



January 13, 2009

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

Dear Mr. Aro:

Section 3A-309(m) of the State Finance and Procurement Article requires the Secretary of the Department of Information Technology to submit by January 15 of each year, a summary report on the State of Maryland's portfolio of Major Information Technology Development projects. This Mid-Year report is comprised of all current projects and reflects known or anticipated cost, scope and schedule changes, plus risk assessments, since the Year End Report, submitted on November 1, 2008.

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, Director, Office of Policy Analysis
Simon G. Powell, Office of Policy Analysis
Rebecca Burner, Department of Budget and Management

MSAR # 7312



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

**MID-YEAR REPORT ON THE
MAJOR INFORMATION TECHNOLOGY DEVELOPMENT
PROJECTS**

January 15, 2009



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State Agency Abbreviations

Assessments and Taxation	SDAT
Budget and Management	DBM
Comptroller of the Treasury	COM
Education	MSDE
Elections	SBE
Environment	MDE
Health and Mental Hygiene	DHMH
Higher Education.....	MHEC
Human Resources	DHR
Juvenile Services	DJS
Labor Licensing and Regulation	DLLR
Public Safety and Corrections	DPSCS
Retirement and Pension Systems	SRA
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 by each project that are reconciled 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.

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

EXECUTIVE SUMMARY

At the mid-year mark for Fiscal Year 2009 (FY09), the preponderance of Major Information Technology Development Projects are progressing according to their respective project plans. Almost all projects encounter challenges, but most State projects are being managed by implementing industry best practices to ensure that strategies are in place to mitigate risks and produce successful outcomes. Those practices include: developing and managing a comprehensive Project Management Plan; creating sufficiently detailed and manageable work activities, tasks and deadlines for all project resources; and constructing appropriate plans for project communications, change management and risk identification and mitigation. Beginning this fiscal year, and as part of regular project reviews, DoIT is analyzing these practices and artifacts used by agencies to manage their projects. By doing so, DoIT can evaluate the quality of the project plans and assist agencies in understanding how to use them as valuable tools for managing projects appropriately. This tactic is so critical to project success that DoIT has established proper project planning and adherence to project plans as new MFR measures.

DoIT oversight continues to spotlight pervasive systemic risks. For example, project oversight must be diligently performed by the agency that owns the project. Although DoIT oversight has clearly resulted in positive results on several challenging projects, it is a mistake for agencies to assume that DoIT oversight can take the place of unremitting oversight by the agency itself. Several agencies have instituted project Steering Committees and Change Control Boards as ways to ensure sufficient internal project control. Such governance should be in place for all projects.

Also, given the current economic climate and the strong possibility of continuing fiscal degradation, DoIT is increasingly concerned about the level of State resources available to successfully manage and execute major projects. Contractor resources may perform the “heavy lifting” in conjunction with technology implementations and even assist with project management support, but State dedicated resources must assume the roles of project owners, leaders and stakeholders. State personnel are critical to ensuring that desired business goals and outcomes are achieved. State resources need be leveraged as subject matter experts, to develop detailed requirements and re-engineer agency business processes, provide feedback on contract deliverables, and ultimately test and accept systems. Without proper application of State resources, even projects with fully funded contracts run a high risk of failure.

Lastly, there is an equal need to concentrate on project initiation as there is on project oversight. Specifically, a lack of agency expertise and dedicated staff for developing and writing functional and technical requirements in solicitations can result in ineffective contracts. Although DoIT has the final review of IT procurements, the requesting agency is responsible for writing statements of work that are unambiguous and for which deliverables and evaluation criteria are clear. On the other hand, a mis-constructed work scope can result in extended schedules, multiple iterations of rework, and even completed contracts that do not achieve a project’s stated objectives. To offset some of these concerns, DoIT is providing agencies, where possible, good examples of statements of work from which to build or enhance their solicitations as part of its consultative process. Also, DoIT is incorporating solicitation writing guidance in the enhanced SDLC methodology, which is due to be available this fiscal year.

Given the challenges described, DoIT must apply increasingly stringent requirements on State agencies requesting new projects, while enhancing the oversight on existing projects through FY10 and beyond. DoIT must, at all times, be able to assess an agency’s ability to fully support a major project and, if needed, cancel or delay a project earlier in the stages of planning or procurement, if such risks are prevailing.

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, as well as additional system processing efficiencies.</p>	
<p>Project Status: The Design, Development and Integration & Testing phases are complete. Data conversion is nearing completion. SDAT has a yearly blackout period from April to August in which critical business processes are in affect; therefore, no system changes can occur at that time. During that period, all training and ancillary project activities will take place in preparation for system Implementation in Q1 FY10.</p>	
<p>Known / Anticipated Schedule Changes: The contract modification for the Homestead Tax Credit legislation (see Known/Anticipated Scope Changes) will not impact the project schedule. Similar functionality in another jurisdiction is being used in Maryland and requires minimal modifications.</p>	
<p>Known / Anticipated Cost Changes: The project was subject to a \$200K reduction in the EAC with the removal of planned IV&V services as a result of FY09 cost containment. The \$53K estimated contract modifications for the Homestead Tax Credit legislation will not impact the project's current EAC because the cost for legislative mandates has already been factored into the project's TPC. SDAT is anticipating an increase to their current services budget of approximately \$1.2M in FY11 to support their in-house database operations, newly added as a result of this project.</p>	
<p>Known / Anticipated Scope Changes: A contract modification is being developed for implementation of a State legislative mandate associated with Homestead Tax Credit. This legislation requires homeowners to submit a one-time application in order to continue their eligibility for the homestead tax credit. The legislation was enacted to monitor and control the improper tax credit property owners were receiving on vacation homes and rental properties. The previously discussed change order associated with data processing of local subdivisions is no longer an issue, as the project was able to find a solution that accomplishes this functionality.</p>	
<p>Risk Assessment: As SDAT transitions from the Annapolis Data Center (ADC) to in-house database operations, database funding support will be required in FY11.</p>	
<p>Portfolio Review Meetings Held: 04/01/2008, 11/14/2007, 12/19/2006</p>	<p>Last Quarterly Update Provided: 12/31/2008</p>
<p>IV & V Assessments Initiated: 08/22/2007</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: The Department of Budget and Management'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 1.4 million debtor accounts for the State of Maryland. The purpose of this project is to modernize CCU's core business application and implement a system to replace the legacy Columbia Ultimate Business System (CUBS).</p>	
<p>Project Status: The CCU Director is continuing work to move the project forward quickly and efficiently. A CCU project SME has been hired and has begun gathering requirements and documenting current business processes. A solicitation was released Q2 FY09 to hire a dedicated project manager (PM). The requirements gathering and business process documentation will serve as input to the solicitation for project implementation services. The implementation services procurement is expected to be released Q4 FY09.</p>	
<p>Known / Anticipated Schedule Changes: A baseline master schedule will be created once the PM is hired and an implementation contract is awarded. The PM solicitation is expected to be awarded Q3 FY09, while the implementation services award will be Q1 FY10.</p>	
<p>Known / Anticipated Cost Changes: The TPC is expected to increase by approximately \$200K, as a result of anticipated and previously unbudgeted Independent Verification and Validation (IV&V) costs in FY10. A firm TPC will be set once the project implementation contract has been awarded.</p>	
<p>Known / Anticipated Scope Changes: The project scope will be refined and fully documented when a PM is hired and requirements are fully defined.</p>	
<p>Risk Assessment: Delays to implementation are contingent on the selection of a dedicated PM to manage the project and a contractor to implement the system. Completely defining scope will require careful and thorough project planning. There exists a risk of inadequate scope definition, if stakeholder agencies do not fully disclose and help document business processes and requirements. Strong executive sponsorship and communications planning are required to help mitigate this risk.</p>	
<p>Portfolio Review Meetings Held: 10/14/2008</p>	<p>Last Quarterly Update Provided: 11/07/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: The purpose of the SPS project is to obtain a commercial-off-the-shelf (COTS) solution to replace the State's legacy personnel systems. The management of State personnel activities are 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.</p>	
<p>Project Status: The project PM has been replaced and a human resources (HR) subject matter expert (SME) was hired in FY09. These two project resources are currently working with the project oversight committee on Requirements Analysis, product evaluation and the development of two solicitations. The first solicitation will be to procure the software that best fits the State's unique requirements for the SPS. The second solicitation is to procure contractual system integration services. DoIT, the project oversight committee and stakeholder agencies will continue Planning and Requirements Analysis through FY09 into FY10 and anticipate solicitation releases and contract awards in FY10.</p>	
<p>Known / Anticipated Schedule Changes: A six month delay in Planning was the result of having to replace the previous PM due to performance issues, the staff transition period of the new PM and the time required to hire an HR SME. A baseline implementation schedule will be created once the Planning and Requirements Analysis is complete and the contracts are awarded. Solicitation releases and contract awards are expected in mid and late FY10, respectively.</p>	
<p>Known / Anticipated Cost Changes: A firm TPC will be established upon selection of the most advantageous system software and award of a contract for system integration services. \$3M in existing project funds were taken out of this project in the FY09 cost containment, to be replenished in FY10. This funding was removed as a result of slower than anticipated spending, resulting from prolonged Planning and Requirements Analysis phases. Spending will significantly increase upon award of both the integration services contract and the purchase of the software.</p>	
<p>Known / Anticipated Scope Changes: The project scope is being more clearly defined as part of the extended Planning and Requirements Analysis phases. Project requirements and business processes will be incorporated into the two solicitations being developed for software and integrator services. A decision is currently being made by the project team as to the best procurement method for the necessary hardware.</p>	
<p>Risk Assessment: The SPS project team has had numerous meetings with HR/IT representatives from other states (MI, LA and OK) and HR vendors. Projects similar in scope to MD (projects that did not include a payroll component), carried out in the states mentioned, required project teams of between 25 and 45 full-time, dedicated state resources from stakeholder agencies, throughout the life of the project. Some of these people were then retained to run the system in operations and maintenance. Although MD may not need staffing at that same level, the fact that only two people are currently assigned full-time to this project presents a risk of inadequate dedicated resources to successfully implement.</p>	
<p>Inadequate engagement of key stakeholders to support the project's strategy poses a risk that the project will have an incomplete scope. The engagement of the Executive Oversight Committee is critical to mitigate this risk.</p>	
<p>Finally, insufficient out-year funding poses a high risk to the project.</p>	
<p>Portfolio Review Meetings Held: 10/14/2008, 10/23/2007, 11/08/2006</p>	<p>Last Quarterly Update Provided: 11/18/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: 01/01/2009</p>

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

<p>Project Description: The MITS project will implement an integrated tax processing system and a data warehouse and replace two major legacy systems; the existing integrated tax system and the current automated business tax collection system. MITS will be a COTS solution and the data warehouse will be the repository of all taxpayer data processed by the Comptroller of Maryland (COM). 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.</p>	
<p>Project Status: The MITS contract was awarded Q2 FY09 with a notice to proceed and project kickoff held Dec. 2008. COM and contractor staff are performing additional Planning and requirements validation as is standard procedure and is called for in the contract. Implementation of some system components will be completed within the first nine months of the project, with the expectation of revenue generation in FY09. COM estimates revenue generated by the full system to exceed the TPC prior to full project implementation. The COM is drafting a bill for the 2009 legislative session to allow an interface with taxpayer data from various State agency databases and the MITS data warehouse (See Known/Anticipated Scope Changes).</p>	
<p>Known / Anticipated Schedule Changes: In addition to the early tasks of planning, requirements and development of the tax data warehouse, there are several system functions that are planned for immediate implementation. These quick wins for the project were specifically chosen by the COM, as it was determined that within the first year of the contract these would allow them to immediately begin generating revenue. COM anticipates the project ending in 2012. A mutually agreed upon baseline schedule is currently being finalized with the contractor.</p>	
<p>Known / Anticipated Cost Changes: The total implementation contract award for MITS is \$87M, including five option years for operations and maintenance after implementation. The major IT development project's TPC is estimated at \$79M. It includes the implementation contract value, reflecting only one full fiscal year of operations and maintenance (O&M), and the cost of the contract providing a dedicated PM. The remaining four years of O&M cost (\$12M) will need to be funded by the Agency's operating budget. General Funds will be needed to cover 60% or \$47M of the TPC, with the balance coming from Special Funds.</p>	
<p>Known / Anticipated Scope Changes: The COM has formed a Project Oversight Steering Committee. One of the Committee's charges is ensuring that the project adheres to scope and fulfills the intended business goals on time and on budget. The scope of the project is parsed in such a way that the major system components are to be implemented in specific fiscal years to align with funding requests. Other major milestones to be accomplished over the next few years are the implementation of hardware and software, business taxes, personal taxes and first audit selections. There exists the potential for scope changes, if the proposed legislation to share data among agencies for the tax data warehouse is not passed in the 2009 legislative session. The tax data warehouse is one of the first major components of the system to be developed as it is integral to all other components.</p>	
<p>Risk Assessment: With the current general funds cost containment efforts resulting from lower than expected revenues, there is a risk of the inability to fully fund the project. In the event that out-year funding is not appropriated, COM has parsed the deliverables such that distinct components of the system are planned and implemented incrementally over the course of the project. A risk exists in that stakeholder agencies are expressing strong concerns with the proposed tax data interface legislation (See Project Status). These concerns range from some agencies being technologically ill-equipped to comply with the requirements, others without sufficient human and technological resources to build and sustain the requirements and others who may already be subject to legislation that prohibits sharing of the information being requested. However, it may be possible for COM to access much of the data it is requesting via individual agreements with its target agencies.</p>	
<p>Portfolio Review Meetings Held: 02/28/2008, 08/23/2007, 10/31/2006</p>	<p>Last Quarterly Update Provided: 10/03/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: This project is to upgrade the existing CCATS system and make it a product that serves the business needs of MSDE, who are now responsible for it. The initial CCATS system, developed by DHR, was expected to enable the efficient, accurate execution and integration of daily operational tasks. However, design flaws and variations between DHR's and MSDE's business processes has resulted in an ineffective design with numerous requirement gaps. To achieve satisfactory system efficiency will require at least the following system enhancements: significantly improved online response time, enhanced workflow efficiency, improved data quality and management capabilities, allow subsidy payments regardless of service period or provider status with tracking of subsidy payment history and complete the credentialing interface with FMIS. Several shortcomings of the system have also arisen since being transferred to MSDE. The majority of custom reports are unreliable, inaccurate or non-functional for MSDE needs and the public portal needs to be redesigned and implemented.</p>	
<p>Project Status: With funding sufficient to complete only the SDLC Planning and Requirements phases, MSDE developed a solicitation to obtain a PM and is currently evaluating proposals. With contract award expected in Jan. 2009, the PM should begin the Planning phase in Feb. 2009. Subsequently, the Requirements Definition phase will result in a solicitation for the development contractor, who will enhance CCATS application to become the ECCATS system, meeting the business needs as defined by MSDE.</p>	
<p>Known / Anticipated Schedule Changes: The draft project schedule will be defined at the end of the Planning phase, which will begin once the project's contract PM starts with MSDE. The Planning phase should take no more than two to three months to complete, including time needed for management review & signoff on all Planning phase deliverables. Shortly following the kickoff of the development contract, the PM and contractor will develop and commit to a master schedule to guide completion of the project.</p>	
<p>Known / Anticipated Cost Changes: FY09 federal funding of \$300,000 was identified by MSDE to fund a dedicated PM to lead the project and complete requirements definition, develop a procurement document for the revised system's development phases, and provide a cost estimate for the Development and Implementation phases of the project. Additional funding will be required in FY10 to award the development contract. TPC will be determined once financial proposals are received.</p>	
<p>Known / Anticipated Scope Changes: A System Boundary document, which will define the project's scope, will be developed during the Planning phase.</p>	
<p>Risk Assessment: While a rough order of magnitude estimate of the TPC established this effort as a MITDP, a more accurate TPC estimate will be completed after high level requirements have been defined. At that point MSDE will pursue sufficient project funding to complete the proposed development.</p>	
<p>Portfolio Review Meetings Held: 03/17/2008</p>	<p>Last Quarterly Update Provided: 10/03/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: 02/27/2009</p>

Education: Maryland Accountability & Reporting System (MARS) (#F200)

Project Description: This project replaces the legacy system supporting the management of \$170M in federal funds administered by the School and Community Nutrition Programs Branch (SCNPB) of MSDE. The primary goal of the project is to achieve optimal efficiency and integrity in the management of Federal and State nutrition programs for the State of Maryland.

MARS will be implemented in two releases, addressing the following major objectives:

Release I - Program Administration (Special Milk, Child & Adult Care Centers, Summer Food Service, Family Child Care, and After School Care), Financial Management (Claims Processing, Payments, and Financial Reconciliation), legacy system interfaces and reporting
 Release II - SCNPB Portal, Child Care and Certifications interfaces, reporting and user training

Each release will have a duration of one year, with the Release II implementation expected in Nov. 2010.

Note that a MARS II project (Release III) is planned to follow the implementation of Release II of the MARS project. Release III requirements were defined in the MARS solicitation document, but were designated as out of scope for this project. This approach was necessary due to the CATS Master Contract's termination at the end of Dec. 2010. MSDE expects to pursue a sole source contract with the MARS contractor to complete MARS II development.

Project Status: MSDE awarded a development contract and held a kick-off meeting in Oct. 2008. Initial full team sessions were held to review the solicitation's Statement of Work, functional requirements and supporting materials, with a goal of providing the contractor a complete understanding of the objectives and the strategy for the MARS development project. The contractor has completed all Release I, Milestone I, project planning deliverables (including the Project Management, Risk, Communications and System Configuration documents) and has begun Milestone II, the System Requirements phase, which is scheduled to be completed in June 2009.

Known / Anticipated Schedule Changes: A baseline schedule was established in Oct. 2008, with the start of the development contract. The project remains on schedule for Release I implementation to occur in Jan. 2010.

Known / Anticipated Cost Changes: The project's baseline budget of \$4,697,154 was established in Oct. 2008, with the award of the development contract.

Known / Anticipated Scope Changes: Originally planned scope (Release III) for MARS was ruled out of scope (See Project Description) due to the fact that the contract supporting MARS, CATS, would expire before Release III could be implemented. DoIT will coordinate with MSDE to determine whether or not a sole source procurement can be done or if a competitive procurement under CATS II will be appropriate.

Risk Assessment: An end of contract risk could become an issue, if schedule slippage to Release II delays implementation past the end of the CATS Master Contract (12/31/2010). If this occurs, a sole source contract under CATS II may need to be negotiated with the contractor to complete all remaining deliverables.

The project's risk profile remains low with no significant issues having been identified, with the start of the development contract. However, an IV&V assessment is planned for early CY 2009, and will focus on requirements, technical feasibility and contract execution risk considerations.

Completing the project's first release (of two) is dependant on a request for federal funds of \$2,158,774. Notification of award of federal funding is expected in Q4 FY09. An additional FY11 federal funding request of \$1,035,380 is required to complete the project.

Portfolio Review Meetings Held: 03/17/2008, 11/30/2007

Last Quarterly Update Provided: 10/24/2008

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>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 a web-based education data collection system (WDCS). This new system 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:</p> <ul style="list-style-type: none"> • Schools Data Set (Module 1) • Attendance (Module 2) • Statistical Process Control (SPC) (Module 3) • Staff (Module 4) • Class Level Membership (Highly Qualified Teachers) (Module 5) • Federal Programs (Module 6) 	
<p>Project Status: Of the two modules (Modules 1 and 6) which are funded, Module 1 user acceptance was completed and was implemented successfully in Dec. 2008. Progress on Module 6 has fallen behind schedule, but the contractor is taking steps to maintain the original Feb. 2009 implementation. As design and development work progresses, completed modules are being provided to MSDE for testing. The contractor has assured MSDE that the original implementation date remains feasible.</p>	
<p>Known / Anticipated Schedule Changes: While scheduled deliverables indicated a 60 day schedule slip, with Module 6 due for implementation at the end of Feb. 2009, the contractor is working to maintain the implementation date by Fast Tracking (parallel Design, Development and Testing) tasks. As the contract period of performance extends to 12/31/2010, and is fixed price, and there are no department operational concerns, a delay to the implementation will have little impact.</p>	
<p>Known / Anticipated Cost Changes: Current federal funds of \$2,254,955 are sufficient only to complete Modules 1 & 6. However, MSDE continues to explore their options for additional federal funding to complete some of the unfunded modules.</p>	
<p>Known / Anticipated Scope Changes: MSDE currently does not have sufficient federal funds needed to proceed with Module's 2 - 5. Scope addressed by these modules have been removed from the project.</p>	
<p>Risk Assessment: As available funding supports only the development of Modules 1 (Schools Data Set) & 6 (Federal Programs), Modules 2 - 5 may not be delivered to the business users, which would require continued reliance on existing manual processes and standalone databases, placing further strain on the effectiveness of the impacted program offices.</p> <p>The contractor is using Fast Tracking to recover from nearly 60 days of schedule slippage, which increases project risk due to potentially reduced quality control and may result in deliverable rework.</p>	
Portfolio Review Meetings Held: 03/17/2008, 11/30/2007	Last Quarterly Update Provided: 11/07/2008
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

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

<p>Project Description: Maryland currently uses direct recording electronic (DRE) touch screen voting units for precinct-based voting and central count optical scan system for absentee and provisional voting. In 2007, the General Assembly passed HB 18 (Chapter 548, Laws of 2007), which requires the State Board of Elections (SBE) to select and certify a voting system that has a voter verifiable paper audit trail. Specifically, the legislation states that a voter verifiable paper audit trail is a paper ballot prepared by the voter 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 created by a ballot-marking device. The legislation is applicable to all elections that occur on or after January 1, 2010.</p>	
<p>Project Status: \$1M of SBE funding was withheld in the 2008 JCR; however sufficient funding is still in place to perform Planning activities, including the development of an implementation solicitation. The \$1M is expected to be released upon submission of the proposed contract award. Although a delay was experienced due to the 2008 Presidential election, the solicitation has been developed and is being reviewed and edited by SBE and DoIT, in preparation for release Q3 FY09. Due to solicitation delays, the contract evaluation and award process is not expected until early in FY10.</p>	
<p>Known / Anticipated Schedule Changes: It is not expected that the solicitation delay will impact the FY10 mandated implementation date. (See Risk Assessment)</p>	
<p>Known / Anticipated Cost Changes: A firm TPC will be established once a contract is awarded. FY09 spending has been less than anticipated, due to delays in solicitation development.</p>	
<p>Known / Anticipated Scope Changes: The legislative mandate requires a voter verifiable paper audit trail. The voter prepared paper ballot is for the purpose of being read by precinct-based optical scanners, which is also required to accommodate voters with disabilities. If it is determined that no voting system can meet all of the requirements of HB18, project scope, as well as State voting legislation, may need to be changed. This will be determined upon evaluation of vendor proposals.</p>	
<p>Risk Assessment: There is a risk that no voting system will be able to meet all of the legal requirements of Maryland's voting legislation and all federal requirements. If this becomes an issue, changes will need to be made to State voting legislation and the project will require scope modification as it is defined in the RFP.</p>	
<p>Portfolio Review Meetings Held: None</p>	<p>Last Quarterly Update Provided: 11/07/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: 01/01/2009</p>

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

<p>Project Description: The EEMS project will allow MDE to provide a holistic view of the State's environmental regulatory processes through the establishment of a common data platform. EEMS is 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 will provide support for agency permitting, inspection and enforcement of regulatory obligations. A single application will allow for increased operational efficiencies, reporting and standardization of business practices across the organization.</p>	
<p>Project Status: The consolidation of the Department's multitude of stand-alone business applications is in Phase III Release IV. Release IV is the final phase of the EEMS project, which began Q1 FY08. This release will implement enhancements for the Wetlands Program, offering landowners the opportunity to protect, restore, and enhance wetlands on their property. The requirements validation is complete and Joint Application Development (JAD) sessions are scheduled to begin early Q3 FY09. The JAD sessions will complete in late Q3 FY09, at which time the Development Phase will begin. Full system implementation is targeted for Q1 FY10.</p>	
<p>Known / Anticipated Schedule Changes: MDE is experiencing slight schedule delays in starting the JAD sessions, as key MDE staff are unavailable. It is anticipated that the impact will be no more than a one to two week delay.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The lack of sufficient internal resources and skill sets to complete specific project activities has been mitigated by securing contractual services to complete those activities. There is a risk of a slight schedule delay, due to a key MDE resource being unavailable. This issue has been escalated to MDE management for resolution.</p>	
<p>Portfolio Review Meetings Held: 05/29/2008, 04/09/2007, 09/26/2006</p>	<p>Last Quarterly Update Provided: 08/25/2008</p>
<p>IV & V Assessments Initiated: 07/03/2007</p>	<p>Peer Review Committees Assigned: None</p>

Health & Mental Hygiene: Computerized Health Record Information System (CHRIS) (#B506)

<p>Project Description: The purpose of the CHRIS project is to replace the existing Hospital Management Information System (HMIS) with a fully integrated administrative and clinical management information system, including a pharmacy module, electronic medical record module and clinical point of entry/order entry module in 15 hospital centers operated by DHMH. The new COTS system will allow treatment team members (doctor, nurse, social worker, psychologist, etc.) secure access to a fully integrated electronic medical records system. The initial core data repository will include elements such as billing, patient treatment history, patient demographics and contact data, as well as a full range of diagnostic information. Once operational, the core data repository will be expanded over two years to phase in relevant clinical, patient management and administrative information from all State operated inpatient facility treatment modalities.</p>	
<p>Project Status: Initial Planning activities completed with the issuance of an RFP. The DHMH evaluation committee is currently performing a high-level proposal review. A more thorough proposal review is being done by SMEs and evaluation subcommittee members who are reviewing vendor documentation, planning for orals and developing scenarios for vendor demonstrations. DoIT has identified some significant risks to the project proceeding as planned (See Risk Assessment). DoIT and DHMH are currently working to re-scope the project to break it into more manageable pieces and address internal agency issues that are making this project too high risk to proceed as currently scoped.</p>	
<p>Known / Anticipated Schedule Changes: The project will sustain a significant slow down as a result of the prolonged Planning effort required as a result of identified risks (See Risk Assessment). Planning will continue in FY09 and through part of FY10. A new procurement(s) will be the result of additional Planning with a targeted release and award date early in FY11.</p>	
<p>Known / Anticipated Cost Changes: Due to cost containment, \$100K in IV&V funding was removed from this project and will reduce FY09 spending by the same amount. A proposed slow down for CHRIS will result in lower than anticipated expenditures for FY09 and FY10. The prolonged planning period, will keep expenditures lower than planned since hardware and software and full blown implementation will not begin as scheduled. Those higher expenditures will likely begin in FY11.</p>	
<p>Known / Anticipated Scope Changes: Although the need for the project is still supported by DoIT, the need to break the scope into more manageable pieces is required to mitigate significant project risk. DHMH will perform additional project planning in order to assess the approach to breaking scope into logical units that can be handled by current personnel assigned to the project internally. Likewise, DHMH will define and document several technical requirements identified by DoIT as lacking in the first solicitation. Although, the overall scope of the project will likely be similar to what currently exists, the project implementation plan to accomplish the scope will be quite different as will the solicitation strategy.</p>	
<p>Risk Assessment: DoIT has identified significant risks involved in proceeding with the project as currently planned. The plan for implementation, as defined in the procurement, calls for a massive amount of concurrent tasks and effort, creating a high risk of inadequate internal resources and stakeholder involvement to successfully implement. DoIT's initial evaluation of the solicitation did not uncover these issues; however it has become obvious, through further observation and evaluation of the procurement process, that slowing this project before award is required to avoid failure. Mitigation of risks will involve rescoping the project into more manageable phases, addressing agency governance shortcomings, enhancing technical and functional requirements for the system and redrafting and releasing solicitation documents.</p>	
<p>Portfolio Review Meetings Held: 04/18/2008, 08/06/2007, 11/22/2006</p>	<p>Last Quarterly Update Provided: 10/09/2008</p>
<p>IV & V Assessments Initiated: 09/01/2008</p>	<p>Peer Review Committees Assigned: 05/01/2006</p>

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: Birth Records System Acceptance Testing (SAT) occurred Oct. - Dec., instead of Jul. - Aug. as planned (see Schedule Changes). Many issues were discovered during SAT, so VSA delayed the 1/1/2009 "go live" date so the vendor could rectify the issues. VSA anticipates going live by the end of Jan. 2009. Work on death records will begin after birth records goes live. Birth and death record modules are federally mandated components of this project and therefore the FY10 funding request is the minimum needed to complete only these two modules.</p>	
<p>Known / Anticipated Schedule Changes: Birth records did not go live on 1/1/2009, because the project start date was three months later than originally planned. Although the vendor was committed to following the timeline stated in the RFP, when SAT activities began, it was evident that the original timeline prevented the vendor from performing the appropriate level of work required for the successful completion of birth records. Because VSA is committed to going live as close to the original 1/1/2009 date as possible, in December the vendor was provided with a list of the most crucial elements that need to be in place and functioning correctly in order for the system to go live. Once these elements are successfully tested and implemented, the system can go live, with the understanding that the vendor must complete the additional requirements in the Statement of Work (SOW) as quickly as possible. VSA continues to communicate and assist the vendor daily to ensure that Birth records goes live as soon as possible.</p>	
<p>Known / Anticipated Cost Changes: FY09 IV&V funds were taken as part of cost containment, causing the TPC to be reduced by \$200K. DHMH would like to begin working simultaneously on modules for fetal death, marriage and divorce record implementations upon completion of the federally mandated modules; however, funding has not been identified to complete these modules. Out-year project cost and DHMH's current services budget will likely increase, due to the need for system help desk support and maintenance.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: FY10 funding request will only cover the federally mandated birth and death record modules; funding has not yet been identified to cover fetal death, marriage and divorce components. The project governance practices are exceptional and the governance procedures are documented in detail. DHMH will need to staff a help desk capable of supporting EVRS, and any other DHMH systems, including CHRIS. Likewise, sufficient system maintenance support needs to be in place when implementation is complete. Both help desk and system maintenance support can be done via a maintenance support contract, internally staffing these efforts or a hybrid approach. Also, in order to securely implement the system, a certification and accreditation should be performed to assess and mitigate security risks associated with roll out.</p>	
<p>Portfolio Review Meetings Held: 04/18/2008, 08/06/2007</p>	<p>Last Quarterly Update Provided: 10/14/2008</p>
<p>IV & V Assessments Initiated: 09/01/2008</p>	<p>Peer Review Committees Assigned: None</p>

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: The project has completed all Requirements Analysis, Design and Development Phase SDLC tasks for Phase I and is progressing through the Integration and Test Phase planned tasks. While Phase I will be completed early in Q3 FY09, it will not be implemented until Phase II development is completed in early FY10. The Phase II Design Phase is nearing completion and Development has already begun for approved design elements.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: Due to cost containment consideration, the FY09 IV&V cost of \$200K has been removed from the project's planned expenditures.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: While the project continues to complete deliverables on the planned timeline, there is little room for project schedule slippage because of a limited implementation window between critical business process periods. Any significant delay will likely cause the implementation to be delayed one full year. This would likely result in a TPC increase, due to added cost of maintaining two applications over that year and possibly to maintain ongoing contractor support.</p>	
<p>MHEC consistently demonstrates effective project management, with engaged and continuous internal agency executive oversight. Thus, the planned FY09 IV&V was cancelled during cost containment. A decision to perform a FY10 pre-implementation security focused IV&V, has not been reached.</p>	
<p>Planned FY10 funding of \$355,396 is required to complete the project.</p>	
<p>Portfolio Review Meetings Held: 02/26/2008</p>	<p>Last Quarterly Update Provided: 07/29/2008</p>
<p>IV & V Assessments Initiated: 12/06/2007</p>	<p>Peer Review Committees Assigned: None</p>

Human Resources: Client Automated Resource and Eligibility System (CARES) System 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 was started under an existing contract and is on schedule to be implemented in Mar. 2009. The three remaining enhancements that have been identified to be completed will be done under the new application maintenance contract. Other than initiation and high level requirements, development work has not yet started. The new application maintenance contract was expected to begin Mar. 2009; however, a protest has been filed, which may cause a delayed award and subsequently delayed project progress.</p>	
<p>Known / Anticipated Schedule Changes: The Department's combined hosting/outsourcing contract was split into two separate contracts and competitively rebid (Hosting and Application Maintenance and Enhancement). A protest has been filed for the Application Maintenance and Enhancement, which may delay award and the implementation of the three pending enhancements.</p>	
<p>Known / Anticipated Cost Changes: DHR originally planned to spend all of the project budget in FY09; however the delay in award may cause spending to occur in FY10. The SAIL/CARES interface was started under the existing contract because DHR received a deficiency appropriation in late FY08 that covered the majority of the enhancement, with the remaining funds for completion coming from FY09 MITDP funds. A contract amendment was done to add the money to the existing contract so that the work could be completed and the FY08 appropriation would not be lost. The three remaining enhancements that have been identified to be completed with MITDP funds will be done under the new application maintenance contract.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: Delays in the award of the application maintenance contract as well as a potentially lengthy knowledge transfer period, could create the risk for further schedule delay in completing the sanction history screen, reactivation functionality, and the combined application enhancements.</p>	
<p>Portfolio Review Meetings Held: None</p>	<p>Last Quarterly Update Provided: 12/18/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Human Resources: MD CHESSIE II Modifications (#FB09)

<p>Project Description: In preparation for the Federal Statewide Automated Child Welfare Information System (SACWIS) certification, DHR's Federal partner, the Administration of Children and Families (ACF), conducted a site visit with the DHR Social Services Administration (SSA) in Nov. 2006 to review the CHESSIE program and provide guidance on changes required in preparation for certification. To address requirements necessary for Federal SACWIS certification, seven modifications were recommended to improve the system to better provide services to children and families in DHR/SSA's care. The seven modifications are: Client Merge, Enhanced Search Function, Administrative Overrides, the addition of Required payment and Reporting fields, Statewide View of Investigations, Contacts, and Program Assignments.</p>	
<p>Project Status: Enhanced Search Functionality, Required Payment and Reporting Fields and Statewide View of Investigations are complete. The Client Merge enhancement combining information from multiple client IDs to a single client record was completed on 9/17/2008. The SOW for Administrative Overrides was approved on 9/30/2008, with a scheduled implementation date of 2/15/2009. Implementation of Contacts and Program Assignment is scheduled for Feb. 2009.</p>	
<p>Known / Anticipated Schedule Changes: This project is slated for completion by the end of Feb. 2009, instead of the end of FY08, as originally planned. (see Scope Changes)</p>	
<p>Known / Anticipated Cost Changes: In FY08, the Executive Oversight Team recommended removing On Demand Payment, since the functionality was already available in the system. The \$451,960 slated for On Demand Payment appropriated in FY08 was applied to two new enhancements: Program Assignment and Contacts. No additional funding was requested to complete the remaining enhancements to this project in FY09.</p>	
<p>Known / Anticipated Scope Changes: The On Demand Payment enhancement was eliminated from this group of enhancements and was replaced by Contacts and Program Assignments, which required time for an internal approval. The functionality of the two replacement enhancements were the next priorities in the ranking of enhancements by the Executive Oversight Team.</p>	
<p>Risk Assessment: Since this project is nearing completion under an existing contract, there are no risks anticipated.</p>	
<p>Portfolio Review Meetings Held: 05/13/2008, 04/01/2008, 06/06/2007</p>	<p>Last Quarterly Update Provided: 10/31/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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 SDM: an instrument that the workers complete for various levels of service, eliminating variances in first-reports. 7) Improve 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 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: CHESSIE III will be completed under the new application maintenance contract, therefore development work on these enhancements will not begin until after the contract award, which was scheduled for Mar. 2009. However, there has been a protest filed for the contract, potentially delaying the start of work being performed for CHESSIE III.</p>	
<p>Known / Anticipated Schedule Changes: This set of enhancements to MD CHESSIE will be completed in FY10 instead of FY09 as originally planned; the enhancements are scheduled to begin 4/1/2009 and slated to complete 6/30/2010. Any delays in the approval and start of the new application maintenance contract will negatively impact the project schedule. (see CARES #6D78 Known/Anticipated Schedule Changes)</p>	
<p>Known / Anticipated Cost Changes: There are no known cost changes at this time.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The SSA must develop new policies, workflows and procedures as a result of Place Matters to accompany the enhancements. Additional risks include a hiring freeze, loss of vacant PINS, numerous retirements, and funding cuts. Work on the new policies could be slowed as SSA resources dwindle, are not replaced, or take on multiple assignments, which, in turn, may create a delay in defining the corresponding system enhancements.</p>	
<p>Portfolio Review Meetings Held: 04/01/2008</p>	<p>Last Quarterly Update Provided: 11/20/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: In order for Maryland to successfully reform the Juvenile Services system, 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 DJS 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. This assessment and treatment tracking system must be put into place as soon as possible to better serve youth under DJS care and supervision.</p>	
<p>Project Status: This is a three-phase project. Phase I involves the implementation of a juvenile intake tool, and is through Development & Testing using agency resources. Phase II will develop an assessment tool to determine the recommended court disposition for adjudicated youth. Requirements have been collected for Phase II and programming services will be procured to implement this phase starting from Design. Phase III involves developing a comprehensive treatment service plan to reside in DJS's SMART system allowing service providers to have access to key information unavailable in DJS's Automated Statewide Support and Information System Tools (ASSIST). This phase will web enable the treatment service plan with screens to allow updates and changes to cases.</p>	
<p>Known / Anticipated Schedule Changes: DoIT recommends that this project be put on hold until a dedicated PM is hired, a project management plan is in place and sufficient internal resources are identified to fulfill project needs. Additional contractor staffing is expected in Jan. 2009 through a competitive procurement. Additional staff resources dedicated to this project should considerably speed up development and allow for the completion of the three phases currently scheduled for Dec. 2009. After that point, DJS anticipates maintaining the system using internal resources.</p>	
<p>Known / Anticipated Cost Changes: As a part of FY09 cost containment, \$400,000 in funding has been deferred from FY09 to FY10. This money was available as DJS has experienced delays in hiring programming resources and has, therefore, underspent from what was anticipated for FY09. The deferment includes \$200,000 for an IV&V and another \$200,000 for programming services support and maintenance.</p>	
<p>Known / Anticipated Scope Changes: None. However, as a proper Project Management Plan is developed, current scope may change.</p>	
<p>Risk Assessment: The ASSIST conversion to a modern technical architecture is a concurrent DJS undertaking. DoIT feels that the ASSIST conversion is a candidate for a separate major IT development project, subject to oversight. Certain ASSIST components are critical to the completion of TAPTS and, as such, present a significant risk to the project from a cost, scope and schedule standpoint. Internal resources are stretched thin across both projects, as well as other competing priorities within DJS. Although it has not impacted the TAPTS project progress thus far, the ASSIST conversion has been on hold while work was being performed on TAPTS Phase I. DoIT will recommend that DJS pursue augmentation of its staff either through contractual resources or additional PINs, to enable concurrent, integrated progress to be made on TAPTS and the ASSIST conversion.</p>	
Portfolio Review Meetings Held: None	Last Quarterly Update Provided: 11/20/2008
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

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

<p>Project Description: The purpose of this project is to upgrade the existing Maryland Imaging Data Access System (MIDAS) to current and more flexible technology. MIDAS is an optical character recognition imaging and document management system consisting of scanner workstations, and application and database servers. It supports DLLR's business processes for the collection of wage data and employer taxes within the Unemployment Insurance Program.</p>	
<p>Project Status: The Design and Development Phases are in progress. A second implementation contract modification was approved providing 1) The addition of seven new forms; 2) Removal of in-bound faxing; 3) Split image migration into two parts: bulk & gap; 4) Added existing Visual Object system integration; and 5) Modified the payment distribution. This contract modification was implemented in late Q1 FY09 and required a re-baseline of the schedule, which resulted in considerable project delays. Concurrent with the Design and Development Phases of the project, the contractor is also performing bulk image migration and has migrated 8.5M images, which is expected to complete, Q3 FY09. Full project completion is scheduled in Q1 FY10.</p>	
<p>Known / Anticipated Schedule Changes: With the acceptance of a second implementation contract modification and the agreement on final project requirements, the project's estimated completion date is now scheduled for Aug. 2009.</p>	
<p>Known / Anticipated Cost Changes: The second implementation contract modification increased the projects's EAC by \$151K. With the overall extension of the project schedule, it was necessary to extend the PM's contract for continued project management and support. The PM's contract, which was due to expire Jan. 2009, has been extended to Aug. 2009 and the project will incur additional expenditures of \$100K. The project's EAC is now estimated at approximately \$3.1M as a result of all implementation contract modifications, and the extension of the PM contract.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: With continual project delays, there is a risk the project will not complete by Aug. 2009. DoIT has found that a primary cause of delay on the MIDAS II project is a lack of understanding that State resources are responsible for project oversight and management. To mitigate this issue, DoIT is helping restructure the PM contract to align with the implementation contract and to provide less ambiguity with regard to the expectations of the dedicated DLLR PM versus the development contractor. Expectations include unambiguous PM performance measurements and evaluation criteria, hours to perform appropriate levels of oversight and interact with agency stakeholders as needed and clarify reporting requirements.</p>	
<p>Portfolio Review Meetings Held: 07/09/2008, 05/15/2007, 12/06/2006</p>	<p>Last Quarterly Update Provided: 12/31/2008</p>
<p>IV & V Assessments Initiated: 04/11/2006</p>	<p>Peer Review Committees Assigned: None</p>

Public Safety and Corrections: MD Automated Fingerprint ID System (MAFIS) (#1790)

<p>Project Description: This upgrade to the legacy MAFIS system will involve replacement of the central computer, database management system, digital image retrieval system and workstations configured for use with the existing system. The new system's architecture uses current operating systems, a flexible object-oriented software architecture, and support for best industry standard security, high availability and performance and is supported by a robust archive system. The application provides for flexible workflow design and increased print matching accuracy, with support for palm and latent prints captured from digital cameras. Enhanced criteria for matching prints should provide a much better match rate than the existing system.</p>	
<p>Project Status: The first development phase of MAFIS was implemented on October 8, 2008. This included the creation of the AFIS database, the implementation of the tenprint processing, and the implementation of the latent processing for criminal investigation. Additionally, 6.6 million fingerprint cards were converted to electronic format along with the conversion of criminal investigation fingerprints, juvenile fingerprint cards, and palm print cards from solved criminal investigations. The last phases of the project, FastID (two finger print identification), the Photo ID repository, and State ID consolidation are due to be completed during Q1 CY 2009. This will enable the project to be closed during FY09.</p>	
<p>Known / Anticipated Schedule Changes: While originally planned for implementation in June 2008, resolving performance issues and a thorough verification and testing of all components of the system have delayed final implementation until Q3 FY09.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: Extensive business unit involvement during acceptance testing and training program development has served to limit the impact of business process changes during pilot and system implementation.</p>	
<p>Portfolio Review Meetings Held: 10/27/2008, 04/22/2008, 11/16/2007, 06/12/2007</p>	<p>Last Quarterly Update Provided: 07/27/2008</p>
<p>IV & V Assessments Initiated: 10/02/2007</p>	<p>Peer Review Committees Assigned: None</p>

Public Safety and Corrections: National Crime Information Center (NCIC) (#1720)

<p>Project Description: NCIC is an on-line information service maintained jointly by the Federal Bureau of Investigation (FBI) and criminal justice agencies in the US. The system includes information about criminals, crimes and articles involved in the crimes. The FBI-maintained central segment of NCIC, with which DPSCS's system now interfaces as a result of this project, supports the data storage (text and images), search retrieval engine and the fingerprint search engine (fingerprint matcher) functions. The NCIC project scope ends with the successful pilot of all business and technical requirements, implementation of the training program and validation of the site configuration and rollout plans. The Statewide rollout is addressed as a separate initiative as it depends on local jurisdiction schedules and resource availability.</p>	
<p>Project Status: The pilot implementation for statewide rollout began in Q3 of FY08. The Eastern Shore pilot identified several additional security development tasks. These tasks are shown as scope changes below and were completed in FY08. The statewide rollout (which is classified as a separate non-MITDP project based on local agency readiness) started in Q4 FY08 and has been enthusiastically received by the local law enforcement community. The final project phase implements Remote Mobile Data Terminal Systems and is in the final stage of pilot testing, with rollout now expected early in Q3 FY09. The MITDP project will be closed out in Q4 FY09, while full roll out will likely continue into early FY10.</p>	
<p>Known / Anticipated Schedule Changes: A modification to user access security was required as a result of an issue uncovered in the pilot site rollout, delaying the project several months. All development work has now been completed and is under acceptance review and pilot testing. Project close out planning is under way with executive sponsor signoff expected in Q3 FY09.</p>	
<p>Known / Anticipated Cost Changes: The cost of the last contract changes totaled \$222,523. All work for these changes has been completed and no additional cost changes for this project are expected. The balance of unspent funds has reverted to the MITDP Fund and is being used to fund FY10 initiatives.</p>	
<p>Known / Anticipated Scope Changes: There were four scope changes identified from the pilot testing. These changes implemented user profiles in the bi-directional process, added course and related code to validate users in the Omnixx Trainer sub-system, and added new user and device IDs within Open Fox to sync with the Omnixx database.</p>	
<p>Risk Assessment: None</p>	
<p>Portfolio Review Meetings Held: 10/27/2008, 04/22/2008, 11/16/2007, 06/12/2007</p>	<p>Last Quarterly Update Provided: 07/27/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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 Pre-trial Detention, Corrections, and Parole & Probation 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.

Phase I 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 development solicitation (RFP) and contract award. At the start of the development contract, a gap analysis and resulting schedule of business unit implementations for the development effort will be determined. Successive phased business unit implementations will occur on one year development cycles.

Project Status: Four proposals were received by the RFP cutoff date of June 20, 2008, with only three qualified as susceptible for award. The evaluation team received Offeror BAFOs before an award recommendation on Oct. 21, 2008. While an initial protest letter was received, the contractor did not pursue the protest after receiving DPSCS' Letter of Protest Denial. BPW award approval was received on Dec. 17, 2008. A kick-off meeting is being planned for early Jan. 2009.

During proposal evaluation, DPSCS increased the frequency of steering committee meetings, established data conversion task expectations, added additional subject matter experts and continued to refine business requirements for Maryland's unique Sentencing calculations and booking process.

Known / Anticipated Schedule Changes: While not expected to change the contract's period of performance, the contractor and Public Safety will determine the sequence of business unit development and commit to a project schedule, during the initial planning phase, after completing a gap analysis in Q3 FY09.

Known / Anticipated Cost Changes: As a result of the contract award, DPSCS has established a committed project baseline EAC of \$15,556,197 (MITDPF) and a spending plan that anticipates the FY09 EAC of \$8.2M, the total of currently available funding. Outyear funding requirements are:

FY10 = \$4,521,197
 FY11 = \$1,585,000
 FY12 = \$600,000
 FY13 = \$650,000

Known / Anticipated Scope Changes: None

Risk Assessment: OCMS has \$8.2M in approved FY09 funding, which is the anticipated FY09 EAC. Planned out-year expenditures have yet to be funded. DPSCS's project team has parsed the four major modules of this project so that full system modules can be developed with the current appropriated funds in the event that future funding is unavailable. The contract was awarded to an England-based company (with a newly established USA presence) and, as such, has no proven domestic implementations, which increases the importance of project team's oversight. OCMS will require significant business process changes and demands careful coordination of these changes during the phased implementation across the four business units. Continued effective executive sponsorship and committed operations management will be critical to plan, promote and monitor the changes to each organization. DPSCS has increased Steering Committee meeting frequency and is confirming operations management project commitments.

Portfolio Review Meetings Held: 10/27/2008, 04/22/2008, 11/16/2007, 06/12/2007	Last Quarterly Update Provided: 07/30/2008
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IV & V Assessments Initiated: None	Peer Review Committees Assigned: None
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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. MPAS-1 is structured into 10 distinct milestones.</p>	
<p>Project Status: SRA and its contractors were able to meet a critical deadline, delivering project milestones 6 and 7 (M6 and M7) on time. The modified approach to requirements gathering to reduce coding iterations has proven effective, as demonstrated in the aforementioned milestones. A comprehensive task schedule has been developed and approved with over 14K task entries supporting sound governance and accountability on all sides. The new requirements traceability process is ongoing for the remaining M5, M8, M9 and M10 milestones. Timely completion of M6 and M7 allowed a legislative withhold of all SRA's FY09 appropriation (\$3.6M) to be lifted in Jan. 2009. The project is scheduled to complete Q1 FY11.</p>	
<p>Known / Anticipated Schedule Changes: M5 (MPAS Refund Functions) is scheduled for completion Jul. 2009. M8 and M10 (Calendar Year Functions and Other Misc. Functions) are scheduled for completion Sept. 2009. M9 (Fiscal Year End Functions) is scheduled for completion Oct. 2009. The overall project's completion, including closing out M1 (Overall MPAS Architecture) has been re-baselined to July 2010.</p>	
<p>Known / Anticipated Cost Changes: The completion of the detailed task schedule and requirements validation processes, along with the extension of overall project duration, has required the EAC to increase to approximately \$24.4M.</p>	
<p>Known / Anticipated Scope Changes: Although the general scope of the project remains implementing 10 milestones, the project tasks to achieve that scope have been documented in great detail in the updated project schedule, to which all project team members, State staff and vendors are adhering.</p>	
<p>Risk Assessment: This project continues to face the same risks that have been in place over the last year; however, mitigation strategies are proving successful. The agency executive sponsorship involvement has increased. This level of agency oversight will be necessary for the remainder of the project, in order for schedule slippage and further EAC increase not to become an issue. DoIT oversight on MPAS has been increased by conducting Portfolio Reviews quarterly rather than annually and conducting an IV&V in each remaining development year. This enhanced governance will help SRA identify and mitigate risks before they evolve into issues.</p>	
<p>Portfolio Review Meetings Held: 01/23/2008, 12/11/2007, 11/22/2006</p>	<p>Last Quarterly Update Provided: 12/31/2008</p>
<p>IV & V Assessments Initiated: 01/22/2008</p>	<p>Peer Review Committees Assigned: None</p>

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 modern MPAS to replace the 35-year-old mainframe-based LPS. MPAS Step Two (MPAS-2) will clean 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: Scoping of MPAS-2 has begun internally within SRA. Data scrubbing and report re-engineering, will not likely begin until after MPAS-1 is fully implemented. SRA estimates the time frame to execute both phases of MPAS-2 will extend over three fiscal years.</p>	
<p>Known / Anticipated Schedule Changes: MPAS-2 was originally to have begun in FY09; however since it is the intent to wait until MPAS-1 is implemented, schedule delays have forced MPAS-2 to be delayed also.</p>	
<p>Known / Anticipated Cost Changes: There is a legislative withhold on any spending for MPAS-2 until MPAS-1 is completely implemented. Further, MPAS-2 expenditures are limited until the legislature receives a project scope of work and a definitive accounting of all estimated project costs.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: MPAS-2 will continue to be delayed until MPAS-1 is complete. SRA FY09 funds cannot be encumbered until a contract is awarded for MPAS-2; therefore the issue exists that SRA's FY09 appropriation (\$1.2M) will be cancelled.</p>	
<p>Portfolio Review Meetings Held: None</p>	<p>Last Quarterly Update Provided: 12/31/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: MdTA CAD/RMS will address the business needs of MdTA related to dispatch of agency police resources in their respective response areas and store and analyze data 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, Department of Legislative Services 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. Therefore, this project will be fully interoperable and compatible with the eventual Statewide CAD/RMS project for which an FY10 ITPR is being submitted by the CAD/RMS steering committee lead, MSP.</p>	
<p>Project Status: MdTA requested permission to continue working on its own CAD/RMS, soon after the Statewide consolidated CAD/RMS was unsupported in the 2008 legislative session as an FY09 project. Permission was granted in writing in a letter by the Joint Chairmen in Sept 2008 for MdTA to proceed with their own CAD/RMS project. Although legislative project approval was denied for the Statewide CAD/RMS project, coordination with the steering committee was done. MdTA is currently performing Planning and Requirements Analysis and is finalizing the solicitation to procure a CAD/RMS system and integrator. The solicitation is expected to be released in Q3 FY09.</p>	
<p>Known / Anticipated Schedule Changes: Although this project was originally anticipated to be a part of the Statewide CAD/RMS project, approval was given to proceed in FY09 ahead of the larger consolidated effort. The project is currently estimated to complete in Dec 2010.</p>	
<p>Known / Anticipated Cost Changes: The current cost of the project is estimated at \$4.5M. The estimated cost is to implement the standalone system for MdTA. The potential exists for the cost to increase when integration with a Statewide CAD/RMS occurs. Award of an implementation contract will ultimately determine the final TPC. Cost increase related to integration with a future Statewide system may also be incorporated into the TPC of the Statewide CAD/RMS project and therefore not be reflected in this project.</p>	
<p>Known / Anticipated Scope Changes: The scope of MdTA CAD/RMS was originally one part of the Statewide CAD/RMS. Because conceptual and high level requirements have been identified internally by the steering committee, it was imperative that MdTA proceed in a direction harmonious with the proposed Statewide project. If the Statewide CAD/RMS project is approved, the scope of the MdTA CAD/RMS project will be subsumed as part of the consolidated effort.</p>	
<p>Risk Assessment: There is a risk of difficulty in end user adoption since this fully automated system will be replacing a currently manual, paper-driven process. The risk of additional integration cost related to incorporating the MdTA CAD/RMS with the eventual Statewide system is more effectively lowered by consolidating the two projects into one as early as possible, if the Statewide system is approved.</p>	
Portfolio Review Meetings Held: None	Last Quarterly Update Provided: 09/11/2008
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Transportation - Aviation: Airport Engineering Information System (AEIS) Phase I (#1623)

<p>Project Description: The AEIS will consolidate data sources into a seamless, spatially accurate, relational database, which indexes to pertinent historical documentation for the purposes of providing more accurate information to the Office of Engineering & Construction Management and other MAA departments. This project now consists of four modules: Electronic Document Retrieval System (EDRS), Geographical Information System (GIS) Viewer, Electronic Document Review Application (EDRA), and Space Allocation and Reporting Application (SARA). The SARA component is used by the MAA Office of Commercial Management to view base maps of tenant leased spaces at BWI. It adds a specialized reporting functionality (on top of the basic retrieval and viewing functionality of the EDRS module) whereby space calculations can be performed for Commercial Management purposes. SARA uses the same GIS base maps as the retrieval system (EDRS) and drawing approval system (EDRA). AEIS coordinates and develops standards for engineering information collection, dissemination and maintenance activities for MAA. The dissemination portion, the most critical part of the system, will be accomplished via a series of web applications: EDRS, GIS, and EDRA, as well as automated and manual data exchange between other MAA systems that require engineering information. Benefits of this effort include improved airport engineering planning and design, improved facilities maintenance, reduced utility breaks, and improved operator situational awareness. These benefits will be realized through the use of computer automated design and drafting drawings, GIS aerial photographs, scanned specifications, and maintenance manuals.</p>	
<p>Project Status: The SARA was completed in Oct. 2008 and the training is planned for Q3 FY09. The EDRA module was completed in Dec. 2008 and will be piloted using a select group of end users and training is scheduled for Q3 FY09. The GIS and EDRS modules are complete and training has been conducted.</p>	
<p>Known / Anticipated Schedule Changes: The planned schedule reflects completion at the end of the 2011 calendar year including one full year of O&M activities.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: Project is fully dependent upon Passenger Facility Charges (PFCs) for funding and is therefore subject to risks associated with funding delays.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: Closed Circuit Television (CCTV) System Replacement (#7403)

<p>Project Description: This project will replace the existing BWI-CCTV system with current technology, consistent with post-9/11 security needs of a modern international airport. Some of the major components are cameras, servers, application software, digital video recorders, storage area network and control and viewing stations. The system will integrate with the new BWI Controlled Access Security System (CASS) (#7402), the Consolidated Dispatch Center platforms and alarm systems that provide security and support life safety services at the airport. This project will also meet the near-term needs of the Transportation Security Administration (TSA), and long-term needs for a technology refresh replacement of the BWI enterprise CCTV.</p>	
<p>Project Status: Design and Implementation of the BWI enterprise-wide CCTV project has been deferred until FY 2011 due to budgetary constraints. With the release of the Radio Technical Commission for Aeronautics' (RTCA) Integrated Airport Security System Standard (IASS) for airport access control in June 2008 executed with TSA for the TSA CCTV project, the MAA Executive Management Team is considering authorization of the BWI CCTV and CASS Design efforts to be combined with TSA CCTV to develop an IASS RFP package. The final decision regarding MAA participating in the IASS RFP package will be made by the Secretary of Transportation.</p>	
<p>Known / Anticipated Schedule Changes: This project has been deferred to FY 2011. Site surveys have caused a slight schedule slip, but the work is being aggressively completed during this deferment period to make up for the slippage in schedule. Additionally, the MAA Executive Management Team decision regarding authorizing the BWI CCTV and CASS Design efforts to be combined with TSA CCTV to develop an Integrated RFP package will extend the project schedule. A plan is being formulated to design the enterprise CCTV and CASS in an accelerated fashion so as to not affect the overall TSA CCTV project schedule. After the IASS RFP release, the implementation of the CASS and BWI Enterprise CCTV portions would be phased in accordance with the deferred schedule.</p>	
<p>Known / Anticipated Cost Changes: This project has been deferred to FY 2011 due to cost containment. MAA envisions that there may be some economies of scale savings during design and infrastructure implementation that could potentially offset any reduction in PFC revenues and account for inflationary factors (contractor hourly rates and materials costs) resulting from implementation deferral.</p>	
<p>Known / Anticipated Scope Changes: The IASS does not change scope. The MAA already envisioned and planned to implement these systems as an integrated solution. The significance of the RTCA Standard is that MAA now has an industry standard for tightly integrating these security systems.</p>	
<p>Risk Assessment: There is a risk that the cost and schedule may be affected due to the relationship between this CCTV project, TSA's CCTV requirements and the CASS project. Additionally, the design and implementation prime contractor is located in St. Louis and Indianapolis; to accommodate the logistical barrier, MTA will communicate frequently with contractor via conference calls and status reports to ensure work is being performed according to contract. To address the delayed initiation of site surveys, MTA will work closely with the contractor to streamline site surveys and accelerate, as necessary, to avoid further delays in schedule.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: Consolidated Dispatch Center Equipment Replacement (CDC) (#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 Public Safety Answering Point (PSAP) compliant communications platform; and will incorporate National Emergency Number Association (E-911) compliance standards. The upgrade will provide Computer Aided Dispatch (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 Records Management System (RMS) equipment and functionality. This project will also be interoperable with the planned statewide CAD/RMS to be lead by MSP.</p>	
<p>Project Status: Activities completed in Dec. include documenting the functional design specifications and RFP development. The design specifications and draft RFP have been submitted internally to initiate the review/comment cycle. After the internal review, the revised documents will be delivered 1/16/2009 for final MAA approval. MAA procurement plans to release the RFP in Mar. 2009.</p>	
<p>Known / Anticipated Schedule Changes: The schedule has not changed and only includes tasks through Design and will be progressively developed in later SDLC phases.</p>	
<p>Known / Anticipated Cost Changes: The release of the RFP was delayed to compensate for the reduced availability of PFC funding.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The two identified risks relate to funding and implementation. This project requires significant capital funding. The risk mitigation strategy for funding is to prioritize essential CDC functional elements and establish the minimum baseline functionality that can be afforded in the initial implementation. A plan is being developed to phase-in the deferred functional elements. The implementation risk states that it is critical to maintain a fully operational environment during implementation. To mitigate the implementation risk, the project team needs to ensure that the selected vendor plans to include adequate schedule slack, resource allocations, activity sequencing and quality control measures to reduce/avoid impacts from risk events.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: Controlled Access Security System (CASS) (#7402)

<p>Project Description: This project will replace the existing CASS system at BWI, which is nearing the end of its life cycle. The current CASS uses obsolete technology with limited manufacturer support, significantly limiting the ability to integrate this system with other security systems, such as CCTV, at the airport. All camera cables and aging card readers are being evaluated and replaced and new readers are being installed; the camera cabling/conduit infrastructure is being evaluated for possible reusability. Aging card reader infrastructure and security door hardware is also being evaluated for reuse. This project will be performed in parallel with the CCTV project (#7403).</p>	
<p>Project Status: Work will continue to complete the development of the system boundary documents; however, a budgetary decision was made to delay additional developmental elements of this project indefinitely.</p>	
<p>Known / Anticipated Schedule Changes: The potential for this project being on hold for an undetermined amount of time will delay the schedule. As well as the incorporation of CCTV requirements.</p>	
<p>Known / Anticipated Cost Changes: There are no known or anticipated cost changes at this time.</p>	
<p>Known / Anticipated Scope Changes: (Please refer to CCTV #7403)</p>	
<p>Risk Assessment: Due to cost containment, MDOT is making internal recommendations/decisions along with DBM's OBA regarding the potential to place several MITDPs on hold indefinitely due to the lack of funding.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Aviation: External IT Infrastructure Upgrades (#7401)

<p>Project Description: The purpose of this project is to enhance the redundancy and resiliency of MAA mission critical networks and systems by designing and constructing the first of three possible “self healing” fiber optic rings, encircling the main BWI terminal compound. Each ring will provide resilient self healing communications links. The in-ground component of the infrastructure upgrade will support life safety, operational and security systems. Another goal of this project is to eliminate other single points of failure in the existing fiber infrastructure through the development of a secondary fiber hub through possible re-splicing of fiber.</p>	
<p>Project Status: This project remains in the Design phase. The original design study yielded a survey of site conditions and the respective preliminary requirements. All project activities have progressed toward an internal 100% Design, which includes existing and new infrastructure routing.</p>	
<p>Known / Anticipated Schedule Changes: A final project schedule will be determined once a contract is awarded in response to a solicitation scheduled for release in Q2 FY09.</p>	
<p>Known / Anticipated Cost Changes: This project is fully dependent upon PFC's for funding and is, therefore, subject to funding delays. The project was conservatively estimated based on worst-case scenario; however, additional value engineering and assessment of existing conditions may reduce the overall budget requirement. For example, the civil work is estimated at the high end of \$250 per linear foot, however, a further detailed assessment of current conditions may reduce the estimate to as low as \$50 per linear foot. Additionally, the project team has made the assumption that all the lands affected by this project are fully owned by MAA.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: This project is fully dependent upon PFC's for funding and is therefore subject to risks associated with funding delays.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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 the number one revenue generating program at BWI, provide 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 (see Projects #0287, 0884, 0828), provide new ticket kiosks, and proxy cards for employee parking lots. PARCS has an indirect dependency to the BWI campus fiber ring associated with the External IT Infrastructure Upgrade (see Project #7401). The purpose 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 the parking patrons while maintaining secure and auditable revenue data.</p>	
<p>Project Status: During this period, the final design was completed; however, a tentative budgetary decision was made to delay additional development on this project.</p>	
<p>Known / Anticipated Schedule Changes: This project has been placed on hold indefinitely.</p>	
<p>Known / Anticipated Cost Changes: A budgetary decision was made delaying additional development efforts on this project.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: Budgetary decision was made delaying additional development efforts on this project.</p>	
<p>Portfolio Review Meetings Held: 03/06/2008, 07/20/2007</p>	<p>Last Quarterly Update Provided: 06/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: Currently there are independent systems at the MVA used to track receivables related to returned checks, insurance compliance fees, direct access sale of records and referrals to the CCU. The ARS project will replace the legacy mainframe system with a central integrated system for tracking all accounts receivable. The proposed system will automate the setting and removal of flags to prevent additional MVA transactions for non-compliance; permit automated referral of delinquent accounts and improve reconciliation of receivable referrals to CCU. The system will also generate and track invoices for receivables and flag fees and manage the collection of payments.</p>	
<p>Project Status: The Development phase is complete and the project is currently in the Integration and Testing Phase which is scheduled to complete early Q3 FY09. Originally desired scope enhancements such as administrative flag processes and business licensing have been determined, out of scope for this project phase. These and other enhancements will be evaluated internally to determine if another project phase is needed to incorporate enhancements into the system later. The project is scheduled for completion in mid Q3 FY09.</p>	
<p>Known / Anticipated Schedule Changes: The project has experienced delays in the Development and training milestones. The implementation contractor lost key training personnel mid-course in the project. This caused delays in delivering training materials and other documentation and therefore an overall delay to completing development and testing. Programming issues uncovered during User Acceptance Testing have the potential to extend the current scheduled implementation date.</p>	
<p>Known / Anticipated Cost Changes: MVA has determined that future additional schedule slip is not acceptable and is determining what non-critical system functionality or project deliverables can be scaled back or dropped. As a result, project cost changes may be sustained, the amount of which will be determined once the decision made as to what non-critical system functionality will be modified or dropped.</p>	
<p>Known / Anticipated Scope Changes: Some non-critical functionality may have to be removed from the current project scope in order to maintain the scheduled implementation date with no more slip. The project team is currently holding internal discussions to determine the non-critical functionality that can be removed.</p>	
<p>Risk Assessment: The automation risk between ARS and other receivable processing systems has been eliminated due to the successful testing of data file transfers between ARS and CCU. MVA will need to coordinate with DBM CCU to ensure that the ARS system can be readily integrated with the modernized CCU system.</p> <p>The contractor has encountered staff changes with the resignation of their application trainer, which may extend the overall delivery date of the system. The contractor is interviewing trainers and expects to have a new training resource on staff by early Q3 FY09. The contractor has committed to provide branch staff training as scheduled in Q3 FY09.</p> <p>Various system issues have been uncovered during end-to-end user testing causing delays in completion of this testing. These system issues are being tracked, monitored and reported by the ARS PM and resolved by the contractor.</p>	
Portfolio Review Meetings Held: 03/04/2008, 04/30/2007, 09/12/2006	Last Quarterly Update Provided: 06/03/2008
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

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

<p>Project Description: The Central Scheduling System (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 interactive voice response phone access.</p>	
<p>Project Status: The requirement for Out-of-Country (OCC) Internet implementation completed in Oct. 2008. A four month implementation delay has occurred, due to the need to encrypt the CSS data behind the MDOT firewall. Missed requirements for Motor Cycle Safety (MCS) and appointment cancellation information were added to the project scope. MCS Intranet testing is ongoing with implementation targeted for Q3 FY09. The resolution of the encryption security issues enabled a project hold on Driver Skill Test (DST) to be lifted. DST is now in the Integration and Testing Phase pending full user acceptance. The project is scheduled for completion late Q3 FY09.</p>	
<p>Known / Anticipated Schedule Changes: There is a 4 month delay to the original scheduled project completion date due to the various issues associated with OCC, MCS and DST requirements and system functionality.</p>	
<p>Known / Anticipated Cost Changes: Additional cost to implement the additional requirements (See Known/Anticipated Scope Changes) are being negotiated.</p>	
<p>Known / Anticipated Scope Changes: Missed requirements to the MSC module and appointment cancellation information have been added to the project's scope.</p>	
<p>Risk Assessment: Acceptance testing of the DST functionality in time for the Q3 FY09 project completion date could result in further schedule delay. To mitigate this risk, issue resolutions are being closely monitored. Insufficient funding through FY09 to accommodate the project's EAC is no longer a risk due to adjustments made to the Final Consolidated Transportation Program (CTP).</p>	
<p>Portfolio Review Meetings Held: 03/04/2008, 04/30/2007</p>	<p>Last Quarterly Update Provided: 06/03/2008</p>
<p>IV & V Assessments Initiated: 10/12/2007</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: Customer Traffic Management 2 (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. CTM 2 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: A group of pilot testers was selected by MVA. Training for pilot site users has been completed. Implementation is in progress with system activation completed in the Parkville and Beltsville offices. Activation is scheduled to complete for the Elkton, Bel Air, Essex, and Baltimore branch offices in Q1 FY09. The final project completion date is scheduled for Q4 FY09.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: Modifications to the scope removed the proposed kiosks and a custom interface between the Drivers License System (DLS) and CTM-2 was designed at no cost.</p>	
<p>Risk Assessment: There is a low risk of adequacy of electrical needs for installation at certain branch sites. Pilot tests are being performed to mitigate this risk with a work around to utilize DLS Point of Sale (POS) dedicated circuits if necessary. The risk of inadequate funding for FY09 was mitigated by adjusting the time and materials ceiling initially allotted to the contract.</p>	
<p>Portfolio Review Meetings Held: 03/04/2008</p>	<p>Last Quarterly Update Provided: 06/03/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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 Home 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 while improving customer satisfaction through reduced service wait time, which is a core goal of the agency.</p>	
<p>Project Status: The Development Phase is complete and the Integration and Testing Phase has begun. Due to delays in prototype shipment and inspection, the Alpha testing phase is scheduled to complete Q3 FY09. MVA branches are having electrical and network wiring completed for the new kiosks, with 20 branches already wired. Complete kiosk implementation is scheduled for early Q4 FY09.</p>	
<p>Known / Anticipated Schedule Changes: Issues found in the delivered prototype and integration, resulted in a 4 month project schedule delay.</p>	
<p>Known / Anticipated Cost Changes: Contractor cost estimates are pending for custom kiosk colors and a second printer.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: Stored procedures have been written and tested for connection to the mainframe; therefore, effective interfacing of the kiosks with existing MVA systems is no longer an issue. Funding in place through FY09 is expected to be sufficient to support the project's EAC. Protocols and security which have been discussed and approved with INFOSEC along with 3M printer environment concerns for sticker printing, will remain a risk until testing is complete in Jan. 2009. Banking service changes are impacting POS in accepting eChecks which is a risk that could extend the project completion date. A new project has been initiated to implement the banking service change in an effort to mitigate this project's POS risk</p>	
<p>Portfolio Review Meetings Held: None</p>	<p>Last Quarterly Update Provided: 06/03/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

Project Description: Chart monitors the State's transportation system, allowing adjustments when unexpected traffic patterns or other incidents occur. By providing real-time information, Chart operations can help travelers adjust their route based on conditions, aid first responders and facilitate emergency operations support.

The Chart II initiative addresses a broad set of program objectives and technology enhancements. Planning began in late FY07 and logically grouped development into five phases. Chart II continues the release and build naming convention established previously. These builds are:

R3B1: Implements new Event Types to allow reporting on related events, tracking personnel, equipment, materials, operational activities, and road condition data for multiple, concurrent events of various types. Updates to the mapping application and Emergency Operations Responder database provide integration with MEMA's Web Emergency Operations Center.

R3B2: This build implements automated paging, Device Plans, advanced sorting and searching, an automated event scheduler, log improvements, and delivers the architecture allowing data sharing between regional public and private incident responders.

R3B3: Automates display of Travel Times and Toll Rates on CHART Dynamic Message Signs (DMS), completes Phase II of Regional Data Integration, and improves the granularity of Public/Private Data Sharing, implements TCP/IP connections for DMSs and Traffic Sensor Stations, and Standardized DMS Font Updates.

R3B4: Updates the Dynamic Message Sign and Closed Circuit TV Protocols to national control standards, enhances the geographic information system integration and camera control functionality.

R4B1: Implements Area of Responsibility - the automatic identification of organization type and geographic area of responsibility during events by defining resource attributes and responses. Integration with SCAN weather system and updates to video and virtualization of CHART servers is also planned.

Project Status: R3B1: At the request of the emergency operations team, the work order was restructured into two phases; one before winter and one after. Phases are more focused and will be completed by a smaller, more specialized development team. Phase one is complete and phase two will complete early Q3 FY09.

R3B2: This work order was approved in Oct. 2007 and design and development have been completed, with testing and implementation expected by Q3 FY09.

R3B3: This work order was approved July 2008 with a planned completion date of Nov. 2009. The release has an approved budget and is on schedule at this time.

R3B4: Kickoff in Q3 FY09 with a development schedule of roughly 12 months.

R4B1: Kickoff Q2 FY10 with a development schedule of roughly 12 months.

Known / Anticipated Schedule Changes: The development build's progress remains within the contract's period of performance (June 2011).

Known / Anticipated Cost Changes: The total contract award supporting Chart II development was for \$22.3M however, only \$11.2M supports development builds. The remaining contract amount provides for ongoing O&M of Chart, (which began with contract initiation and also provides for regular business user training and administration of the Chart program. Chart Build Funding plans follow:

R3B1 - Special: 160,860, Federal: 643,440

R3B2 - Special: 516,404, Federal: 2,065,613

R3B3 - Special: 539,943, Federal: 2,159,770

R3B4 - Special: 500,000, Federal: 2,000,000

R4B1 - Special: 500,000, Federal: 2,000,000

Known / Anticipated Scope Changes: R3B1: The portable shop inventories was deleted from the project.

Risk Assessment: While the current development initiatives have a broad range of requirements and entails significant program and system architectural modifications, the development has been partitioned into manageable build/releases which limits the risk of one single development effort.

Portfolio Review Meetings Held: 04/02/2008

Last Quarterly Update Provided: 12/05/2008

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>Project Description: The AMS project will define requirements, 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: The project team completed the review and acceptance of the System Boundary, Project Management and Risk Plans, which were delivered under an existing planning phase contract. The project entered the SDLC Requirements Analysis phase in July 2008. Currently the Requirements and Test and Evaluation Master Plan document's are under development with a target completion date for those deliverables of Feb. 2009.</p>	
<p>Known / Anticipated Schedule Changes: While the project is currently one month behind on several planned deliverables, the team started requirements analysis one month earlier than planned and intend to return the project to the original schedule.</p>	
<p>Known / Anticipated Cost Changes: The current EAC remains speculative until the project's requirements have been fully documented and approved by SHA Management. At that point the team will develop a more detailed estimate until the development contract award is made.</p>	
<p>Known / Anticipated Scope Changes: A preliminary scope was defined in the Systems Boundary Document but will not become committed until acceptance of the Functional Requirements Document due in early CY 2009.</p>	
<p>Risk Assessment: A Risk Management plan has been completed and the project's overall risk profile, while currently low, may change as detailed requirements are developed.</p>	
<p>Portfolio Review Meetings Held: 04/02/2008</p>	<p>Last Quarterly Update Provided: 09/12/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - State Highway: Consumable Inventory System (CIS) (#2039)

<p>Project Description: This project will analyze both the inventory control requirements of our Office of Finance and the work flow requirements of our maintenance areas, in order to document the overall requirements of a Consumable Inventory System (CIS), including its interface requirements (FMIS, etc.). SHA will then identify candidate COTS products and conduct a requirements gap analysis to determine if a COTS solution is appropriate. Based on this determination the project will be structured to the Build/Buy approach.</p>	
<p>Project Status: This new FY08 project was kicked off late in Q2 FY08. The System Boundary Document (SBD) development has begun and once completed, will establish the overall scope of the project. Until then, no reliable estimates of TPC or project schedule are available. The SBD will be reviewed by the SHA IT Steering Committee for a final decision to move forward and solicit contractors for a Project Manager to assist with the SDLC process up through the Requirements Analysis. This would culminate in the delivery of a procurement for system Development and Implementation.</p>	
<p>Known / Anticipated Schedule Changes: None.</p>	
<p>Known / Anticipated Cost Changes: TPC is highly speculative until the scope is defined in the SBD, at which time more reliable cost estimates will be developed. A second reassessment of TPC will be necessary once the Build/Buy decision has been made.</p>	
<p>Known / Anticipated Scope Changes: Scope is currently being defined through the process of System Boundary Document development.</p>	
<p>Risk Assessment: A full risk assessment is pending completion of the SDLC Concept phase.</p>	
<p>Portfolio Review Meetings Held: 04/02/2008</p>	<p>Last Quarterly Update Provided: 06/03/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - State Highway: Document Management & Imaging System (DMIS) (#2008)

Project Description: The purpose of the DMIS project is to provide SHA with the ability to capture, store, organize, retrieve, and route a wide variety of digital assets, including documents, forms, reports, images and videos via a COTS system. The new system will be supported by a database allowing the storage, sharing and exchange of scanned electronic images, thereby enabling efficient business process improvement through workflow automation of electronic documents.	
Project Status: The DMIS project has been removed from the Transportation Trust Fund Capital Budget due to fiscal budget reductions. The Requirements Analysis phase was the last completed SDLC phase and it was not under any active project contracts this fiscal year. The project is not anticipated to be restarted in any of the following five fiscal years that make up the Capital Budget of the six-year Consolidated Transportation Plan.	
Known / Anticipated Schedule Changes: The project has been cancelled.	
Known / Anticipated Cost Changes: CTD at project termination was \$314,398.	
Known / Anticipated Scope Changes: N/A	
Risk Assessment: N/A	
Portfolio Review Meetings Held: 04/02/2008	Last Quarterly Update Provided: 07/04/2008
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

Transportation - State Highway: Highway Maintenance Management System (HMMS) (#2017)

Project Description: This project will implement a Highway Maintenance Management System (HMMS) to store historical data, produce trend reporting and forecast future resource requirements, as well as provide decision support guidance under various funding scenarios, in support of the maintenance of roadway and bridge assets.	
Project Status: After completing a cost and benefits analysis of the proposed FMIS bi-directional interface, which resulted in a management decision to require only a one-way interface, SHA completed solicitation development and delivered the RFP to DoIT for review in Dec. 2008. Contract award is now projected for late Q3 or early Q4 of FY09.	
Known / Anticipated Schedule Changes: Reevaluation of FMIS interface and the resulting revision and approval of the revised requirements document has extended the project schedule by over 10 months. SHA will re-establish a committed project schedule with the kick-off of the development contract.	
Known / Anticipated Cost Changes: While SHA has not revised the TPC as a result of the FMIS interface requirement reduction, the award of the fixed price development contract will provide a committed TPC baseline used to complete Development and Implementation phases of the project.	
Known / Anticipated Scope Changes: After assessing costs to support bi-directional FMIS interface, SHA has removed the requirement for a bi-directional HMMS to FMIS financial interface to reduce interface complexity, risks, and limit EAC. A one-way FMIS to HMMS interface requirement remains in scope.	
Risk Assessment: Until financial proposals are reviewed, the current TPC, while based on a credible estimate, remains speculative. Should the contract award result in a significant TPC increase, SHA may need to revise the development approach into a slower phased implementation or reevaluate the project's continued support.	
Portfolio Review Meetings Held: 04/02/2008	Last Quarterly Update Provided: 09/12/2008
IV & V Assessments Initiated: 08/08/2007	Peer Review Committees Assigned: None

Transportation - State Highway: HR Data Warehouse Repository & Integration (HRData) (#2041)

<p>Project Description: This project focuses on designing a human resources (HR) data warehouse and developing the integration points that will be fed from the MDOT HR system, providing secure enterprise access and data entry and reposting back to MDOT HR. Project scope includes employee demographic, classification, salary history, benefits selection, emergency contact information, retirement data and SHA entry date. A number of stand alone systems (i.e. Drug & Alcohol Testing Database, SIGMA and the Cell Phone Database) would be replaced eliminating the need for duplicate data entry and ensuring data integrity in one enterprise system. The application will capture, track and report the status and disposition of incidents, disciplinary actions and grievances and employee reclassifications.</p>	
<p>Project Status: This project has been removed from the Transportation Trust Fund Capital Budget due to fiscal budget reductions. The Requirements Analysis phase was the last completed SDLC phase and it was not under any active project contracts this fiscal year. The project is not anticipated to be restarted in any of the following five fiscal years that make up the Capital Budget of the six-year Consolidated Transportation Plan.</p>	
<p>Known / Anticipated Schedule Changes: The project has been cancelled.</p>	
<p>Known / Anticipated Cost Changes: CTD at project termination was \$749,039.</p>	
<p>Known / Anticipated Scope Changes: N/A</p>	
<p>Risk Assessment: N/A</p>	
<p>Portfolio Review Meetings Held: 04/02/2008</p>	<p>Last Quarterly Update Provided: 09/15/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - State Highway: Materials Management System (MMS) (#2040)

<p>Project Description: The MMS will be an electronic means of storing and sharing the data, approvals, rejections, pay factors and reports developed by the Office of Materials Technology (OMT). The MMS will act as a central repository for all highway construction material testing and approval information and will generate and distribute material sampling schedules. OMT has completed a strategic plan outlining the specific tools that need to be developed to implement a materials management system. It is envisioned that these tools will be independently developed as separate but integrated applications. The MMS will include the following tools based on a preliminary review of current material management needs: Materials Clearance Application Set, Laboratory Information Management System, Material Source Database, Qualified Product Listing Database, Material QC/QA Tools and Material Quality Reporting Tools.</p>	
<p>Project Status: While behind schedule by over 3 months, due to competing internal demands, the Project Management Plan and Requirements document development are ongoing. The Test and Evaluation Master Plan development will begin once these two in-progress deliverables are completed.</p>	
<p>Known / Anticipated Schedule Changes: The baseline schedule will be formally defined upon contract award however; the project is now over three months behind the originally planned schedule. Based on this delay the solicitation award will not occur until Q4 FY09.</p>	
<p>Known / Anticipated Cost Changes: As requirements definition is still in progress the current TPC of \$3,943,022 remains speculative and will likely change once detailed requirements are completed.</p>	
<p>Known / Anticipated Scope Changes: The project's requirements are currently under development and as such once completed the deliverable will establish the full project scope.</p>	
<p>Risk Assessment: Definition of full requirements for the MMS interfaces to SHA enterprise databases, MDOT FMIS and other existing management systems, will involve significant analysis, planning and implementation costs, which will not be well known until late in the Requirements phase. Further analysis of these requirements may cause an increase in the TPC and additional project schedule slippage.</p>	
<p>Portfolio Review Meetings Held: 04/02/2008</p>	<p>Last Quarterly Update Provided: 09/12/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Agency Wide Smart Card (AWSC) (#0884)

<p>Project Description: This project is the first of three related MTA projects being managed as the Automatic Fare Collection (AFC) Program (see projects #0287 and #0828). This project will implement a bus fare collection system and a fully integrated rail system for the MTA Subway, Light Rail and Maryland Rail Commuter (MARC) lines to provide an AFC System. The AFC System will seamlessly link magnetic tickets and Smart Cards to all modes of mass transit throughout the State of Maryland, Washington, DC and Northern Virginia. MTA is piggy-backing this project off of the regional system program led by the Washington Metro Area Transportation Authority (WMATA).</p>	
<p>Project Status: MTA issued a stop work order Dec. 2007 to the contractor due to problems encountered with the Commuter Bus and MARC components of the project, further delaying project completion. MTA equipment is smart card capable; however, the smart card public rollout continues to be delayed due to the lag in credit card function availability and the installation of "Piece 2" software. Piece 2 will automate processes such as offering pass products, auto-loading and hot listing (tracking lost, stolen or ineligible card number for rejection). The MTA will delay smart card functionality until issues with the WMATA regional system are resolved. To counter continual delays, MTA is considering issuing smart cards locally until the regional system is functional.</p>	
<p>Known / Anticipated Schedule Changes: All work has stopped as a result of MTA's stop work order to the contractor. WMATA and the contractor blame one another for issues causing this projects' schedule to slip. Work cannot resume until a final decision is made by the Secretary of Transportation whether to implement a MTA stand-alone smart card system, which would require a significant investment of time and resources. Another option would be to wait until CY2010 at the earliest to re-join the WMATA regional system. Current estimates for completion of "Piece 2" functionality is slated for April 2010, further delaying completion of the project.</p>	
<p>Known / Anticipated Cost Changes: Cost increases are inevitable as a result of schedule slippage, the pending Rough Order of Magnitude (ROM) cost estimate, and the cost of an interim stand-alone system. The actual cost cannot be determined until WMATA finalizes the new project plan and scope and a decision is made by the MDOT Secretary regarding the proposed stand-alone system.</p>	
<p>Known / Anticipated Scope Changes: MTA is now considering implementing smart cards locally as an interim step until the WMATA regional system is fully functional.</p>	
<p>Risk Assessment: The MTA is reliant on WMATA as the contract holder to move this project forward. The contractor has recently submitted a ROM cost estimate that would allow smart card and credit card transactions to be processed through MTA's central computer instead of WMATA. The documents are currently being reviewed, and a recommendation will be made to the MTA Administrator from the MDOT Secretary; this decision will likely take several months.</p>	
<p>Portfolio Review Meetings Held: 03/11/2008, 05/11/2007, 08/23/2006</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: 02/21/2008</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Bus Computer Aided Dispatch Auto Vehicle Locator (CAD/AVL) (#0813)

Project Description: The Bus CAD/AVL will furnish and install the equipment required for expanding the existing radio data channel system from one channel to three channels. The data channel system will be used to support the Bus AVL data communications function. Data communications supports the location and tracking function, the emergency alarm function, and the data messaging function. The expansion of the additional channels will establish communication between the bus and radio dispatch. The project includes design and construction of electronic signage to advise passengers of the time that the next bus will arrive via Next Vehicle Arrival (NVA) signage. This project will complete the AVL system, implement interfaces to various Intelligent Transportation Systems (ITS), and develop the business processes required to receive the most efficient and effective use of MTA's ITS. The process shall result in a cohesive, tightly coupled network that provides reliable, safe transportation to our customers, that reduces operations and capital expenditures, and that can interface to external agencies and systems.

Project Status: Recent NVA sign installs prevented opening the system map case in the shelters, making it difficult to replace maps used by patrons. Map cases are a protective glass box that covers a paper map of the transit system. In some locations, the box cover impinges on the NVA signs being installed; so either the cases or signs need to be moved. CBS Outdoor (CBSO) is working to relocate the map case to resolve interference with signs. MTA has received a revised shelter listing from their Service Development; an internal team responsible for bus schedules and bus stop locations. This listing contains NVA signs that incorporate new shelters that have/will have power; while CBSO and BG&E negotiate a new electrical service plan.

Known / Anticipated Schedule Changes: As a result of map case relocation and power problems, the new targeted date for project completion is scheduled for Q3 FY10 instead of Q4 FY09 as last estimated.

Known / Anticipated Cost Changes: The cost of moving map cases, lack of power in shelters, and schedule delays will increase the TPC of this project, however, the actual amount of the increase is unknown at this time; the NTA anticipates a cost proposal for moving the map cases within the next two weeks. (see Risk Assessments for shelter/BG&E information)

Known / Anticipated Scope Changes: None

Risk Assessment: The availability of bus shelters with electrical power is limited and this issue is being jointly worked by CBSO (owner of the shelters) and BG&E; the installation and testing of the NVA signs are dependent on the shelters having power. Also, new BG&E metering requirements are an additional risk because they may require purchasing additional materials, additional labor and/or rework in existing shelters.

Portfolio Review Meetings Held: 03/11/2008, 05/11/2007

Last Quarterly Update Provided: 12/05/2008

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>Project Description: This project is the second of three related MTA projects being managed as the AFC Program. The objective is to plan, design, and procure a replacement bus fare collection system, including fareboxes. The farebox is 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 Commuter Bus will receive a Stand Alone Smartcard system (SASS) with the cash farebox. The system will provide the agency with the ability to simplify its fare structure, automate patron tracking and ridership calculations.</p>	
<p>Project Status: As stated in the AWSC project, this program remains at a stand still because of continuous delays with WMATA, the contract owner. In June, WMATA planned to move the project forward by reallocating work from one contractor to another, but no new contracts have been executed. Also, MTA withheld \$350,000 from the contractor for failure to provide an acceptable smart card solution for Baltimore City schools, which is still being discussed with the contractor and MTA. To address the stagnate state of this program, MTA is working on the installation of "Piece 2" (software to automate processes) and has proposed implementing a stand-alone system. The MDOT Secretary is expected to make a determination on whether or not to pursue a stand-alone system by (DATE).</p>	
<p>Known / Anticipated Schedule Changes: No changes have occurred due to this project remaining on hold. As stated in associated projects in the AFC Program, current estimates are for completion of "Piece 2" functionality in April 2010, further delaying completion of the project. WMATA has created a new management team requiring additional time for them to get up to speed on the project, which will cause additional delays to the schedule.</p>	
<p>Known / Anticipated Cost Changes: Since the AFC Program remains on hold, the obvious increase in TPC is undeterminable at this time.</p>	
<p>Known / Anticipated Scope Changes: MTA is now considering implementing smart cards locally as an interim step prior to joining the regional system, when available. A decision is pending by the Secretary of Transportation about whether MTA will continue to work with WMATA or move forward with planning for implementation outside of the regional structure; this decision will likely take several months.</p>	
<p>Risk Assessment: The MTA is reliant on WMATA as the contract holder to move this project forward. The contractor is trying to work with WMATA to help this project get back on track, however, WMATA has created a new management team, which will require time to get acquainted with the nuances of this project.</p>	
<p>Portfolio Review Meetings Held: 03/11/2008, 05/11/2007, 08/23/2006</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: LOTS Smart Card Upgrade (#0884/0828)

<p>Project Description: This project is the third of three related MTA projects being managed as the AFC Program. The purpose of this project is to provide Smart Card/Automatic Farebox Collection Systems, as well as replace existing fareboxes for the Locally Operated Transit Systems (LOTS) in the State of Maryland. Based on direction from MDOT, Frederick, Howard, Prince Georges counties and other local transit agencies, were informed that MTA would purchase and install the new farebox equipment, but that each transit system would be fully responsible for the maintenance and support of the equipment. Prince George's County (PGC) is the only local system that has accepted responsibility for maintenance and support. As the lone participant, PGC will be provided with new farebox revenue collection and data reporting system, including a computerized data collection system, farebox vaults, and assorted hardware/software applications, magnetic tickets and Smart Cards. The MTA always had a long-term goal of connectivity between all transit systems in the State through common fare collection equipment. The MTA continues to believe that assisting the LOTS with implementing common fare collection equipment is a valuable goal, but it remains the decision of the Secretary of Transportation whether to continue this project past the installation of PGC.</p>	
<p>Project Status: As of Oct. 2008, this project is complete as a result of the PGC implementation. A detailed planning document was created in stages as the project team moved through the weekly action list adding additional issues and problem as they were identified and addressed prior to implementing the project. The only tasks remaining after installation are addressing punch list items, which are being performed by the contractor and managed by the project team.</p>	
<p>Known / Anticipated Schedule Changes: This project ended upon completion of PGC installation in Oct. 2008; only open action items are being addressed. No other counties were interested in buying into this project.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: Though the invitation was extended to other counties and local transit agencies, no one expressed an interest.</p>	
<p>Risk Assessment: There are minimal risks with the installation of PGC, because of the interdependency with the regional system. To minimize the risk, WMATA has agreed to produce all reports needed until the regional system is up and operating, at which time MTA will have the ability to produce their own reports.</p>	
<p>Portfolio Review Meetings Held: 03/11/2008, 05/11/2007, 08/23/2006</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Scheduling System Upgrade (#0513)

<p>Project Description: This project will replace the existing bus scheduling system, which is over 15 years old. This project will purchase and install Trapeze software, upgrade equipment as needed, and provide training for end users in the new product. The new scheduling software will allow MTA to schedule bus routes and track individual buses according to a planned schedule. Tied to the CAD/AVL project (#0813), MTA will install NVA signs to tell customers when the next bus will be arriving, which ties to the Trapeze Scheduling System. MTA's mobility service uses the same software platform. Integration of software with the 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. The system will reduce redundancies in data input and cumbersome data sharing among different systems within MTA.</p>	
<p>Project Status: Phase I of this two-phase project is complete and currently in O&M. Phase II consists of INFO-PUBLISH, INFO-WEB, and OPS. INFO-PUBLISH is a software module that handles trip planning based on the Trapeze bus scheduling software and INFO-WEB will allow the MTA to provide a fully integrated Internet-based trip planner. OPS is the Timekeeping & Workforce Management tool, that houses VISTA, the payroll component. MTA IT has initiated a Trapeze version 8 software upgrade test environment to perform an OPS operational review.</p>	
<p>Known / Anticipated Schedule Changes: The schedule was updated with an estimated final delivery of INFO-WEB and INFO-PUBLISH by the end Jan. 2009 and the estimated delivery of OPS is anticipated in Oct. 2009.</p>	
<p>Known / Anticipated Cost Changes: The vendor offered costly options to MTA to take over timekeeping functionality in MTA's VISTA payroll module; however, MTA is managing this cost increase by implementing changes themselves.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: Instead of MTA continuing to maintain their own timekeeping functionality in their VISTA payroll module, the vendor has proposed to take over this responsibility, which would be a risk to MTA as well as a cost increase. To mitigate this risk, MTA will continue as administrator of VISTA and the long-term goal is to eliminate VISTA by rewriting the timekeeping functions components.</p>	
<p>Portfolio Review Meetings Held: 03/11/2008, 05/11/2007</p>	<p>Last Quarterly Update Provided: 12/05/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>