which low priority deliverables could be deferred to a second R1 implementation. Even with enhanced oversight to improve the project team's schedule management performance, a significant under estimation of requirement complexity only became clear as a challenging design phase neared completion in early Q4 FY10. Insufficient business unit engagement initially delayed contractor design feedback and extended deliverable signoffs until management renewed staff commitment to project task assignments.</p> <p>The schedule will be rebaselined beginning with the R2 contract kickoff and DoIT will continue to work with the MARS team to ensure schedule management is more rigorous than that demonstrated in R1.</p>	
<p>Known / Anticipated Cost Changes: Contract negotiations to complete R2 scope under a sole source contract resulted in a minor decrease in overall project development costs; however, ongoing schedule delays will increase the project's costs due to extended PM services, O&M and DoIT oversight expenses. These revised costs will be incorporated into the project's FY12 ITPR.</p> <p>The FY09 MITDP Report's project costs were understated by a little over \$500K as MSDE did not pay some invoices using the correct project sub-program. Additionally, the agency did not include their PM Services contract costs with the project's sub-program. MSDE has agreed to incorporate the missing costs and will re-baseline the project's TPC for FY08 through FY10 in the FY12 ITPR. Beginning with the new PM services contract, starting in Q3 FY11, all PM costs will be charged to project's sub-program. The PM costs by year are: FY08=\$49,718, FY09=\$117,496 and FY10=\$198,621.</p>	
<p>Known / Anticipated Scope Changes: While not a project scope change, due to the end of the CATS I Master Contract on 12/31/10, and significant delays in R1 implementation, R2 deliverables have been de-scoped from the original contract and will now be completed under a new sole source contract.</p>	
<p>Risk Assessment: Schedule delays continue to challenge the MARS project, despite continuous DoIT guidance and progress assessments. While the level of task detail has improved over time, overly optimistic time estimates, team resource constraints, and late additions to design requirements have all contributed to ongoing schedule slip. The contractor has committed additional team resources (beginning Feb. 2010), temporarily adding a project scheduler to improve schedule deficiencies while MSDE management also renewed staff commitment to completing design reviews and deliverable signoffs as scheduled. To ensure quality of R1 deliverables, DoIT will withhold R2's notice to proceed until R1 deliverables have passed all necessary acceptance testing. R1 deliverables implemented after Oct. 1, 2010, would not receive the contractual 90 day warranty period unless the contract end date is extended.</p>	
Portfolio Review Meeting Held: 04/14/2010	Last Quarterly Update Provided: 04/14/2010
IV & V Assessments Initiated: 05/07/2009	Peer Review Committees Assigned: None

Education: Maryland Accountability & Reporting System (MARS) (#F600)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF	1,581,073	2,957,110	4,538,183	34.84%
RF				
MITDPF				
Totals	1,581,073	2,957,110	4,538,183	34.84%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF	1,503,000	2,158,774	1,235,380	4,897,154
RF				
MITDPF				
Totals	1,503,000	2,158,774	1,235,380	4,897,154

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	2,064,552	795,358	97,200			2,957,110
RF						
MITDPF						
Totals	2,064,552	795,358	97,200			2,957,110

Education: Maryland Longitudinal Data Systems (MLDS) (#F500)

Project Description: MLDS is an integrated set of grades K-12 data collection, analysis, and reporting sub-systems that are designed to meet: (a) No Child Left Behind federal reporting requirements, (b) Eden federal reporting requirements, (c) State Fiscal Stabilization Fund reporting requirements, (d) Race to the Top reporting requirements, and (e) to disseminate school performance information to Maryland constituents. The initial MLDS systems were developed in the late 1990s. In 2009, MSDE received a five year grant for approximately \$5M to reengineer the MLDS systems and improve their functionality to meet instructional improvement and Federal reporting needs. In early FY10 the project was recast as four objectives designed to meet the National Center for Education Statistics (NCES) grant success criteria. The objectives and associated deliverables include: (1) re-engineering the existing MLDS data warehouse to add a variety of new student longitudinal data, (2) implementing a business analytics platform and the creation of advanced analytics and reporting dashboards to help local schools and teachers improve instruction, (3) the expansion of the web data collection system to collect four additional types of data from the local schools, and (4) the creation of a state course code standard that aligns with the Dept. of Education standard course codes, that support a prototype unofficial standardized K-12 student records subsystem.

Project Status: Goals for the first year of the NCES grant have been completed on time, and met its milestones set forth in the grant requirements. NCES has officially approved the continuance of the project and grant as of July, 2010. The four main objectives were further decomposed into 21 discrete sub-projects. Design work is in progress on eight projects and development should begin in Aug. or Sept. of 2010. Two of the current eight projects focus on the reconstruction and enhancement of the MLDS itself. The remaining six projects are data enhancements and business intelligence reporting projects being done in collaboration with Divisions of Early Childhood, Career and Technology Education, and Instruction, and three projects are being done collaboratively with Local Education Agencies.

While the agency's procurement process has been slower than anticipated by the PM, 11 procurements have been initiated since January 2010, for staff and services. Of the 11 procurements, all have been either completed, or are anticipated to be completed by late Q2, FY11. The addition of 14 long-term and short-term staff for the project has been accomplished via the 11 procurements.

Known / Anticipated Schedule Changes: Due to the revision to the project's strategic approach, most project objectives are now being provided through small rapid development sub-projects with short timelines. This revised plan was baselined in Q3 and two of the most critical milestones were met with contracted technical staff supporting MSDE's data warehouse refresh and an upgrade of MSDE's enterprise database software. MSDE is tracking each sub-project with detailed schedule; however, an overall detailed project schedule has not been developed.

Known / Anticipated Cost Changes: As a result of the project's revised approach, which includes a more focused project scope that is better aligned with overall grant objectives, the project's estimated costs have been reduced. Although reporting on this project, has been through a number of cost changes, the final baseline cost will be derived and reported in the FY12 ITPR. Note that project costs are now programmed through Sub-Program Code F500.

Known / Anticipated Scope Changes: As an outcome of the revised project approach, a system boundary document and other project planning materials were completed and in final review at fiscal year end. The revised approach is now fully aligned with the objectives defined by the federal grant supporting this initiative. One significant technical change resulting from an architecture evaluation task, was a decision to replace the existing Business Intelligence (BI) reporting system with the BI engine inherent in the existing enterprise database.

Risk Assessment: A Risk Management Plan and Risk Register are now being developed as elements of the revised project approach. A dedicated PM, having prior experience with LDS, took responsibility for the project in Dec. 2009, establishing project control and improving overall plan granularity with solid long range objectives. There is an overarching risk that project complexity is making it difficult for State stakeholders to grasp the actual scope and objectives of the project. With a project of this magnitude and profile, a clear articulation of the objectives are imperative to retain stakeholder support. DoIT will work with MSDE to help clarify this message. Also, project staff resources will need to be monitored closely while these critical early stages are being executed. The quantity and rapid pace of planned procurements will be a challenge to procurement units, contract oversight and cost management units of MSDE and DoIT.

Portfolio Review Meeting Held: 04/14/2010	Last Quarterly Update Provided: 05/12/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Education: Maryland Longitudinal Data Systems (MLDS) (#F500)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF	87,399	5,371,831	5,459,230	1.60%
RF				
MITDPF				
Totals	87,399	5,371,831	5,459,230	1.60%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF	700,000	1,700,000	2,800,000	5,200,000
RF				
MITDPF				
Totals	700,000	1,700,000	2,800,000	5,200,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	1,509,001	1,597,298	1,601,890	663,642		5,371,831
RF						
MITDPF						
Totals	1,509,001	1,597,298	1,601,890	663,642		5,371,831

Education: Web Data Collection System (WDCS) (#F400)

Project Description: MSDE collects educational data individually in disparate formats from local school systems throughout the State, consisting of attendance, student assessment participation and outcomes, student enrollment and staff. The WDCS project will encompass the design, development, and support services for the implementation of this new system, which allows schools to enter data online, standardize data collection, reduce errors and improve quality and security, while reducing the time required to publish the data. The new system will be implemented as a series of six modules:

- Schools Data Set (SDS) (Module 1)
- Attendance (ATT) (Module 2)
- Statistical Process Control (SPC) (Module 3)
- Staffing (STAFF) (Module 4)
- Class Level Membership (CLM) (Module 5)
- Federal Programs (FED) (Module 6)

Project Status: The project was initially funded in FY09 for only the SDS and FED modules. Both modules were subsequently implemented on schedule by Q3 FY09. In late FY09, the project secured an additional \$1.4M in federal funds, sufficient to complete the ATT, CLM and SPC modules. As the STAFF module was not funded, it has been de-scoped from the project. At FY10 year end, the SPC module had completed several UAT cycles with two additional cycles called for in the project plan if necessary. Implementation is now expected in early Q2, FY11.

The ATT and CLM modules were implemented in Q3 FY10. The SPC module completed challenging Design and Development phases late in late FY10 and began UAT. As the SPC module contains complex statistical calculations that have required five cycles of UAT, final implementation has been pushed into Q1 FY11. MSDE anticipates officially closing out the project in late Aug. 2010.

Known / Anticipated Schedule Changes: The project is currently over eight months behind its re-baselined schedule, established after funding was secured for the three additional modules in April 2009. Since the Design phase for ATT and CLM experienced significant delays, simultaneous module development was undertaken to complete Development and UAT. While design complexity and resulting effort to review deliverables was more significant than expected for the program staff, further schedule delays were minimized and the modules were implemented in Q3 FY10.

Again, unexpected complexity in the SPC module required additional UAT cycles and contributed to some further schedule delays, which pushed the project completion to late Q1, FY11.

Known / Anticipated Cost Changes: Project funding does not include \$200,000 for IV&V costs as originally programmed, since no IV&V was performed.

Known / Anticipated Scope Changes: As there are no plans to fund the STAFF module, MSDE completed a change order to remove the module's requirements from the contract.

Risk Assessment: Due to the staff resource demands during the parallel development of modules, the project team had problems completing deliverable feedback within scheduled timeframes. Additionally, the complex nature of the SPC module requirements slowed initial design phase progress and resulted in some design rework needed to optimize business process efficiency. While further challenges may yet be experienced, program staff demands have lessened as the project end date nears and project resources have been freed up. This should help to limit the risk of further delays. Finally, an overly aggressive schedule, having too few test cycles, also contributed to missed schedule dates. The schedule concern was addressed with the contractor and an improved schedule was implemented, which reduced the risk of deliverables not meeting acceptance criteria.

Portfolio Review Meeting Held: 04/14/2010

Last Quarterly Update Provided: 05/04/2009

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Education: Web Data Collection System (WDCS) (#F400)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF	1,031,240	148,894	1,180,134	87.38%
SF				
FF	2,200,583		2,200,583	100.00%
RF				
MITDPF				
Totals	3,231,823	148,894	3,380,717	95.60%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF	1,750,000			1,750,000
SF				
FF	1,493,216			1,493,216
RF				
MITDPF				
Totals	3,243,216			3,243,216

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF	148,894					148,894
SF						
FF						
RF						
MITDPF						
Totals	148,894					148,894

Elections: Optical Scan Voting System (OSVS) (#C500)

<p>Project Description: Maryland currently uses direct recording electronic touch screen voting units for precinct-based voting and a central count optical scan system for absentee and provisional voting. In 2007, the General Assembly passed HB18 (Chapter 548, Laws of 2007), which required SBE to select and certify a voting system that had a voter verifiable paper audit trail. Specifically, the legislation stated that a voter verifiable paper audit trail is a paper ballot prepared by the voter and created by the ballot marking device for the purpose of being read by a precinct-based optical scanner. A voter verifiable paper audit trail also includes an optical scan absentee ballot and an optical scan ballot, which is also created by a ballot-marking device. The legislation was applicable to all elections occurring on or after January 1, 2010. During the 2009 Legislative Session, HB 893 was passed. The Bill enabled alternative accessibility standards to be used if there were no commercial systems available that met all of the HB18 voting system requirements at the time of procurement.</p>	
<p>Project Status: The current OSVS project was cancelled during FY10. All prior appropriations were deleted in cost containment and no funding was approved for FY11. One other major challenge was the overall inability of the vendor community to meet the requirements in HB18. SBE will pursue further planning for an enhanced voting system; however, this will be done through a separate and distinct project request.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: Appropriations for FY10 will have to be reverted to the fund balance.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: None.</p>	
<p>Portfolio Review Meeting Held: 06/23/2010</p>	<p>Last Quarterly Update Provided: 11/07/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Elections: Optical Scan Voting System (OSVS) (#C500)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF				
Totals				

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		10,000		10,000
FF				
RF				
MITDPF		10,000		10,000
Totals		20,000		20,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Emerg. Medical Services Systems: Electronic Patient Care Reporting (ePCR) System (#EMNG)

<p>Project Description: This project will create a new electronic patient care record (ePCR) medical collection system to provide MIEMSS with data necessary to evaluate and improve the quality of Maryland's overall Emergency Medical Services (EMS). The ePCR will replace the current basic pre-hospital electronic medical record system, which MIEMSS developed in 2001 and trademarked as the Electronic Maryland Ambulance Information System or EMAIS. The desired EMAIS replacement will be a COTS product that meets local, State, national, and stakeholder specifications. The current system no longer provides adequate data collection and analysis and does not interface with other more current EMS medical records software, which some Maryland jurisdictions are using to record pre-hospital patient care data. In particular, EMAIS does not provide the new standard data set for data sharing that has been approved by the National Highway Traffic & Safety Administration through its National Emergency Medical Services Information System (NEMSIS). The NEMSIS data-set is required in order to obtain certain federal funding and has been adopted by most national software vendors. EMAIS also does not meet the requirements of the American Recovery and Reinvestment Act of 2009 (ARRA) data formatting requirements specific to the transmission and storage of such data; a requirement for MIEMSS.</p>	
<p>Project Status: MIEMSS released an RFP for implementation services in Feb. 2010. The BPW approved the award of the contract on 6/9/10. Completion of Planning and Requirements Analysis with the integrator was expedited because of the extensive project planning effort by MIEMSS prior to contract award. The integrator and MIEMSS are now in the process of configuring current MD emergency medical protocols into the new ePCR product. The project is on schedule and planned to be implemented by the end of calendar year (CY) 2010.</p>	
<p>Known / Anticipated Schedule Changes: A preliminary schedule was developed prior to the integrator award. Although a protracted procurement has moved out the original project completion date by several months, the integrator and MIEMSS quickly developed a collaborative schedule with all tasks identified and baselined. As of June 30, 2010, the project is on schedule and rollout is due to complete by the end of CY 2010.</p>	
<p>Known / Anticipated Cost Changes: The original FY10 ITPR estimated the TPC as \$1.1M; however, the internal estimates were higher than the actual costs per the integrator's proposal. Since MIEMSS opted for their contractor to host the ePCR system at their commercial data center, MIEMSS will gain a high degree of reliability and future cost avoidance. Had MIEMSS opted to host themselves, they would have had to buy more equipment, software licenses, and pay more for out-year support. The cost savings to the State is reflected in out-year estimated budget targets.</p>	
<p>Known / Anticipated Scope Changes: Additional features that are incorporated in the ePCR solution include the ability to export billing data to allow counties to bill for EMS activities; import Computer Aided Dispatch data from county 911 centers; Ability to have a local copy of the database for reporting and statistical analysis; and a statewide license to the off-line client that allows data collection away from web access. There is a possibility of scope change or an enhancement to the base system if MIEMSS chooses to execute a contractual option to purchase a statewide integrated application for the licensure and certification of 30,000+ EMS Providers, from their integrator. This enhancement would result in a contract modification requiring BPW approval.</p>	
<p>Risk Assessment: The lack of dedicated internal resources could potentially cause the schedule to slip, since the MIEMSS staff will be assisting their integrator in addition to their normal job duties. The selected vendor has implemented successfully in multiple states, so their knowledge and commitment to ensuring MD receives a fully operational product minimizes the compatibility risk. Some jurisdictions have acquired their own commercial solution making statewide compatibility a challenge. In addition to the integrator's knowledge and experience, the MIEMSS staff will work collaboratively with their integrator to monitor the compatibility risk. The risk profile will be reduced by hosting the new application at a commercial state-of-the-art secure data center that offers multiple redundancies for power, cooling and internet connections. MIEMSS will also retain an up-to-date mirror copy of all application data on agency servers.</p>	
Portfolio Review Meeting Held: 08/04/2010	Last Quarterly Update Provided: 08/04/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Emerg. Medical Services Systems: Electronic Patient Care Reporting (ePCR) System (#EMNG)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	56,600		56,600	100.00%
FF	63,100	667,940	731,040	8.63%
RF				
MITDPF				
Totals	119,700	667,940	787,640	15.20%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	56,600	200,000	100,000	356,600
FF	63,100	300,000	100,000	463,100
RF				
MITDPF				
Totals	119,700	500,000	200,000	819,700

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	406,500	65,360	65,360	130,720		667,940
RF						
MITDPF						
Totals	406,500	65,360	65,360	130,720		667,940

Environment: Enterprise Environmental Management System (EEMS) (#3201)

<p>Project Description: The EEMS project, also known as Tools for Environmental Management and Protection Organization (TEMPO), is allowing MDE to provide a holistic view of the State's environmental regulatory processes through the establishment of a common data platform. EEMS was envisioned to replace approximately 170 disparate legacy databases and associated business applications through the acquisition and integration of a proven TEMPO COTS system. This application provides support for agency permitting, inspection and enforcement of regulatory obligations. This single application allows for increased operational efficiencies, reporting and standardization of business practices across the organization.</p>	
<p>Project Status: The last phase of the TEMPO implementation to install the requirements library is complete. The full TEMPO system was successfully implemented and the project officially closed in Mar. 2010.</p>	
<p>The new system is providing centralized access to departmental permit data and reporting tools across the air, land and water administrations.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: None.</p>	
<p>Portfolio Review Meeting Held: 03/16/2010</p>	<p>Last Quarterly Update Provided: 02/24/2010</p>
<p>IV & V Assessments Initiated: 07/03/2007</p>	<p>Peer Review Committees Assigned: None</p>

Environment: Enterprise Environmental Management System (EEMS) (#3201)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF	577,215		577,215	100.00%
SF	187,973		187,973	100.00%
FF	6,427,282		6,427,282	100.00%
RF				
MITDPF	82,015		82,015	100.00%
Totals	7,274,485		7,274,485	100.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF	577,215			577,215
SF	187,973			187,973
FF	6,435,812			6,435,812
RF				
MITDPF	82,015			82,015
Totals	7,283,015			7,283,015

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Environment: Web Revamp - Phase 1 (#3203)

<p>Project Description: The Website Revamp initiative will expand how MDE utilizes the web as an inherent function of daily business processes. The focus of the project will be on the redesign to enhance MDE's online services and make information readily accessible to its website users. Phase I of an anticipated two to three-phase initiative will implement a new COTS content management system (CMS) and associated website technical infrastructure. Some of the Phase I online enhancements will include infrastructure remodeling, hardware and network upgrades, a new CMS application, cleanup and migration of existing web content, improved information architecture and the creation of a web governance policy to manage web content. The Phase II project will implement selected eServices and eCommerce; and the Phase III project is planned for future website enhancements.</p>	
<p>Project Status: Milestone 2, the Web and Information Architecture Design Phase, completed Feb. 2010 and Milestone 4, to establish web governance, completed June 2010. Milestone 3, to implement the CMS, is in progress with 77% of the implementation complete. Upon completion of Milestone 3, the Web Revamp Project will have completed implementation of its new CMS with supporting web governance and procedures in place. Full project completion is scheduled for Sept. 2010. This will provide MDE with a streamlined content management system upon which to provide its customers easy and transparent access to enhanced online web services and information.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: The project EAC may vary and will be determined once the maintenance and support contract for post-implementation support has been awarded. Cost through the first full fiscal year of O&M will be reflected in the updated EAC.</p>	
<p>Known / Anticipated Scope Changes: MDE is evaluating web tools that may potentially increase future project scope; however, this will not impact the scope of Phase I.</p>	
<p>Risk Assessment: The risk regarding existing staff acquiring new skills to support new web technology still exists. To mitigate this risk, MDE staff will receive training from the implementation vendor as part of the project scope. Additional training will also be provided through the maintenance support contractor to enhance staff skill sets for eventual in-house support of the new MDE CMS environment.</p>	
<p>Portfolio Review Meeting Held: 03/16/2010</p>	<p>Last Quarterly Update Provided: 05/12/2010</p>
<p>IV & V Assessments Initiated: 11/09/2009</p>	<p>Peer Review Committees Assigned: None</p>

Environment: Web Revamp - Phase 1 (#3203)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	899,689	1,178,851	2,078,540	43.28%
FF				
RF				
MITDPF				
Totals	899,689	1,178,851	2,078,540	43.28%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,000,000	878,540		1,878,540
FF				
RF				
MITDPF		200,000		200,000
Totals	1,000,000	1,078,540		2,078,540

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	1,178,851					1,178,851
FF						
RF						
MITDPF						
Totals	1,178,851					1,178,851

Health & Mental Hygiene: Electronic Vital Records System (EVRS) (#B507)

<p>Project Description: The purpose of this project is to replace the existing systems currently used by the Vital Statistics Administration (VSA) with an integrated, web-enabled vital records system that is more efficient, cost effective and flexible. MD Health-General Code Ann. §4-203 provides for the DHMH Secretary to administer the registration and issuance of vital records and to establish appropriate methods and necessary forms for accurate registration of vital events. Additionally, there are federal reporting requirements and other components tied to the Intelligence Reform & Terrorism Prevention Act of 2004. The COTS system will allow for registration of births, deaths, fetal deaths, marriages and divorces; issuance of certified copies of vital records; and the modification of records and preparation of vital statistics data files and reports. The result of implementing this system will be a nearly paperless vital records system that will enhance customer service, increase the timeliness, completeness, and accuracy of vital statistics data and improve the integrity of the vital records registration system.</p>	
<p>Project Status: The Birth module went live 1/4/10 and has provided VSA with numerous improvements. There is now access to birth data as soon as a record is filed by the birthing facility, which is an enormous benefit to the department, customers who need certified copies of records, and the many state and federal agencies that use the data. The data collected is more accurate as a result of consistency checks built into the system and the use of standard reporting by hospitals. New data items that are important for public health data are being collected, including information on fertility therapy, infections during pregnancy, maternal morbidity, and congenital anomalies. The EVRS system allows VSA to better manage birth records and reduce the likelihood of fraudulent use of records through detailed tracking of record creation, registration, amendment and issuance. The system also includes disaster recovery features so that records can continue to be issued in the event of a disaster at the primary data center. Despite these many improvements, implementation of the birth system has been severely challenged and defects still remain in the birth module. Implementation was delayed by a year because: 1) the vendor's COTS system did not meet required national standards, forcing substantial customization and 2) the vendor provided numerous, poorly tested software releases to VSA, resulting in substantial delays. The system has been upgraded twice since go-live to repair reported defects, with a third release expected at the end of July 2010. VSA is presently tracking 18 open Issues/Defects/Change Requests. Numerous meetings have been held to discuss the habitual lateness of the vendor in correcting defects and discussing the criteria for exercising the Death module option. Considering the challenges experienced with the Birth module, DHMH and DoIT need to make a "go/no-go" decision by Q2 FY11 whether to move forward or not with the Death module.</p>	
<p>Known / Anticipated Schedule Changes: According to the original schedule, the Death module should have gone live in July 2010, with implementation of the fetal death, marriage and divorce modules scheduled for July 2011. Since work on the Death module has not yet begun, VSA is at least a year and a half behind in implementation of the four remaining system modules. VSA will require an updated schedule once the decision is made whether or not to exercise the option to move forward with the Death module.</p>	
<p>Known / Anticipated Cost Changes: The increased project cost since last years' reporting accounts for the project management contract, IV&V, software maintenance costs and maintenance costs through FY15. (The FY15 costs have been combined with FY14 in this report.)</p>	
<p>Known / Anticipated Scope Changes: If the State decides not to move forward with any additional module options, the scope for the project would end with the implementation of the Birth module only.</p>	
<p>Risk Assessment: As discussed in Project Status, there is currently a significant risk relating to moving forward with future system modules given the issues encountered during Birth module development. The project team and DoIT are meeting frequently to discuss the strategy for mitigating this risk and the steps needing to be taken before the decision is made to exercise the option to move forward with the Death module.</p>	
Portfolio Review Meeting Held: 09/15/2010	Last Quarterly Update Provided: 09/15/2010
IV & V Assessments Initiated: 10/15/2008	Peer Review Committees Assigned: None

Health & Mental Hygiene: Electronic Vital Records System (EVRS) (#B507)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	2,244,197	3,804,329	6,048,526	37.10%
Totals	2,244,197	3,804,329	6,048,526	37.10%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF	1,997,000	770,000	632,000	3,399,000
Totals	1,997,000	770,000	632,000	3,399,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	632,027	1,301,366	930,097	940,839		3,804,329
Totals	632,027	1,301,366	930,097	940,839		3,804,329

Health & Mental Hygiene: Medicaid Management Information System (MMIS) (#B508)

Project Description: DHMH assessed the current MMIS and Medicaid processes and developed a transition plan to align with the federally mandated Medicaid Information Technology Architecture (MITA) requirements. This will be a multi-phased development project. The new system will modernize existing system functions and significantly enhance the existing business goals of the MMIS ensuring that eligible individuals receive the health care benefits to which they are entitled and that providers are reimbursed promptly and efficiently. DHMH intends to replace its legacy MMIS claims processing system with a new MMIS system that will include imaging and workflow management. In addition to processing claims, the new MMIS system will also support coordination of benefits, surveillance and utilization review, federal and management reporting, and case management. Along with the MMIS replacement, DHMH intends to add a Decision Support System (DSS); improve and enhance the Pharmacy e-Prescriber solution; implement a Service Oriented Architecture (SOA) Integration Framework to provide a platform for the system that will enable better interoperability with existing legacy and stove-piped applications, and develop an eligibility portal that will include automated and integrated eligibility processing, thus improving care and recipient management throughout the Medicaid Enterprise. In addition to replacing the current outdated MMIS and improving efficiency, DHMH has an additional goal for their new system; to obtain federal Medicaid Enterprise Certification status.

Project Status: Based on their current operational maturity level determined by the federally mandated MITA self-assessment, DHMH received 90% federal funding for the project. Pursuant to the self-assessment, the MMIS project team worked closely with DoIT to develop the SDLC project planning artifacts, diagramming as-is business process flows, reviewing requirements and developing the new MMIS RFP. The RFP was released on May 20, 2010, and the proposal due date is September 7, 2010. Due to the high profile nature and budgetary implications of this project, DoIT will continue to meet with the DHMH project team monthly to assist with seeing that the project fully completes the necessary early phase planning steps according to the State's SDLC.

Known / Anticipated Schedule Changes: DHMH is working to incorporate all tasks up to and including the contract NTP into their project schedule. Upon contract award, DHMH and the contractor will integrate their project schedules into one master schedule. The most critical schedule milestone is the ICD-10 implementation date of October 1, 2013. (Please refer to K/A Scope Changes for ICD-10 detail.)

Known / Anticipated Cost Changes: The preliminary estimates to complete this project forecasts the TPC at \$120M; however, the addition of other expenses, such as project resource costs have increased the TPC to about \$168M. A firm TPC will be baselined with the award of the implementor's contract and the management services contract, to establish a project management office and QA program.

Known / Anticipated Scope Changes: The federal ICD-10 standard pertains to the US health care industry change from ICD-9 to ICD-10 for medical diagnosis and inpatient procedure coding. ICD-10 codes must be used on all HIPAA transactions, including outpatient claims with dates of service, and inpatient claims with dates of discharge on and after October 1, 2013. If the targeted implementation date of October 1, 2013, is missed, MD claims and other transactions may be rejected, and DHMH will need to resubmit the claims. Missing the implementation deadline could also result in delays that may impact State reimbursements and costly penalties to the State by the federal government. For determining Medicaid eligibility, DHMH will collaborate with DHR to enhance DHR's existing CARES system. This will be a separate and distinct MITDP from DHR with a separate funding source and lifecycle.

Risk Assessment: Due to the complexity of this project, there are several major risks: 1) A large compliment of dedicated existing internal staff is required during the project. This staff will provide subject matter expertise during the project. DHMH has brought in contractual staff to backfill the jobs previously performed by the internal SMEs. 2) There is a risk that the 10% State funds needed to match the 90% federal funds will not be available. 3) The operational model for the new MMIS will require holding the fiscal agent contractor to stringent service levels, which will require enhanced skills and training for existing staff in contract management. 4) If the ICD-10 deadline is not met by the new system, DHMH will be forced to retrofit the old system to be compliant. There are provisions in the RFP for the contractor to assume control of the current system if the ICD-10 implementation date is not met. 5) DHMH has not yet established a PMO or QA structure to manage this project.

Portfolio Review Meeting Held: 09/15/2010	Last Quarterly Update Provided: 09/14/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Health & Mental Hygiene: Medicaid Management Information System (MMIS) (#B508)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF	40,292	118,318,773	118,359,065	0.03%
SF				
FF	1,787,358		1,787,358	100.00%
RF				
MITDPF	158,303		158,303	100.00%
Totals	1,985,953	118,318,773	120,304,726	1.65%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF		1,440,000		1,440,000
RF				
MITDPF		160,000	1,250,000	1,410,000
Totals		1,600,000	1,250,000	2,850,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF	9,514,046	15,746,848	11,266,832	81,791,047		118,318,773
SF						
FF						
RF						
MITDPF						
Totals	9,514,046	15,746,848	11,266,832	81,791,047		118,318,773

Higher Education: MD College Aid Processing System (MD CAPS) (#3402)

<p>Project Description: This project replaces the legacy Student Financial Aid (SFA) system (circa 1991), which manages almost \$110M in State aid each year. The new MD CAPS application will provide an efficient web-based system supporting the initial financial aid application, processing of new and renewal awards, student notifications of award acceptance and notification of higher education institutions and legislators of award information. The system will also process payment of funds for awards and reconciling accounts, and support the maintenance, tracking, fulfillment and repayment of service obligations associated with certain programs. An Internet portal will provide access to comprehensive financial aid status for students, financial aid administrators, MHEC staff and legislators.</p>	
<p>Project Status: In Q2 FY10, MHEC addressed schedule delays, which would have resulted in the implementation of MD CAPS during a critical operational window, by prioritizing application functions and dividing work into three staged releases. The contractor completed development and MHEC completed UAT to implement Stage 2-A in Feb. 2010. This established the base system supporting agency scholarship administration and access to a portal for financial aid officers and students. Stage 2-B, implemented in May 2010, included award processing, program reporting, legislative rosters and additional program administrative functions. Implementation of Stage 2-C, which delivers a legislative portal and all remaining system functionality was expected to complete by end of June 2010, but has slipped to the first quarter of FY11.</p>	
<p>The two implementations to date have been enthusiastically received by users and are performing as expected with over 23,000 students accessing their award information and receiving 44,000 electronic status notifications.</p>	
<p>Known / Anticipated Schedule Changes: The project is now over one year behind its original baseline schedule with Aug. 23, 2010, being the target date of the final 2-C implementation. The project delays are due primarily to: 1) the complexity of the 22 different scholarship programs, 2) the extensive requirements validation phase, 3) unexpected contractor personnel changes 4) design / performance re-work needed following stress testing and 5) a significant quantity of early test phase defects. To address the one year schedule slip's impact on the contractual O&M period, MHEC will execute a no-cost contract modification, anticipated in July 2010.</p>	
<p>Known / Anticipated Cost Changes: As a result of the project's final implementation date now expected in Q2 FY11, the project has incurred an increase in PM services and O&M costs, (which begins with the final implementation), due to a longer period needed to complete the one full year O&M requirement. Consequently MHEC will request the necessary additional funds in FY12 to complete and close out the project.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: While final development work was nearing completion and UAT was under way for final stage II-C implementation, corrections to several modules of release IIB were identified, which could result in an additional project schedule delay. If module II-C's implementation experiences further delays, it would likely increase the project's PM service contract costs.</p>	
Portfolio Review Meeting Held: 07/14/2010	Last Quarterly Update Provided: 04/26/2010
IV & V Assessments Initiated: 12/06/2007	Peer Review Committees Assigned: None

Higher Education: MD College Aid Processing System (MD CAPS) (#3402)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	2,178,490	1,024,957	3,203,447	68.00%
Totals	2,178,490	1,024,957	3,203,447	68.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF	2,600,000	355,396	198,655	3,154,051
Totals	2,600,000	355,396	198,655	3,154,051

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	823,947	201,010				1,024,957
Totals	823,947	201,010				1,024,957

Housing and Community Develop.: State Asset Servicing System (SASS) (#2610)

Project Description: DHCD's SASS project seeks the acquisition and implementation of a COTS solution for accounting and servicing of approximately \$585M State loan assets. DHCD is responsible for managing accounting and reporting for various State loans. These loan assets include accrued and capitalized interest for complex State funded loans needed to provide gap financing for multifamily and small businesses.

The SASS project will implement a loan servicing software application that will provide an integrated solution in support of the DHCD loan portfolio, particularly multifamily cash flow loans. The project's goal is to streamline processes, improve data accuracy and redundancy, and enable secure self-service access to data.

Following minimal customization to the base COTS platform, SASS functional requirements should be delivered, resulting in efficiency in servicing assets, improvements in customer service, and superior portfolio analysis. SASS will be a sub-ledger accounting system, enabling DHCD to efficiently service loans by:

- 1) Improving the capability to manage cash flow loans and collections,
- 2) Enabling interoperability with existing systems,
- 3) Providing appropriate security and auditing capabilities,
- 4) Providing online account information via the Internet for project and property managers, and
- 5) Improving the ability to report on cash flow loan balances and activities.

Project Status: The SASS project is being implemented in two phases; Phase I includes the base COTS functionality and Phase II will include any customized functionality; which is a requirement of the project or determinations by DHCD that are both beneficial and within scope of the current integrator's contract.

Extensive data mapping activities for legacy data conversion caused a slight project schedule delay. Additionally, there was an under estimation of the effort required to pull legacy data from the various data access points.

Upon the completion of Phase I, DHCD will begin the next major milestone in mid Sept. 2010. This milestone will help determine the Phase II customizations by performing a Gap Analysis of the requirements from the original scope of work. The Phase II customization aspects of the system will include functionality for "group", "portfolio" and "class" information for general ledger functionality.

DHCD anticipates the functionality needed to resolve a repeat Office of Legislative Audits finding related to inadequate source of cash flow loan data (manual spreadsheets), will be completed in Phase I.

Known / Anticipated Schedule Changes: Extensive data mapping activities for data conversion, overly aggressive estimation of project task activities and DHCD's conscientious decision to extend project completion to achieve quality data conversions, has the project scheduled for full completion in Q1 2012.

Known / Anticipated Cost Changes: None.

Known / Anticipated Scope Changes: None.

Risk Assessment: Adequate staff resources needed to satisfy qualitative analysis and testing of migrated data remains a concern. To mitigate this risk, DHCD has contracted a new loan accountant to care for the daily business unit operations, freeing experienced personnel to support the project.

Portfolio Review Meeting Held: 04/21/2010

Last Quarterly Update Provided: 04/21/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Housing and Community Develop.: State Asset Servicing System (SASS) (#2610)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	262,500	822,500	1,085,000	24.19%
FF				
RF				
MITDPF				
Totals	262,500	822,500	1,085,000	24.19%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		950,000	75,000	1,025,000
FF				
RF				
MITDPF				
Totals		950,000	75,000	1,025,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	762,500	60,000				822,500
FF						
RF						
MITDPF						
Totals	762,500	60,000				822,500

Human Resources: Child Support Modifications (CSES) (#6D78)

Project Description: DHR was awarded American Recovery and Reinvestment Act funding to make improvements to the Child Support Enforcement System (CSES). Three initiatives identified by DHR for the scope of this project follow:

- (1) Futures Payment Processing Iteration II - The purpose of this modification is to enhance the future payment distribution process to satisfy the current Support Ordered Amount (SOA) and to satisfy the existing arrears balance with one additional month SOA to the current support account.
- (2) Unclaimed Abandoned Property - This enhancement provides users with an on-line ability to indicate a receipt or a check as unclaimed/abandoned; to build an automated process for determining and identifying receipts and checks as unclaimed/abandoned; to provide an electronic process for validating and verifying the detailed information of the receipts and checks marked by either end users or the system as unclaimed/abandoned funds; provides CSES functionality for the CSE Administration Accounting and Banking Services Unit staff; identifies receipts and checks that have been successfully sent to the Comptroller's Office; provides the appropriate CSES updates for checks and receipts; and creates five new reports for the system.
- (3) Medical Support Phase II - This initiative will put in place the remaining processes necessary to address the complete medical coverage lifecycle. It will focus on assisting caseworkers in their efforts to send, track and receive medical support information from the non-custodial parent's employer.

Project Status: The DHR contractor developed preliminary design documents, statements of work (SOW) and final designs for the three identified components (Future Payment Processing, Unclaimed Abandoned Property, and Medical Support) for DHR to review and approve. Upon document approval, DHR's contractor began incorporating the modifications to the three initiatives to improve the CSES. Futures Payment system testing and UAT was conducted in April 2010 and implemented in May 2010. Unclaimed Abandoned Property - Release I was implemented in Feb 2010; Release II was implemented in March 2010 and Releases III & IV were implemented in June 2010. Medical Support, Phase II was implemented at the end of June. All initiatives have transitioned into O&M, signifying the close of this project.

Known / Anticipated Schedule Changes: None

Known / Anticipated Cost Changes: Although all work on this project was completed on 6/27/10, invoices in the amount of \$1.1M have been submitted and will be processed in FY11. The project is considered complete and in O&M as of the beginning of FY11.

Known / Anticipated Scope Changes: None

Risk Assessment: None

Portfolio Review Meeting Held: 09/15/2010

Last Quarterly Update Provided: 06/09/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Human Resources: Child Support Modifications (CSES) (#6D78)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	2,267,766		2,267,766	100.00%
FF	3,274,116	1,128,018	4,402,134	74.38%
RF				
MITDPF				
Totals	5,541,882	1,128,018	6,669,900	83.09%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		2,267,766		2,267,766
FF		4,402,134		4,402,134
RF				
MITDPF				
Totals		6,669,900		6,669,900

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	1,128,018					1,128,018
RF						
MITDPF						
Totals	1,128,018					1,128,018

Human Resources: Client Automated Resource and Eligibility System (CARES) Modifications (#6D78)

<p>Project Description: CARES supports DHR's income maintenance caseworkers in determining eligibility for programs such as food stamps (FS), temporary cash assistance (TCA) and Medicaid. CARES also supports the ongoing case management activities for eligible recipients. CARES is over a decade old, and in order to remain current with case practice and evolving policy, periodic enhancements are needed. There are four enhancements that will be completed as part of this project: 1) sanction history screen will support workers in tracking and enforcing sanction policies for FS, TCA, and temporary disability assistance 2) reactivation functionality will allow workers to streamline the application process for clients by re-verifying known client data during the application process as opposed to requiring all information to be re-entered with each new application 3) food stamp combined application allows clients that receive federal supplemental security income (SSI) to automatically qualify for food stamps, if they meet the federally defined shelter requirements, thereby eliminating the need for these clients to apply separately and provide the same information multiple times 4) SAIL/CARES Interface will automatically transfer information entered by clients from SAIL to CARES. This interface will allow clients to apply for benefits via the Internet and eliminate the need for caseworkers to manually enter the data.</p>	
<p>Project Status: The SAIL/CARES interface is currently in O&M since being implemented in March 2009. The sanction history screen, reactivation functionality and food stamp/SSI combined application all completed development in Feb/March 2010; went through verifications and unit testing in April 2010; system testing was completed in May 2010; the final system tests and user acceptance testing was conducted in May/June 2010. Upon completion of all testing, Implementation completed at the end of June 2010. The three enhancements have transitioned into the O&M phase, which closes this project.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: None</p>	
<p>Portfolio Review Meeting Held: 09/15/2010</p>	<p>Last Quarterly Update Provided: 06/10/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Human Resources: Client Automated Resource and Eligibility System (CARES) Modifications (#6D78)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF	1,632,480	85	1,632,565	99.99%
RF				
MITDPF	1,844,360		1,844,360	100.00%
Totals	3,476,840	85	3,476,925	100.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF	1,632,565			1,632,565
RF				
MITDPF	1,844,360			1,844,360
Totals	3,476,925			3,476,925

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF		85				85
RF						
MITDPF						
Totals		85				85

Human Resources: MD CHESSIE III Modifications (#6B01)

<p>Project Description: One of DHR's priorities is Place Matters, an initiative that the agency has undertaken in child welfare to revamp its case practices to help place children in the best possible setting to achieve positive outcomes. The SSA within DHR, along with its Tiger Team, have identified 10 changes and enhancements to the MD CHESSIE program that are needed to help support the changes being instituted as part of Place Matters. This set of enhancements address both federal and DHR requirements: 1) Performance Optimization: OTHS has identified and is working on short/intermediate/long-term changes to address application response time. 2) Program Assignment Phase II will provide tighter editing that will result in more consistent and correct program assignments and board rates. 3) Ensure accurate AFCARS data submission and reports. 4) County-Specific Room/Board Rates: The system must support differential payments for foster care room/board. 5) Private Adoption Subsidies: Since adoption is now done privately and only later does the adoptive family apply for subsidy, this modification would allow skipping over "Case 1, Foster Care" and "Case 2, Adoption Planning." 6) Integrate Structured Decision Making (SDM): an instrument that the workers complete for various levels of service, eliminating variances in first-reports. 7) Improve Title IV-E Processing: Currently, there are open incidents in CHESSMate on IV-E Eligibility that require addressing. 8) Enhance Reporting: Staff have identified 20 reports that require modification. 9) Over/Under Processing for Subsidy: Allow those receiving adoption/guardianship subsidies to have benefit adjustments made more timely. 10) Implement Child and Adolescent Needs and Strengths (CANS): Children in DHR's care will be in the most appropriate, least restrictive level of service based on their needs. In addition to federal requirements, as DHR's priorities and case practice evolves, enhancements are made in the existing system to keep pace.</p>	
<p>Project Status: All enhancements have been implemented and have transitioned into O&M and this project is now closed.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: DHR had to reduce the level of effort pertaining to the performance optimization enhancement as a result of \$100K reduction in funding due to cost containment. DHR's implementor was able to complete a number of performance optimization changes that have significantly improved the system performance, response time and stability.</p>	
<p>Portfolio Review Meeting Held: 09/15/2010</p>	<p>Last Quarterly Update Provided: 06/09/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Human Resources: MD CHESSIE III Modifications (#6B01)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF	1,986,351		1,986,351	100.00%
RF				
MITDPF	1,888,649		1,888,649	100.00%
Totals	3,875,000		3,875,000	100.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF	323,838	1,676,162		2,000,000
RF				
MITDPF	323,839	1,576,161		1,900,000
Totals	647,677	3,252,323		3,900,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Juvenile Services: Treatment Assessment Planning and Tracking System (TAPTS) (#1280)

Project Description: DJS seeks to create an automated assessment, treatment, and tracking system that targets criminogenic needs. Criminogenic needs are changeable offender characteristics or traits that contribute to inappropriate behavior, negative attitudes and recidivism. When these needs are addressed in treatment, they affect changes in the offender's chances of recidivism. Assessment in juvenile settings involves predicting the likelihood that offenders will commit similar crimes in the future. Identifying offenders' criminogenic needs and placing them in appropriate intervention programs can reduce recidivism. As a result of an investigation conducted by the Department of Justice under the Civil Rights of Institutionalized Persons Act (CRIPA), DJS is required to immediately implement corrective actions targeting specific deficiencies in mental health assessments, mental health treatment and case management, communications and record keeping, and inadequate confidentiality safeguards. The enhancements to create a complete assessment and treatment tracking system should be put into place as soon as possible to better serve youth under DJS care and supervision. This project will be segmented into three phases. Phase I involves the implementation of a juvenile intake tool; Phase II will develop an assessment tool to determine the recommended court disposition for adjudicated youth; and Phase III involves developing a comprehensive treatment service plan (TSP) to reside in DJS's SMART system allowing service providers (group homes, foster care, etc.) to have access to key information available in DJS's Automated Statewide Support and Information System Tools (ASSIST).

Project Status: DJS is currently scheduled to complete implementation of all Phases by the end of the calendar year. After the implementation of Phase I in Jan. 2009, data analysis uncovered a need for new decision points and automation of the juvenile intake process. This automation would eliminate the case workers from performing manual calculations that, in the past, resulted in youth receiving case management not tailored to their specific needs. The automation of this enhancement is currently under development and is anticipated to result in more appropriate outcomes for intake decisions.

Phase II, Needs Assessment was implemented in Feb. 2010. The needs assessment tool examines 10 features of a youth's life, including school performance, family relationships, workforce development, use of free time, and peer relationships. The assessment generates a level of need for each domain, ranking them high, medium, and low, which serves to alert DJS staff to areas of primary concern. The needs assessment fully utilizes the bi-directional communication link by populating current delinquent history information from ASSIST to SMART. This assessment also recalculates the youth's risk level at the time of adjudication to enable case managers to determine the appropriate level of supervision. Two versions of the needs assessment (one for youth in placement, and one for youth in the community) are now available for case managers to reassess youth, every six months.

An interim TSP or Phase III was implemented in Feb. 2010 using a DocGen-based solution (a document generation tool within ASSIST) and is now in compliance with Federal IV-E foster care reporting requirements. A fully automated version is planned for implementation by the end of CY10 as an O&M task, which will close this project.

Known / Anticipated Schedule Changes: There are several factors that negatively affected the project schedule including staff working on this project, in addition to their normal duties, a lag in time awaiting federal approval for Title IV-E compliance and modifying scope to address cost containment. DJS anticipates the programming to be done by the end of October, but final user testing, training and rollout will be implemented by the end of the 2010 calendar year.

Known / Anticipated Cost Changes: None

Known / Anticipated Scope Changes: None

Risk Assessment: There is a potential for costs to exceed available funds given the tasks still needing completion. DJS will have to manage the remaining tasks closely to ensure they only spend the \$79K remaining.

Portfolio Review Meeting Held: 09/15/2010

Last Quarterly Update Provided: 06/10/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Juvenile Services: Treatment Assessment Planning and Tracking System (TAPTS) (#1280)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	720,625	79,375	800,000	90.08%
Totals	720,625	79,375	800,000	90.08%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF	320,790	479,210		800,000
Totals	320,790	479,210		800,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	79,375					79,375
Totals	79,375					79,375

Labor, Licensing and Regulation: MD Imaging Data Access System (MIDAS II) (#HB10)

Project Description: The purpose of this project was to upgrade the existing Maryland Imaging Data Access System (MIDAS) to current and more flexible technology. MIDAS was an optical character recognition imaging and document management system consisting of scanner workstations, and application and database servers. It supported DLLR's business processes for the collection of wage data and employer taxes within the Unemployment Insurance Program.	
Project Status: The MIDAS II system was successfully implemented, Jan. 2010. The system is in the O&M Phase and is being supported by a distinct O&M task order. The MIDAS II system is stable and easier to service and maintain. The new system streamlines the work process, automates operational decisions and captures organizational knowledge. The SAN technology offers virtually unlimited storage capability and extremely fast and efficient document storage and retrieval functionality.	
Known / Anticipated Schedule Changes: None.	
Known / Anticipated Cost Changes: The EAC increased by approximately \$200K to include higher than estimated O&M costs.	
Known / Anticipated Scope Changes: None.	
Risk Assessment: None.	
Portfolio Review Meeting Held: 04/14/2010	Last Quarterly Update Provided: 04/16/2010
IV & V Assessments Initiated: 04/11/2006	Peer Review Committees Assigned: None

Labor, Licensing and Regulation: MD Imaging Data Access System (MIDAS II) (#HB10)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	2,390,025		2,390,025	100.00%
FF	370,541	471,932	842,473	43.98%
RF				
MITDPF				
Totals	2,760,566	471,932	3,232,498	85.40%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	2,291,661			2,291,661
FF		569,434	371,403	940,837
RF				
MITDPF				
Totals	2,291,661	569,434	371,403	3,232,498

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	471,932					471,932
RF						
MITDPF						
Totals	471,932					471,932

Natural Resources: Maritime Law Enforcement Information Network (MLEIN) (#G096)

<p>Project Description: The Maritime Law Enforcement Information Network (MLEIN) is a system designed to positively influence the cooperative effort of law enforcement agencies as they confront the need for a coordinated response to any and all Homeland Security risks and other security issues occurring on the Chesapeake Bay and its tributaries. The Natural Resources Police (NRP) is procuring hardware, software and integrator services to address command and control, vessel tracking, and homeland security domain awareness objectives. This project will allow DNR to track all commercial vessels and track all other vessels on the Chesapeake Bay and its tributaries to establish public safety for water-borne assets, establish and monitor waterside exclusionary and security zones, establish a maritime mapping solution for display of maritime data, provide partners with access to maritime information securely, and receive and display data from external and internal databases.</p>	
<p>Project Status: MLEIN was submitted as an out-of-cycle ITPR for legislative approval in Nov. 2009. This was after the SDLC Planning phase of the project was prolonged to allow for the transfer of its CAD/RMS functional requirements into the Statewide CAD/RMS project. As the requirements for integrating with the future CAD/RMS system are unknown, a separate integration effort will be performed as both systems' designs are finalized. This work will be done as an add-on task order, which may result in a change in MLEIN's TPC. The project's charter, system boundary document and a milestone schedule were completed in Q1 FY10, with the balance of the SDLC Planning phase documents completed in Q3 FY10, along with the system integrator solicitation, which is now expected for release in Q1 FY11.</p>	
<p>To address the progress requirements of a 2006 federal grant, DNR has awarded a services contract for nearly \$250K and encumbered the funds for the federal grant, which expires in Sept. 2010. Bi-weekly procurement progress review meetings are in place until the TORFP is released. DNR's first Portfolio Review is planned for Q1 FY11.</p>	
<p>Known / Anticipated Schedule Changes: While MLEIN was approved as an out of cycle FY10 project, the agency has been tracking against a timeline that is now over 2 years behind its original timeline. DNR will be asked to update this schedule with their FY12 ITPR to reflect a more realistic procurement award timeline and the updated project plans.</p>	
<p>Known / Anticipated Cost Changes: Due to the prolonged effort to complete the project's integrator solicitation, no project funds were expended in FY10. Consequently, a revised spending plan that reflects the delay in project deliverables will be submitted with DNR's FY12 ITPR, followed by a committed baseline spending plan, once the integrator contract is awarded. After completing the fixed cost component of the contract and following the pilot of the statewide CAD/RMS project's core architecture, MLEIN will identify the cost and begin defining interface requirements to complete integration between the two. Project EAC is likely to change at that time. To satisfy grant progress requirements, DNR encumbered nearly \$250K in radar placement services in FY10.</p>	
<p>Known / Anticipated Scope Changes: Scope was redefined to remove CAD/RMS requirements from MLEIN's core fixed price contract deliverables and instead incorporated the Statewide CAD/RMS integration into an optional T&M services component as the specific interface requirements for the Statewide project are not yet known. DNR also removed an application hosting option from the TORFP after a decision to provide the site and supporting architecture for the initial implementation of MLEIN. If a hosted solution is subsequently recommended and is determined by DNR to be the best value to the State, DNR will develop a new TORFP for the hosting of MLEIN.</p>	
<p>Risk Assessment: While the consolidated CAD/RMS project approach provides the State with significant benefits of a single consolidated incident management capability, the approach increases the complexity and risks to the MLEIN project effort as competing agency requirements, resources and timelines may not be ideal for completing the scope of work for MLEIN. The system's interface complexity and aggressive implementation timeline will require a high degree of monitoring to avoid significant risk of schedule performance delays.</p>	
Portfolio Review Meeting Held: 09/29/2010	Last Quarterly Update Provided: 06/21/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Natural Resources: Maritime Law Enforcement Information Network (MLEIN) (#G096)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF		2,500,000	2,500,000	0.00%
FF				
RF				
MITDPF				
Totals		2,500,000	2,500,000	0.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		550,000	100,000	650,000
FF		1,100,000		1,100,000
RF		750,000		750,000
MITDPF				
Totals		2,400,000	100,000	2,500,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	2,400,000	100,000				2,500,000
FF						
RF						
MITDPF						
Totals	2,400,000	100,000				2,500,000

Natural Resources: Outdoor Customer Service Delivery System (COMPASS) (#A005)

Project Description: DNR's current system, Customer Oriented Information Network (COIN), is based on obsolete technology and employs processes that are no longer found in systems of similar scope deployed by natural resource agencies in North America. Data from customer purchases and related information does not filter to COIN's central database for 24 to 72 hours after purchase. DNR's inability to view and act on real-time data greatly diminishes the ability of DNR managers to make holistic resource decisions based on a complete set of data. Additionally, Natural Resource Police officers cannot properly validate licensee information in the field at the time of inspection, which can result in negative interactions with properly licensed sports people. To modernize customer service delivery and data collection processes, the new COMPASS system will be web-based, deliver real-time data access and be accessible to users through an internet connection. Additionally, web-based technologies allow DNR to construct a solution which prolongs obsolescence and increases the system's lifespan. COMPASS will have a portal design that maintains the core functionality of licensing, titling and associated business logic of the traditional sales channels of licensing agents, telephone and online sales methods, but with the flexibility to add functions as needed to expand customer offerings and meet stated objectives.

Project Status: DNR was supposed to have a solicitation drafted by the end of March 2010; however, a revised approach, which partitions the development and implementation into multiple functional releases, has delayed completion of the solicitation. The solicitation is now slated for Q1 FY11, with release anticipated in early Q2 FY11. A revised schedule is under development and will include DNR executive review before being finalized.

Known / Anticipated Schedule Changes: DNR has delayed solicitation release to revise the project approach to partition the development and implementation into multiple functional releases. This has delayed completion of the solicitation, which is now expected to DoIT in Q1 FY11, with release anticipated in early Q2 FY11.

Known / Anticipated Cost Changes: DNR was approved for a FY11 Special Fund appropriation of \$750k (including \$200,000 for a 2011 IV&V) with an additional \$550k to be requested to complete the project in FY12. Costs are still speculative until the implementation contract has been awarded.

Known / Anticipated Scope Changes: While the project's scope was being finalized, two late requirements were added to the scope. These requirements were based on a new MVA regulations for off-road vehicles, as well as a multi-jurisdictional project for the National Saltwater Angler Registry, required by the National Marine Fisheries Service. These last changes have been incorporated into the project's planning process and are being incorporated into the solicitation.

Risk Assessment: DNR has parsed the project into smaller, lower risk phases, rather than taking on the whole scope at one time. An acquisition strategy that accommodates the phased approach has been defined and incorporated into the solicitation of services, hardware and software needed to replace the COIN system. DNR has assessed the project's overall risk profile as low and DoIT will review this assessment once updated planning documents and the solicitation are available for review.

Portfolio Review Meeting Held: 09/29/2010	Last Quarterly Update Provided: 06/03/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: 06/03/2010

Natural Resources: Outdoor Customer Service Delivery System (COMPASS) (#A005)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF		1,300,000	1,300,000	0.00%
FF				
RF				
MITDPF				
Totals		1,300,000	1,300,000	0.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF			750,000	750,000
FF				
RF				
MITDPF				
Totals			750,000	750,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	750,000	550,000				1,300,000
FF						
RF						
MITDPF						
Totals	750,000	550,000				1,300,000

Public Safety and Corrections: Offender Case Management System (OCMS) (#1760)

Project Description: The purpose of this project is to develop a full-lifecycle OCMS to manage offender information from an offender's Arrest and Booking (A&B), Pre-Trial Detention, Dept of Corrections (DOC), and Parole & Probation (DPP) functions of the State's criminal justice system. Public Safety will implement a COTS solution that best meets the needs of each of the four operational business units responsible for offender case management. Significant configuration and some customization are expected, particularly in support of Maryland's unique booking process and statutes, as compared to other states.

The initial phase of the project included business work-flow analysis, requirements analysis and documentation of the business and functional requirements for each business area, creation of the project's implementation RFP and contract award. At the start of the implementation contract, a gap analysis and master schedule of business unit implementations was determined. Successive phased business unit implementations are planned for every six months.

Project Status: With the completion of the planning phase and start of development of the A&B module in July 2009, the project has experienced a number of challenges in maintaining the aggressive six month per module implementation schedule, including starting with the most challenging module, inadequately defined or missing requirements and outdated application interface documentation, which greatly impacted interface development and unexpected challenges with data conversion utilities. Consequently the original Jan. 2010 A&B module implementation date has now slipped to late Dec. 2010, but with a low degree of confidence; further delay is considered likely. To minimize the impact of A&B delays, management approved a plan to partially implement the Pre-Trial module, whose functions are not dependent on the A&B module. This partial module was successfully implemented in June 2010.

Revised plans now call for the A&B implementation to include rollout of the balance of Pre-Trial functionality. The DOC module is now projected for a Q3 FY11 implementation, with the DPP module following in Q2 FY12.

Known / Anticipated Schedule Changes: During UAT of the A&B Module, a user discovered a missing Booking Type, a critical requirement, which significantly impacted code already in UAT. While that development has now been completed, it stalled the UAT phase, adding significant project schedule delay. To maintain project progress, agency management approved a plan for the partial implementation of the Pre-Trial module (as Release 1 of 2), which was implemented June 2010. DPSCS will provide a revised full project schedule with their FY12 ITPR to reflect the impact of the delay and revised module approach.

Known / Anticipated Cost Changes: While the addition of 25 functional requirements during the Planning phase and the late inclusion of a new booking type requirement are responsible for some of the project's schedule slip, the contractor has accepted additional work at no cost. However, the contractor is being asked to provide data quality and conversion services as well as supply a FastID scanner and integration services, under the contract's optional services provision (estimated total \$200K). While added hardware will increase the contract costs, no change in EAC will result, as other hardware costs were lower than budgeted. A revised spending plan has been provided, which re-aligns the deliverable payment schedule with the delayed project schedule.

Known / Anticipated Scope Changes: 25 requirements were added during the gap analysis task and a late UAT phase identification of a critical booking type has been accepted as within contract scope. A change order is pending to memorialize the understanding.

Risk Assessment: To assure schedule progress and continuity, DPSCS added a Deputy PM. When the PM subsequently took a temporary leave of absence, the Deputy PM was able to maintain project progress during the PM's absence. DPSCS is now adding a second Deputy PM, in addition to several testers and a business analyst who joined the team in Q3 FY10. This allowed work to begin earlier than planned on the Pre-Trial and DOC modules. This has helped limit the slip of the baseline schedule due to A&B development delays. While the implementation date for the A&B module has slipped from Q3, FY10 to late Q1 FY11, the agency was able to advance development and implementation of the Pre-Trial module to June 27, 2010. While the out-of-sequence Pre-Trial implementation has reduced overall schedule slip of the A&B module, failure to maintain schedule to planned dates remains a significant project issue.

Portfolio Review Meeting Held: 09/29/2010	Last Quarterly Update Provided: 06/30/2010
IV & V Assessments Initiated: 03/26/2009	Peer Review Committees Assigned: None

Public Safety and Corrections: Offender Case Management System (OCMS) (#1760)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF	8,253,762	7,301,153	15,554,915	53.06%
Totals	8,253,762	7,301,153	15,554,915	53.06%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF	8,125,000	4,521,197	1,585,000	14,231,197
Totals	8,125,000	4,521,197	1,585,000	14,231,197

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF	5,058,953	1,592,200	650,000			7,301,153
Totals	5,058,953	1,592,200	650,000			7,301,153

Retirement and Pension Systems: Maryland Pension Admin System Step One (MPAS-1) (#0001)

<p>Project Description: MPAS is a multi-phase project to modernize the technologies that support the agency's pension administration business processes. MPAS-1 is to create a new system to mirror the functionality of the Legacy Pension System (LPS) using a new agile technology architecture that can easily be adapted to changes in business requirements. LPS was developed incrementally over several decades and there exists very little documentation about the system functionality or the coding associated with that functionality, requiring very challenging reverse engineering efforts. MPAS-1 is structured into 10 distinct milestones.</p>	
<p>Project Status: MPAS-1 parallel testing is complete. In readiness for go-live, the project is preparing for the final LPS to MPAS data conversion, scheduled to occur on or before July 23, 2010. It is planned for the data conversion and approval process to take approximately 10 days to complete. Provided the production system is ready for go-live and the final data conversion process is completed and approved within the planned timeframe, SRA will give the business users and the information system support personnel, instructions to begin use of MPAS as the system of record on or about August 2, 2010.</p>	
<p>The Project Steering Team will officially accept MPAS as the system of record after it correctly generates the Aug. 2010 retirement check payments to the State Treasurer's Office.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: To accommodate needed changes in contract terms and scope, contract amendments were approved for both the developer and the quality-assurance contractor. These change requests did not affect the overall EAC of the project as they were funded through the project's contingency reserve.</p> <p>The reduction in project EAC is due to the recovery of the \$1M contingency funds as well as less than expected O&M funding needs.</p>	
<p>Known / Anticipated Scope Changes: Scope changes were required to handle legislative and other modifications, to ensure MPAS matched the functionality of the LPS.</p>	
<p>Risk Assessment: As go-live approaches, the project is faced with two main risks; 1) if the final data conversion is not completed within 10-14 days, the go-live date may be missed. To mitigate this risk, a detailed data conversion plan was defined that includes steps for the use of automated scripts to correct known data issues along with manual processes that can be scaled for multiple and concurrent user performance, if necessary. 2) If adequate SRA Administrative Division resources are not made available when needed then the MPAS schedule, cost, and/or quality may be impacted. To mitigate this risk, SRA is monitoring resource availability to provide notification in advance of need; and when necessary elevating to the Steering Team if resources are not available.</p>	
Portfolio Review Meeting Held: 05/19/2010	Last Quarterly Update Provided: 04/15/2010
IV & V Assessments Initiated: 02/02/2009	Peer Review Committees Assigned: None

Retirement and Pension Systems: Maryland Pension Admin System Step One (MPAS-1) (#0001)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	16,958,641	6,280,770	23,239,411	72.97%
FF				
RF				
MITDPF				
Totals	16,958,641	6,280,770	23,239,411	72.97%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	16,900,534	3,405,499	4,211,076	24,517,109
FF				
RF				
MITDPF				
Totals	16,900,534	3,405,499	4,211,076	24,517,109

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	6,280,770					6,280,770
FF						
RF						
MITDPF						
Totals	6,280,770					6,280,770

Retirement and Pension Systems: Maryland Pension Admin System Step Two (MPAS-2) (#4001)

<p>Project Description: This project is the second step of a multi-phase program to modernize the technologies that support SRA pension administration business processes. The first step was to develop a core MPAS to replace the 35-year-old mainframe-based LPS. MPAS Step Two (MPAS-2) will scrub existing data and re-engineer payroll reporting. MPAS-2 will be completed in two major stages, the first of which involves accurately defining the scope of the data cleaning needed to be done. The second stage will be to actually perform the data scrubbing and re-engineering of payroll reporting.</p>	
<p>Project Status: The MPAS-2 Project Planning Phase, to begin preliminary internal scoping and definition of the work that needs to be done, was put on hold as focus has been on completing the MPAS-1 project. Planning and activities to improve data integrity will not begin until MPAS-1 is fully implemented. The expected solicitation release date for the MPAS-2 implementation may extend into early FY12, due to project resource issues, and the pending completion of MPAS-1. (See K/A Schedule Changes).</p>	
<p>Known / Anticipated Schedule Changes: As directed by the Legislature in FY10, the start of MPAS-2 was contingent upon the completion of MPAS-1. SRA has deferred proceeding with the scoping and execution of MPAS-2 until the new MPAS system is settled and staff resources can be directed to this second phase. The eventual completion of MPAS-1 will dictate a baselining of the preliminary schedule for MPAS-2.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: MPAS-2 FY10 funding will be reverted, given the MPAS-1 scheduled completion date. SRA will use its FY11 appropriations for any MPAS-2 project planning activities requiring contractual support in FY11.</p>	
<p>Portfolio Review Meeting Held: 05/19/2010</p>	<p>Last Quarterly Update Provided: 04/03/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Retirement and Pension Systems: Maryland Pension Admin System Step Two (MPAS-2) (#4001)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF		4,500,000	4,500,000	0.00%
FF				
RF				
MITDPF				
Totals		4,500,000	4,500,000	0.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		1,200,000	1,500,000	2,700,000
FF				
RF				
MITDPF				
Totals		1,200,000	1,500,000	2,700,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	1,200,000	1,500,000	1,200,000	600,000		4,500,000
FF						
RF						
MITDPF						
Totals	1,200,000	1,500,000	1,200,000	600,000		4,500,000

State Police: IP Enabled Network for ANI/ALI (E911) (#0104)

<p>Project Description: The MD Emergency Number Systems Board (ENSB) and MSP have recognized that the potential exists for faster emergency response times and improved emergency service to the citizens of the State of Maryland. This can be accomplished partly through the routing and delivery of E9-1-1 calls throughout the State. To that end, the ENSB is providing funds through Dorchester County MD, for MSP to implement a new state-of-the-art E9-1-1 delivery network. As part of this initiative, the ENSB is investigating the possible implementation of an advanced IP-enabled network for delivery of emergency E9-1-1 traffic to the MSP barracks. The MSP barrack locations function as secondary public safety answering points (PSAPs) in the State.</p>	
<p>Project Status: Dorchester County is sponsoring the project after receiving a grant from the ENSB, which has thus far paid the costs for a dedicated PM. The PM led the project team in completing project requirements, a System Boundary, Risk Plan and Project Management Plan documents, and completed a solicitation for an integrator in Q3 FY10. The contract award is expected in late Q2 FY11.</p>	
<p>Known / Anticipated Schedule Changes: The baseline schedule will be updated in late Q3 or early Q4 FY10, soon after the implementation contract award.</p>	
<p>Known / Anticipated Cost Changes: While MSP is fully responsible for the execution of this project, Dorchester County will pay for the services through its grant. Project TPC is estimated at \$7.5M; however, a baseline project cost and spending schedule will be provided once a development contract is awarded.</p>	
<p>Known / Anticipated Scope Changes: Project scope has been sufficiently defined within the system boundary and requirements documents to support the project's solicitation and development phases. One potential change from the original designated scope of the RFP was writing in the potential to allow for the utilization of NetworkMD infrastructure as an option to implementing the system to the various PSAPs. This could potentially reduce overall system cost. Scope may need to be reduced if funding is not sufficient to complete the deliverables defined in the solicitation.</p>	
<p>Risk Assessment: MSP secured a PM services contractor with extensive domain experience and who can also deliver additional project team resources as needed during the project. In addition, with the staff from MSP and ENSB, a capable internal project team is in place to manage the development phase and contract oversight responsibilities of the project, thereby reducing the project's initial risk profile.</p>	
<p>While project cost estimates are based on comparable implementations at other states, if the proposals significantly exceed estimated funding needs, it is possible the project may not go forward, would need to be rescoped to address available funding or MSP would need to request additional funds to complete the project.</p>	
<p>Portfolio Review Meeting Held: 10/06/2010</p>	<p>Last Quarterly Update Provided: 04/28/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

State Police: IP Enabled Network for ANI/ALI (E911) (#0104)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF		7,300,000	7,300,000	0.00%
FF				
RF				
MITDPF				
Totals		7,300,000	7,300,000	0.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF		2,750,000	3,000,000	5,750,000
FF				
RF				
MITDPF				
Totals		2,750,000	3,000,000	5,750,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	2,750,000	3,000,000	1,300,000	250,000		7,300,000
FF						
RF						
MITDPF						
Totals	2,750,000	3,000,000	1,300,000	250,000		7,300,000

State Police: MSP-Computer Aided Dispatch/Records Mgmt Systems (CAD/RMS) (#0104)

Project Description: The MSP is leading an effort through the Maryland Statewide Communications Interoperability Program (MSCIP) to create a centralized, law enforcement-based CAD/RMS system. The major stakeholders for the system initially are the law enforcement entities within MSP, DNR Natural Resources Police, MdTA, DGS, MTA and MIEMSS. The system will be scalable such that additional stakeholder agencies, including county and local law enforcement, may be added subsequent to the initial system implementation. The system will include automated field reporting and geographic information systems and vehicle tracking as a core functionality. Vehicle tracking will integrate all land, sea and airborne assets used by State law enforcement entities.

Project Status: Preliminary planning by all stakeholder agencies has resulted in a thorough set of requirements, which were included in the solicitation issued in January for implementation services. The successful contractor will develop the core system, providing for the common CAD/RMS needs of participating agencies. Thereafter, task orders will be released by stakeholder agencies to the awarded vendor to configure the core system for the agency's specific needs, build interfaces to legacy systems and deliver agency-specific requirements.

Contract award is currently estimated for Q2 FY11.

MSP acquired the services of a dedicated PM, who started in June, 2010, to represent MSP interests within the statewide project. The PM has completed significant planning efforts, resulting in drafts of all base SDLC documents that will be used as tools to manage the project. Additionally, MSP is seeking an individual to serve in the Interoperability Program Office (IPO) as the CAD/RMS Program Manager, who will represent the shared objectives of all stakeholders and act as the liaison and coordinator to all agency CAD/RMS PMs.

Known / Anticipated Schedule Changes: Preliminary project scheduling will be carried out as part of the initial efforts of the State's CAD/RMS IPO Program Manager. The resulting baseline schedule will be further developed in collaboration with the contractor's team, shortly after the implementation contractor has been issued a Notice to Proceed. The resulting master schedule will establish the baseline by which each agency will plan their respective CAD/RMS integration projects.

Known / Anticipated Cost Changes: Cost estimates are speculative and based on industry analysis performed by the stakeholder team. While a draft of the detailed spending plan is under development, soon after contract award the project team will provide a committed baseline project budget.

Known / Anticipated Scope Changes: The project's scope was defined collaboratively by the stakeholder group and the IPO. A baseline project scope definition will be finalized upon the arrival of the statewide CAD/RMS PM and kickoff of the statewide contract.

Risk Assessment: While DNR federal grant funding was extended to June 2011, that funding remains at risk, should there be a significant delay in the contract award or an award occurs after the FY12 budget request is submitted, potentially leaving the project short of needed FY12 funds. The project is structured as small distinct phases, rather than one large implementation, to reduce the risk of funding shortfalls or reductions where deliverables are far in the future.

An overall funding risk is the significant dependence on general funds to pay for the project. Project stakeholders are seeking other sources of funding to help mitigate funding reductions risks.

With a diverse set of stakeholders, there is a risk that the process to baseline the final scope could result in delays in the project. Close stakeholder involvement in early project stages, with clear expectations about communication, will help mitigate this risk.

Portfolio Review Meeting Held: 10/06/2010

Last Quarterly Update Provided: 04/28/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

State Police: MSP-Computer Aided Dispatch/Records Mgmt Systems (CAD/RMS) (#0104)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF		26,361,752	26,361,752	0.00%
RF				
MITDPF				
Totals		26,361,752	26,361,752	0.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF			5,000,000	5,000,000
FF		2,250,000		2,250,000
RF			750,000	750,000
MITDPF		700,000	1,250,000	1,950,000
Totals		2,950,000	7,000,000	9,950,000

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	12,387,972	1,709,664	9,560,595	2,703,521		26,361,752
RF						
MITDPF						
Totals	12,387,972	1,709,664	9,560,595	2,703,521		26,361,752

State Police: Statewide Public Safety Communications System (700MHz) (#PSC1)

<p>Project Description: Executive Order 01.01.2008.07 created the MSCIP, overseen by MSP. A primary charge of the MSCIP was to manage the project to replace several outdated agency radio systems with a new, Statewide Public Safety Communications System, (700 MHz), which provides state-of-the-art voice and data interoperability to first responders and public service agencies. The existing communication systems have several deficiencies, including the lack of interoperability between existing disparate systems, incomplete coverage in certain geographic areas, and inadequate transmission capacity. New infrastructure will be designed and built to meet current and future communications system requirements of State and participating local government agencies. The new system will provide data transmission and communication capability between State agencies and local jurisdictions. Rollout will occur in five phases corresponding coverage area regions.</p>	
<p>Project Status: The functional requirements, a candidate design, implementation and acceptance test plans were all developed for the system through the DBM Wireless Interoperability MITDP, which ended in FY09. This information was used to create the Statement of Work for a solicitation to acquire a vendor who will design and build the statewide radio system. The RFP was released in July 2008, and responses were received in Nov. 2008. The evaluation was extended several times due to the highly technical and complicated nature of both the solicitation and responses, as well as iterations of questions, answers and amendments to the solicitation. A contract award recommendation was made in Q3 FY10, but it was protested and subsequently appealed to the Board of Contract Appeals, who will hear the appeal in Oct. 2010.</p> <p>A FY11 request for capital funding has been submitted, along with a request for additional State staff resources to manage the project and the system, post implementation.</p> <p>The rollout of the network is currently planned to be parsed into several geographic regions. Funding availability and recommendations from the awarded vendor will determine the order in which the regions are rolled out.</p>	
<p>Known / Anticipated Schedule Changes: As the contract award is currently under protest, the project's contract Notice to Proceed date is currently not known. Upon resolution of the protest, the project team expects to complete detailed planning and design and establish a baseline schedule within the first 90 days.</p>	
<p>Known / Anticipated Cost Changes: While the project's TPC is expected to exceed \$400M, a baseline cost will not be known until final contract award has been approved. Capital funding in excess of \$48M has been identified from multiple agencies and is being memorialized via agreements between the various agencies. Outyear cost for the full system build-out remains a significant project risk. A funding and spending plan will be baselined upon contract award.</p>	
<p>Known / Anticipated Scope Changes: The scope of the project is largely determined; however, the extent to which certain functionality will be implemented, such as statewide in-building radio coverage, will be determined by the availability of funds and the cost-to-benefit assessment of providing certain levels of functionality.</p>	
<p>Risk Assessment: Availability of funds remains among the top risks for this project. Due to the high estimated cost for the system and the State's current financial condition, funding availability at the time of contract kick-off will directly impact the implementation planning and timeline for system deployment.</p> <p>Available State staff resources, sufficient to manage the project, have not been identified and present a risk to a successful implementation. Further, adequate resources to manage the system after deployment are a risk being considered by the MSCIP. Funding for additional State/contractor staffing was requested in the FY12 budget to mitigate this risk.</p>	
Portfolio Review Meeting Held: 10/06/2010	Last Quarterly Update Provided: 07/28/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

State Police: Statewide Public Safety Communications System (700MHz) (#PSC1)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF				
Totals				

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF				
Totals				

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Transportation - Authority: MdTA-Computer Aided Dispatch/Records Management (CAD/RMS) Integration (#N/A)

Project Description: The MdTA CAD/RMS project, while dependent on the statewide CAD/RMS project to provide the core infrastructure and services, will address integration with the statewide system and unique agency business needs for the dispatch of agency police resources to their respective response areas and providing data management and analysis related to police field operations. Field data analysis will assist with future resource planning and help make emergency response as fast as possible. The major goal of this project will be to gain efficiency in emergency response by automating a currently paper-based business process with the outcome of heightened safety for Maryland's citizens and those travelling through. This project was approved mid-year in FY09 by consent of the Joint Chairmen. MdTA, DoIT and the CAD/RMS steering committee helped to develop a scope and ITPR addressing the specific needs of MdTA while not proceeding in a direction contrary to the overall Statewide CAD/RMS concept.

Project Status: MdTA has placed this project on hold until the MSP Statewide CAD/RMS project Master Contract is awarded, designed and delivered the core Statewide system before the agency's integration project can be restarted. Once these conditions are met, MdTA will perform planning and issue a task order to the awarded Master Contractor, who will design and implement MdTA's unique agency requirements, interfaces, and reports. MdTA will continue to provide aid to the Statewide CAD/RMS project, while waiting to restart this project.

Known / Anticipated Schedule Changes: MdTA CAD/RMS implementation schedule remains speculative until the Statewide CAD/RMS project has established a core system architecture, at which time the MdTA's project would be planned and restarted.

Known / Anticipated Cost Changes: Until the MSP Statewide CAD/RMS project has established a core system architecture and made it available for other State agency access, the MdTA CAD/RMS integration project's costs cannot be predicted.

Known / Anticipated Scope Changes: All MdTA project scope which has applicability to other agency's has been transferred into the MSP CAD/RMS project. The remaining agency specific scope and CAD/RMS to legacy application interfaces will become the scope of the agency's integration project when it is restarted.

Risk Assessment: MdTA is concerned with end-user adoption, since this fully automated system will be replacing a currently manual, paper-driven process. Managing user expectations and a comprehensive training programs will minimize the concern. While MdTA's project integration cost remain speculative, until a task order is awarded, the statewide approach should lower overall costs by consolidating multiple projects with common requirements, into a Statewide solution.

Portfolio Review Meeting Held: 04/22/2009	Last Quarterly Update Provided: 01/28/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Transportation - Authority: MdTA-Computer Aided Dispatch/Records Management (CAD/RMS) Integration (#N/A)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF				
FF				
RF				
MITDPF				
Totals				

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF				
FF				
RF				
MITDPF				
Totals				

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Transportation - Aviation: Consolidated Dispatch Center (CDC) Equipment Replacement (#7200)

<p>Project Description: This project will replace all applications and equipment in the CDC with new life safety dispatching applications; including a fully integrated state-of-the-art, secondary PSAP-compliant communications platform; and will incorporate National Emergency Number Association (NENA) compliance standards. The upgrade will provide CAD for BWI police, fire & rescue, and life safety entities within law enforcement/police operations, security operations and emergency medical services. Additional benefits of this upgrade include interfaces to the BWI CCTV equipment and Controlled Access Security System (CASS), interoperability with the Anne Arundel County PSAP, the BWI Public Address Emergency Notification System, and the replacement of E-911 call RMS equipment and functionality. This project will also be interoperable with the planned statewide CAD/RMS to be led by MSP.</p>	
<p>Project Status: Due the specialized needs of airports, MAA decided to move forward with their own procurement, opposed to participating in the statewide CAD/RMS project. The RFP to replace all existing CDC equipment was released in early Q4 FY10, with NTP currently anticipated in Nov. 2010. MAA anticipates the completion of the CAD System installation including all interfaces except the IASS Phase II by Nov. 2011 and final acceptance of the entire system by Feb. 2012.</p>	
<p>Known / Anticipated Schedule Changes: A preliminary project schedule is being updated by the MAA project manager. After contract award, the contractor will develop and integrate their schedule with MAA's schedule to create a consolidated master schedule. Per MAA's estimation, this project should be fully implemented by Feb. 2012.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: There are interdependencies between this project and the statewide CAD/RMS project as well as MAA's IASS project. Because each of these are at nearly the same stage, a scope reconciliation of the three projects will take place to ensure adequate interoperability as part of project planning and design.</p>	
<p>Risk Assessment: The IASS and CAD/RMS projects affect this project's schedule, scope and cost due to the degree of interdependence required with each. The project team will watch the activities and progress of the external projects to assess the effects of change to those projects on CDC. The funding for this project is dependent upon the availability of Passenger Facility Charges (PFCs).</p>	
<p>Portfolio Review Meeting Held: 03/24/2010</p>	<p>Last Quarterly Update Provided: 03/31/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: Consolidated Dispatch Center (CDC) Equipment Replacement (#7200)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	866,306	4,808,000	5,674,306	15.27%
FF				
RF				
MITDPF				
Totals	866,306	4,808,000	5,674,306	15.27%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	830,469	35,837		866,306
FF				
RF			1,741,000	1,741,000
MITDPF				
Totals	830,469	35,837	1,741,000	2,607,306

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	1,741,000	3,067,000				4,808,000
FF						
RF						
MITDPF						
Totals	1,741,000	3,067,000				4,808,000

Transportation - Aviation: Integrated Airport Security System (IASS) (#7403)

<p>Project Description: At the end of FY09, MAA management combined the CASS (#7402), MAA CCTV (#7403) and TSA CCTV (#7404) projects, into the Integrated Airport Security System (IASS) project now reported under project #7403. The IASS concept is predicated upon the different airport security components (CCTV & CASS) being integrated, managed and operated as one system, meeting the overall security needs of BWI airport. The project will design, procure, install and implement a new CCTV system, including CCTV cameras at TSA-specified locations throughout the BWI Terminal, and a new CASS application. The new system will be maintained and operated by the MAA Office of Airport Security. The IASS shall be a state-of-technology system with scalable security monitoring features and functionality.</p>	
<p>Project Status: The RFP for MAA's IASS was released on April 15, 2010, and proposals were submitted in late June, 2010. The project entails the purchase, construction, implementation, testing, training and commissioning of the IASS. Major subsystems included will be a Digital Video Management System (DVMS) including CCTV security camera system, a physical access control system/controlled access security system (ACS/CASS) and an identity management system. The DVMS will include both an overall replacement CCTV system and CCTV for specific areas of the terminal that will be monitored by TSA staff. The maintenance component consists of five years of full service maintenance for the IASS to commence upon final system acceptance.</p>	
<p>Known / Anticipated Schedule Changes: Since combining the three projects, the following are the major milestone schedule dates: Jun 2010, proposals due; Sep, Award IASS; Nov 2010, IASS Contract approved by BPW; Dec 2010, IASS Contract NTP and baseline of detailed IASS schedule; Jul 2010, TSA CCTV Substantial Completion; Jul 2010, TSA CCTV accepted by TSA & MAA; Jun 2012, BWI CCTV & CASS Substantial Completion; Oct 2012, BWI CCTV & CASS accepted by MAA; and Nov 2012, IASS Project closeout</p>	
<p>Known / Anticipated Cost Changes: The previously submitted estimated costs to develop the TPC for this project was \$30M. An improved estimate of \$37.6M has been updated to reflect one additional year of implementation. Upon contract award, the actual TPC will be refined and baselined. Though the out year costs are reflected as Special Funds (SF) in the financial table the source will actually be Reimbursable Funds (RF).</p>	
<p>Known / Anticipated Scope Changes: The scope of the restructured IASS project combined the objectives of the TSA CCTV, CASS and BWI CCTV projects (See Project Description). At this time, further specific changes to the overall project scope are not planned. Integration with the CDC project is required, which may require modifications to design and implementation.</p>	
<p>Risk Assessment: There is a risk related to an aggressive implementation schedule. To mitigate the risks, MAA will work closely with the integrator in the earliest phases after NTP to ensure planning and design are done quickly and with high quality.</p>	
Portfolio Review Meeting Held: 03/24/2010	Last Quarterly Update Provided: 03/30/2010
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Transportation - Aviation: Integrated Airport Security System (IASS) (#7403)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	448,846	9,959,000	10,407,846	4.31%
FF				
RF	2,297,820		2,297,820	100.00%
MITDPF				
Totals	2,746,666	9,959,000	12,705,666	21.62%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	448,846			448,846
FF				
RF	6,485	2,291,335		2,297,820
MITDPF				
Totals	455,331	2,291,335		2,746,666

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF			9,959,000			9,959,000
FF						
RF						
MITDPF						
Totals			9,959,000			9,959,000

Transportation - Aviation: Parking and Revenue Control System (PARCS) (#1270)

<p>Project Description: This project will replace the existing legacy PARCS at BWI airport with current technology. The replacement system will manage parking fee revenue, which is the number one revenue generating program at BWI, providing new parking lot control equipment, enhanced reporting /auditing capabilities, improved customer service and reduced cash transactions. PARCS will also supply the physical infrastructure for EZ Pass, provide new ticket kiosks, and proxy cards for employee parking lots. The goal of the selected PARCS solution is to provide maximum operational reliability while maintaining the flexibility to incorporate future revenue control and collection technologies. The system design and specifications are intended to support BWI's objective to provide the highest level of service to parking patrons while maintaining secure and auditable revenue data.</p>	
<p>Project Status: This project has completed Design, but has been placed on hold due to financial constraints within the Transportation Trust Fund. Further progress, including the release of an RFP, will be contingent upon the availability of funding in the future.</p>	
<p>Known / Anticipated Schedule Changes: This project is on hold.</p>	
<p>Known / Anticipated Cost Changes: The CTD reflects actual expenditures to date, plus funding levels reserved for the project in the current Draft CTP. The decrease in TPC from previous reports reflects no planned out year costs estimated in FY11 or FY12. There is an estimate provided in FY13, in the event that funds become available. The actual TPC will not be known until the project is funded and a contract has been awarded.</p>	
<p>Known / Anticipated Scope Changes: The scope of this project may change, dependant upon the resolution of funding. If partial funds are provided, the scope of this project may be reduced to compensate for the reduction of funding. MAA is considering ways to to break the project into multiple incremental phases and projects, so that each may be kicked off as funds are identified.</p>	
<p>Risk Assessment: This project is at risk of being on hold indefinitely or cancelled if funding is not obtained.</p>	
<p>Portfolio Review Meeting Held: 03/24/2010</p>	<p>Last Quarterly Update Provided: 03/31/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: Parking and Revenue Control System (PARCS) (#1270)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	641,083	3,655,000	4,296,083	14.92%
FF				
RF				
MITDPF				
Totals	641,083	3,655,000	4,296,083	14.92%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	535,968	105,115		641,083
FF				
RF				
MITDPF				
Totals	535,968	105,115		641,083

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF			3,655,000			3,655,000
FF						
RF						
MITDPF						
Totals			3,655,000			3,655,000

Transportation - Motor Vehicle: Accounts Receivable and Flag Fee Processing System (ARS) (#0646)

Project Description: The independent systems at the MVA that were used to track receivables related to returned checks, insurance compliance fees, direct access sale of records and referrals to the CCU have been consolidated into what is now known as the ARS.

The ARS project replaced the legacy mainframe system with a central integrated system for tracking all accounts receivable. The system has automated the setting and removal of flags to prevent additional MVA transactions for non-compliance; automated referral of delinquent accounts and improved reconciliation of receivable referrals to CCU. The system is also generating and tracking invoices for receivables and flag fees and managing the collection of payments.

Project Status: The project has been in a warranty phase since Dec. 2009, with the contractor supporting the system by addressing identified defects and change orders. The core system was deployed July 2009; implementing return checks, credit cards, and miscellaneous receivables, along with the transmission of data through a secured FTP tunnel to CCU. The direct access record system and the insurance compliance division functionality were implemented in Dec. 2009 with data successfully transmitted to CCU using ARS.

Project close-out is pending reconciliation of operational issues that are not conforming to the stated requirements and new functionality added via change order upon implementation, which is scheduled to complete in Dec. 2010. Operational issues include adequate report definitions and outputs while the change order functionality includes the addition of a point-of-service (POS) software interface, supervisor override and reports. Year end closing, managing of critical issues and resource availability created some delays in reviewing and accepting the deliverables.

The critical issues were associated with file accessibility, reports and some processes, which have all been addressed and corrected. Some of the deliverables pending completion and acceptance are the integration and migration plan, transition plan, internal technical training, final documentation for system and end user training and, final system evaluation in preparation for sign-off.

The project is currently scheduled for close-out by late Q3 FY11.

Known / Anticipated Schedule Changes: Resolution of close-out issues regarding functionality associated with the pos.net release, supervisor override and reports, has extended project completion to Dec. 2010.

Known / Anticipated Cost Changes: None.

Known / Anticipated Scope Changes: None.

Risk Assessment: A risk exists that the amount of work remaining for project close-out will not be completed by Dec. 2010, which could extend close-out of the project into Q3 FY11. The agency is mitigating this risk by closely working with the vendor to complete the remaining items. The project PM is monitoring vendor progress and conducting bi-weekly status meetings in an effort to meet the Dec. 2010 close-out schedule date.

Portfolio Review Meeting Held: 03/31/2010

Last Quarterly Update Provided: 07/15/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Transportation - Motor Vehicle: Accounts Receivable and Flag Fee Processing System (ARS) (#0646)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	1,222,772	423,877	1,646,649	74.26%
FF				
RF				
MITDPF				
Totals	1,222,772	423,877	1,646,649	74.26%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,220,559	2,213	75,000	1,297,772
FF				
RF				
MITDPF				
Totals	1,220,559	2,213	75,000	1,297,772

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	356,837	67,040				423,877
FF						
RF						
MITDPF						
Totals	356,837	67,040				423,877

Transportation - Motor Vehicle: Central Scheduling System (CSS) (#0656)

<p>Project Description: The CSS will be a web-based application accessible to both MVA employees and its customers. MVA employees will be able to schedule a variety of events and services provided to its customers. Authorized MVA employees will be able to define activities in the system and track pertinent progress information about the scheduled activity. MVA customers will also be able to make appointments via the Internet or through interactive voice response phone access.</p>	
<p>Project Status: Motorcycle Safety (MCS) Cycle III and Driver Skill Test (DST) are the two remaining modules to be implemented to complete the CSS project. MCS is scheduled for completion in Aug. 2010 and DST is scheduled for completion in Nov. 2010.</p> <p>These modules have experienced delays in implementation, attributed to complex business rules and contractor performance issues. There were delays in the contractor meeting MVA's code compliance, which had to be returned for correction. The contractor brought most of the code into compliance and MVA accepted the code with exceptions because it presented minimal to no risk to operations.</p> <p>MCS is in UAT and DST is in the Requirements Analysis Phase. Efforts to complete the DST module are on hold until the successful implementation of MCS because both modules require the same internal resources.</p> <p>The implementation contract expires Dec. 31, 2010, and MVA is making every effort to complete the project before the contract expiration. In the event the project is not complete before the contract expiration, MVA will not seek an alternative contract arrangement. Instead, in-house resources will be used for the remaining development and maintenance of the system.</p>	
<p>Known / Anticipated Schedule Changes: Due to contractor performance issues, the complexity of the remaining modules and MVA resource constraints, project completion is now scheduled for late Q2 FY11.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: MVA resource constraints remain a risk. MCS UAT is a critical next step in the project and inadequate resources may cause a delay in the successful completion of UAT. In an attempt to mitigate this risk, the testing interval and the module completion dates have been extended.</p> <p>If the contract expires before project completion, there is a risk for additional project delays due to existing resource constraints. To mitigate this risk, MVA will work closely with the contractor and monitor all project activities to ensure project completion on or before contract expiration.</p> <p>If MVA is forced to use internal resources to complete the project, there is significant risk that the project will experience further delays and MVA will experience greater operational impact due to the technical and business resources needed to fill in the gaps left by the contractor.</p>	
<p>Portfolio Review Meeting Held: 03/31/2010</p>	<p>Last Quarterly Update Provided: 07/15/2010</p>
<p>IV & V Assessments Initiated: 10/12/2007</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Motor Vehicle: Central Scheduling System (CSS) (#0656)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	1,430,049	611,685	2,041,734	70.04%
FF				
RF				
MITDPF				
Totals	1,430,049	611,685	2,041,734	70.04%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,508,148	-78,099		1,430,049
FF				
RF				
MITDPF				
Totals	1,508,148	-78,099		1,430,049

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	611,685					611,685
FF						
RF						
MITDPF						
Totals	611,685					611,685

Transportation - Motor Vehicle: Customer Traffic Management 2 (CTM2) (#0626)

<p>Project Description: CTM2 is a traffic management system that tracks, routes, processes and prioritizes customer flow and employee workloads. The new system will allow managers to balance the load of both the customer flow and employee workload as a means of optimizing service. CTM2 will also enable customers in selected locations to have access to MVA services via kiosks and provide access via the Internet to verify wait times, prior to visiting branch offices.</p>	
<p>Project Status: Sign-off of the system installation completion report is pending a decision on report formats. MVA requested that the contractor perform an internet protocol (IP) scan of all the personal computers (PCs) on which users are logged. Based on this scan a report is being designed that will show the total utilization of counters per employee. The utilization counters will tell managers, the staff to customer service ratios. The counter utilization report will enable the MVA to gain a better understanding of how to best manage the business processes.</p> <p>The delay in this deliverable is based on coming to a conclusion in-house, regarding the best approach to obtaining information related to IP addresses and creating report formats for ease of use. Additionally, MVA was recently able to ensure that all IP addresses were static. This process took longer than expected due to the numerous IP addresses within the MVA.</p>	
<p>Known / Anticipated Schedule Changes: Although the system has been successfully implemented and is fully operational, sign-off of the installation report is pending a decision on report formatting.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: The COTS product is proprietary and ties the system to one vendor. To mitigate this risk, the agency has received training for their IT staff on the system configuration and the SQL server database, to which the software is tied.</p>	
<p>Portfolio Review Meeting Held: 03/31/2010</p>	<p>Last Quarterly Update Provided: 07/15/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Motor Vehicle: Customer Traffic Management 2 (CTM2) (#0626)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	2,051,860		2,051,860	100.00%
FF				
RF				
MITDPF				
Totals	2,051,860		2,051,860	100.00%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,976,276	75,584		2,051,860
FF				
RF				
MITDPF				
Totals	1,976,276	75,584		2,051,860

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF						
RF						
MITDPF						
Totals						

Transportation - Motor Vehicle: Kiosk and Internet Services (KIS) (#0657)

<p>Project Description: This project involves design, development and implementation of a new generation of kiosks as well as a web interface, replacing the current eMVA Store, which currently offers 14 different types of transactions. Alternative service delivery options will be offered, enabling customers to obtain duplicate registration cards and renew registrations and stickers directly from the kiosk. All other products will be fulfilled by the MVA attendant from a print area that is secured from public access. The new kiosks will also accept payment by cash, credit or check. Updated capacity and functionality will allow the MVA to meet future transaction demands and improve customer satisfaction through reduced service wait time, a core goal of the agency.</p>	
<p>Project Status: In Mar. 2010, ten Beta machines were installed in six office locations: Glen Burnie, Parkville, Columbia, Waldorf, Beltsville and White Oak. The plan is to install 41 kiosks in MVA branch offices and 13 kiosks in locations outside of MVA. All kiosks are planned to be delivered and installed by the end of Aug. 2010.</p> <p>There will be one to two kiosks in each MVA branch office. The kiosks have already processed 24K registration renewals with 23% through cash processing. Processing time per customer is under three minutes, which has reduced the wait time for the majority of MVA customers.</p> <p>The eMVA website development has been delayed due to the lack of internal resources, which were needed to handle the increase in special tag requests as well as the definition of business rules associated with calculations required for the different tag types (i.e. personalized, bay and background tags). Although code for the web re-design is being reused from the kiosks, there are web changes required to handle web input, output and information screens. Production testing for the new website is scheduled to complete the last week of Aug. 2010.</p> <p>Full project implementation is scheduled for completion in Aug. 2010.</p>	
<p>Known / Anticipated Schedule Changes: Delays in website development, ordering additional kiosks and changing from thermal to laser printers, have extended project completion to Q1 FY11.</p>	
<p>Known / Anticipated Cost Changes: There will be no cost increase for the installation of the additional printers. The cost to install the additional printers was previously factored into the project's current EAC.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: Resources are the biggest issue on closing out this project. Adequate MVA resources are needed for eMVA website development and testing, without which future delays are likely.</p>	
<p>Portfolio Review Meeting Held: 03/31/2010</p>	<p>Last Quarterly Update Provided: 07/15/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Motor Vehicle: Kiosk and Internet Services (KIS) (#0657)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	2,671,879	1,372,272	4,044,151	66.07%
FF				
RF				
MITDPF				
Totals	2,671,879	1,372,272	4,044,151	66.07%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,977,146	694,733	1,200,000	3,871,879
FF				
RF				
MITDPF				
Totals	1,977,146	694,733	1,200,000	3,871,879

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	1,257,424	114,848				1,372,272
FF						
RF						
MITDPF						
Totals	1,257,424	114,848				1,372,272

Transportation - State Highway: Advanced Traffic Management System (CHART II) (#2001)

Project Description: Intelligent Transportation Systems (ITS) represent the integrated application of these technologies to surface transportation Systems. By monitoring what is occurring on the transportation system, making adjustments when needed, responding to unexpected traffic patterns or incidents and providing real-time information, operating agencies can help travelers adjust their use of the system based on current conditions. The CHART II project will provide a technology refresh and major enhancement to the real-time information provided to first responders, Maryland residents and visitors using the highway system monitored by the ITS. Improvements to the Dynamic Message Boards and sensors monitoring technology and the supporting management control systems will maintain Maryland's leadership in the application of technology for highway systems management.

Project Status: In August 2009 the CHART Change Advisory Board (CAB) directed that all future modifications currently planned through 2015 for CHART are built in smaller, more flexible, easily estimated and quickly deployed builds. As a result the previously planned release and cost schedules have been replaced by projects whose scope is from the original CHART II objectives but with specific deliverables of a release determined, planned and implemented based on the most current needs as guided by the CAB.

Release Status:

R3B3: The last release based on the original master project planning approach. The release delivered: estimated route travel times and toll rates on CHART highway signs, Phase II of regional data integration, improved public/private data sharing granularity, TCP/IP sign and sensor communication and improved sign layout. Went live in Nov. 2009.

R4: Upgrades Dynamic Message Sign Protocols to national standard, implement system performance monitoring and auto-recovery functions. Went live in April 2010.

R5: Implements a graphical device maintenance interface, a data export interface, phase one GIS mapping and enhanced map granularity and camera upgrades.

Implementation is expected in Oct. 2010.

R6: Will provide permit schedule closure integration, enhance lane management during traffic events, designate landmarks near to traffic events, support internet viewing of detector data, transfer camera control to first responders, research and plan for alternative video protocols, and enhanced code support. Implementation is expected in Nov. 2010.

Known / Anticipated Schedule Changes: The development build's progress remains within the contract's period of performance. SHA is expecting to exercise the first of five renewal options before the June 2011 contract expiration.

Known / Anticipated Cost Changes: The total contract award supporting CHART II development was for \$22.3M, but only \$8.9M is planned to support the development builds for this project. The remaining contract amount provides for minor sustaining engineering updates and ongoing O&M of the CHART program. While the new CHART approach has not significantly changed the project's EAC, the spending plan is subject to greater year-to-year changes as release planning occurs and estimated closer to the tasks NTP. In FY09 the FY10 planned costs were \$5.5M but actual expenditures were only \$1.1M. This variability is one outcome of the revised task planning approach.

Known / Anticipated Scope Changes: R3B3: The CAB approved a change order on 8/5/09 due to revised work estimates to complete integration and system testing phases.

R3B4: Rescoped as Release 4, it is now a much smaller sustaining engineering build and is under \$1M.

R4B1: Rescoped as Release 5. NTP 10/12/2009 with estimated completion of 11/30/2010.

Risk Assessment: The largest risk to completing planned scope is externally mandated scope changes (e.g. EMNet for Amber Alert and CapWIN for external agency coordination) overriding the detailed planned builds to the CHART. The new project approach, limits work disruptions and impact of mandated changes due to dynamic approach to task scheduling. As deliverables are now scheduled only for the next planned release, it is more difficult to know if all scope can be completed within the time remaining on the CHART II contract.

Portfolio Review Meeting Held: 03/24/2010

Last Quarterly Update Provided: 06/28/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

Transportation - State Highway: Advanced Traffic Management System (CHART II) (#2001)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	3,844,482		3,844,482	100.00%
FF	5,051,929	23,220,000	28,271,929	17.87%
RF				
MITDPF				
Totals	8,896,411	23,220,000	32,116,411	27.70%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	1,551,586	1,101,556	1,100,000	3,753,142
FF	3,077,151	3,166,118	4,400,000	10,643,269
RF				
MITDPF				
Totals	4,628,737	4,267,674	5,500,000	14,396,411

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	6,600,000	6,600,000	6,600,000	3,420,000		23,220,000
RF						
MITDPF						
Totals	6,600,000	6,600,000	6,600,000	3,420,000		23,220,000

Transportation - State Highway: Asset Management System (AMS) (#2038)

<p>Project Description: The AMS project will define requirements and then design, develop and implement software tools to support better management of SHA's transportation infrastructure assets. Envisioned tools will improve asset inventory practices, integrate condition assessment data in asset databases, and aid in decision-making for project/program development. It is envisioned that this project will be managed as a series of two sub-projects. The first sub-project will be the design, development, and implementation of a highway asset data warehouse. The second sub-project will be the development and implementation of decision support tools to assist SHA managers in making better and timelier decisions with regard to the management of highway assets.</p>	
<p>Project Status: After completing the project's Requirements document in April 2009, the project experienced a scope reduction due to FY10 CTP funding reductions. The team was asked to investigate alternatives which better employed available technologies and business process optimization. The project then began a gap/fit analysis on IBM Maximo in Sept. 2009. This analysis is progressing slowly and very few funds were expended in the fiscal year.</p>	
<p>Known / Anticipated Schedule Changes: After extensive scope reduction in FY09, a new project schedule has been developed to allow for careful evaluation of alternative project approaches. Due to ongoing concerns over available funding the Design Phase was not started in FY10 as expected.</p>	
<p>Known / Anticipated Cost Changes: While an alternatives analysis is in progress, based on the enhanced use of existing SHA tools and with an objective to limit project's costs, SHA expects the project's EAC to remain at \$1.3M. Project progress and anticipated FY10 expenditures have been less than planned for the period.</p>	
<p>Known / Anticipated Scope Changes: Scope has remained unchanged since the FY09 year end report but alternatives are being considered which might reduce the cost of any proposed solution.</p>	
<p>Risk Assessment: The project's risk profile has not changed during FY10.</p>	
<p>Portfolio Review Meeting Held: 03/24/2010</p>	<p>Last Quarterly Update Provided: 06/22/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - State Highway: Asset Management System (AMS) (#2038)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	571,240	2,146,678	2,717,918	21.02%
FF				
RF				
MITDPF				
Totals	571,240	2,146,678	2,717,918	21.02%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	542,914	28,325	400,000	971,239
FF				
RF				
MITDPF				
Totals	542,914	28,325	400,000	971,239

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF	2,146,678					2,146,678
FF						
RF						
MITDPF						
Totals	2,146,678					2,146,678

Transportation - Transit: Bus Upgrade Revenue/Data Collection (#0884/0287)

<p>Project Description: This project is one of two related active MTA projects being managed as the AFC Program (See project #0884). The objective is to plan, design, and procure a replacement bus fare collection system. The replacement fareboxes are a validating type that will accept multi-denominations of bills and coins, and includes a credit card size magnetic encoding ticket issuer and a device for accepting smart cards. The system will provide the agency with the ability to simplify its fare structure and gather statistical data for the purpose of making the program as efficient as possible.</p>	
<p>Project Status: Farebox systems have been installed on all buses at the Eastern, Kirk, Bush and Northwest garages and are now part of normal operations and maintenance. All other Commuter Bus installs are dependant upon the availability of smart card features from the WMATA regional system, which is still being developed by their contractor. The WMATA equipment contractor has not yet created a viable solution for the smart cards to be used by the Baltimore City school students. A strategy for the resolution to this requirement is being developed.</p>	
<p>Due to extensive delays pertaining to Commuter Bus and Baltimore City schools smart cards, MTA is considering creating a separate project for those two components which will close this project.</p>	
<p>Known / Anticipated Schedule Changes: The estimated completion date for the full deployment of the system is the end of calendar year 2010.</p>	
<p>Known / Anticipated Cost Changes: There is a reduction of \$103,520 in expenditures due to an accrual balance from a prior fiscal year.</p>	
<p>Known / Anticipated Scope Changes: WMATA and Baltimore City schools scope will be removed from this project if a solution is not developed.</p>	
<p>Risk Assessment: The regional design requires new expertise to support the software maintenance, implementing upgrades and performing revenue audits. MTA has sufficient staff with the required expertise; however, additional may still be needed to support the new business processes. To continue managing the risk of reliance on WMATA, MTA and WMATA meet monthly to discuss issues, risks, and resolve problems. To reduce the risk profile related to delays regarding Commuter Bus and Baltimore City school smart cards, MTA is considering removing these components from this project and creating a separate project.</p>	
<p>Portfolio Review Meeting Held: 03/24/2010</p>	<p>Last Quarterly Update Provided: 03/23/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Bus Upgrade Revenue/Data Collection (#0884/0287)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	12,826,320		12,826,320	100.00%
FF	14,796,904	342,000	15,138,904	97.74%
RF				
MITDPF				
Totals	27,623,224	342,000	27,965,224	98.78%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	12,826,320			12,826,320
FF	14,796,904			14,796,904
RF				
MITDPF				
Totals	27,623,224			27,623,224

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	342,000					342,000
RF						
MITDPF						
Totals	342,000					342,000

Transportation - Transit: Scheduling System Upgrade (#0513)

<p>Project Description: This project will replace the existing, 15-year old bus scheduling system, with COTS software, upgrade equipment as needed, and provide training for end users in the new product. The new scheduling software (INFO-Publish) will allow MTA to optimize bus routes and track individual buses according to a planned schedule and INFO-Web allows riders to plan trips using the web-based software. Integration of software with the previously implemented CAD/AVL system allows monitoring of buses and integration with MTA's current dispatch software, which supplies information used for paying the bus operators and personnel (OPS). The system will reduce redundancies in data input and cumbersome data sharing among different systems within MTA.</p>	
<p>Project Status: The OPS portion of this project comprised of Timekeeping & Workforce Management tool was not completed as originally planned. Timekeeping training was conducted during the first week of April and Workforce Management training was held during the second week of June. The estimated date of completion for OPS is August 2010.</p> <p>The final testing of INFO-Web was delayed due to errors in the trip itineraries. A meeting was held during the second week of April to focus on resolving issues outlined by the MDOT service department. Implementation was completed in the first quarter and MTA IT was able to resolve database communication issues between MDOT and MTA, which was caused by a software upgrade.</p> <p>After the FY10 Q2 kick off meeting and Q&A session, the INFO-Publish review and MTA-authorized customizations were completed.</p> <p>The system is in the implementation phase with approximately five months remaining on the schedule. After all planned tasks are completed, this project will transition into O&M.</p>	
<p>Known / Anticipated Schedule Changes: There is a potential for schedule delays if cross-training does not occur prior to system "go live" and if payroll does not provide an interface to the payroll system.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: MTA may lose institutional knowledge as a result of an estimated 22 dispatchers becoming eligible for retirement. Additionally, MTA anticipates the loss of additional dispatchers due to the economic downturn, a mandatory reduction in force and unresolved issues with the dispatchers' union. MTA plans to cross-train staff to temporarily fill gaps due to attrition. There are stringent resource and hiring constraints currently being experienced within MTA.</p>	
<p>Portfolio Review Meeting Held: 03/24/2010</p>	<p>Last Quarterly Update Provided: 03/23/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Scheduling System Upgrade (#0513)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	2,522,248		2,522,248	100.00%
FF	1,021,271	950,000	1,971,271	51.81%
RF				
MITDPF				
Totals	3,543,519	950,000	4,493,519	78.86%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	2,052,063	470,185	500,000	3,022,248
FF	765,762	255,509		1,021,271
RF				
MITDPF				
Totals	2,817,825	725,694	500,000	4,043,519

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	950,000					950,000
RF						
MITDPF						
Totals	950,000					950,000

Transportation - Transit: Transit Pass / Smart Card formerly AWSC (#0884)

<p>Project Description: This project is the second of two related active MTA projects being managed as the Automatic Fare Collection (AFC) Program (see project #0287). MTA is partnering with Washington Metro Area Transportation Authority (WMATA) and nine other transit operators in the Maryland, Washington, DC and Northern Virginia region, including Montgomery County's Ride On and Prince George's County's The Bus, to provide a seamless smart card fare payment system. Maryland's smart card has been named CharmCard. This project will also include the installation of credit card readers on all Ticket Vending Machines (TVM) in the Metro subway and Light Rail systems. The MTA CharmCard will be fully compatible with WMATA's SmarTrip card, allowing customers to use either card to pay their fare on MTA's core service including buses, Light Rail, and Metro subway.</p>	
<p>Project Status: MTA successfully conducted field testing on buses in April 2010. Full roll-out of smart card functionality is dependant upon the successful implementation of the regional system, including features such as auto loading, hot listing, and getting the regional system website operational. The WMATA/MTA team experienced communication issues with three stations causing the completion date for processing credit cards to slip from January 2010 to March 2010. The MTA team is working closely with the WMATA regional project team to ensure the project runs as efficiently as possible while software and card readers are being upgraded and a new card format is selected. CharmCard roll out to the general public is scheduled for fall 2010.</p>	
<p>Known / Anticipated Schedule Changes: The current estimated completion date for the full smart card implementation is scheduled for the end of the calendar year. Resolving the issues pertaining to the software upgrade, upgrading readers, and finding new smart cards will extend the schedule longer than originally planned. (See K/A Scope Changes for details.)</p>	
<p>Known / Anticipated Cost Changes: An accrual balance from a prior fiscal year accounts for the credit of \$172,693 in FY 2010. TPC was increased by \$10M in MDOT's FY 2010 Final CTP to accommodate three upgrade features. (See K/A Scope Changes)</p>	
<p>Known / Anticipated Scope Changes: MTA anticipates the possible addition of stand alone validators to the Light Rail system. This addition would allow riders to check their smart card and permit balances and add money, if necessary. To ensure Maryland's smart card project remains compatible with the WMATA system a software upgrade to NextFare 5 is required (necessary to automate Smart Benefits processing); Upgrading all readers in the system to TR3 (required to be able to read other card formats); and work with WMATA to evaluate and select new card formats (manufacturer of current card format is ceasing the production of the chip now being used).</p>	
<p>Risk Assessment: The MTA team continues to face the risk of regional system modifications by WMATA, leading to unanticipated modifications to Maryland's system before it is fully implemented and into O&M. Constant communications with WMATA and its contractor are ongoing to mitigate this risk.</p>	
Portfolio Review Meeting Held: 03/24/2010	Last Quarterly Update Provided: 03/23/2010
IV & V Assessments Initiated: 02/21/2008	Peer Review Committees Assigned: None

Transportation - Transit: Transit Pass / Smart Card formerly AWSC (#0884)

Financial Summary

Project Costs				
Funding Type	Cost to Date through FY 2010	Out Year Costs	Estimate at Completion	% of EAC Spent through FY 2010
GF				
SF	53,046,993		53,046,993	100.00%
FF	1,356,255	10,120,000	11,476,255	11.82%
RF				
MITDPF				
Totals	54,403,248	10,120,000	64,523,249	84.32%

Project Funding				
Funding Type	Funding through FY 2009	Funding FY 2010	Funding FY 2011	Total Funding to Date
GF				
SF	50,812,857	2,234,136	7,400,000	60,446,993
FF	1,356,255			1,356,255
RF				
MITDPF				
Totals	52,169,112	2,234,136	7,400,000	61,803,248

Out Year Cost Detail						
Funding Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Out Year Costs
GF						
SF						
FF	3,720,000	3,400,000	3,000,000			10,120,000
RF						
MITDPF						
Totals	3,720,000	3,400,000	3,000,000			10,120,000