



January 15, 2010

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 describes all current projects and their status and reflects known or anticipated cost, scope and schedule changes, plus risk assessments, since the Year End Report, submitted on November 1, 2009.

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

Sincerely,

Elliot H. Schlanger
Secretary

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



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, 2010



Table of Contents

State Agency Abbreviations and Baseline Financial Data Definitions.....	4
Executive Summary.....	5
ASSESSMENTS AND TAXATION: ASSESSMENT ADMINISTRATION & VALUATION SYSTEM (AAVS.).....	6
BUDGET AND MANAGEMENT: CENTRAL COLLECTIONS UNIT SYSTEMS MODERNIZATION (CCU).....	7
BUDGET AND MANAGEMENT: STATEWIDE PERSONNEL SYSTEM (SPS).....	8
COMPTROLLER: MODERNIZED INTEGRATED TAX SYSTEM (MITS).....	9
EDUCATION: ENHANCED CHILD CARE ADMINISTRATION AND TRACKING SYSTEM (ECCATS)	10
EDUCATION: MARYLAND ACCOUNTABILITY & REPORTING SYSTEM (MARS).....	11
EDUCATION: MARYLAND LONGITUDINAL DATA SYSTEM (MLDS/EDW)	12
EDUCATION: WEB DATA COLLECTION SYSTEM (WDCS).....	13
ELECTIONS: OPTICAL SCAN VOTING SYSTEM (OSVS).....	14
EMERGENCY MEDICAL SERVICES SYSTEMS: ELECTRONIC PATIENT CARE RECORD SYSTEM (ePCR).....	15
ENVIRONMENT: ENTERPRISE ENVIRONMENTAL MANAGEMENT SYSTEM (EEMS).....	16
ENVIRONMENT: WEB SITE REVAMP – PHASE 1	17
GENERAL SERVICES: ANTIQUATED SYSTEM REPLACEMENT	18
HEALTH & MENTAL HYGIENE: ELECTRONIC VITAL RECORDS SYSTEM (EVRS).....	19
HIGHER EDUCATION: MARYLAND COLLEGE AID PROCESSING SYSTEM (MD CAP)	20
HOUSING AND COMMUNITY DEVELOPMENT: STATE ASSET SERVICING SYSTEM (SASS).....	21
HUMAN RESOURCES: CHILD SUPPORT MODIFICATIONS	22
HUMAN RESOURCES: CLIENT AUTOMATED RESOURCE AND ELIGIBILITY SYSTEM (CARES) SYSTEM MODIFICATIONS	23
HUMAN RESOURCES: MD CHESSIE III MODIFICATIONS	24
JUVENILE SERVICES: TREATMENT, ASSESSMENT, PLANNING & TRACKING SYSTEM (TAPTS).....	25
LABOR, LICENSING AND REGULATION: MD IMAGING DATA ACCESS SYSTEM (MIDAS II).....	26
NATURAL RESOURCES: OUTDOOR CUSTOMER SERVICE DELIVERY SYSTEM (COMPASS)	27
PUBLIC SAFETY AND CORRECTIONS: OFFENDER CASE MANAGEMENT (OCMS).....	28
RETIREMENT AND PENSION SYSTEMS: MD PENSION ADMINISTRATION SYSTEM STEP ONE (MPAS-1)	29
RETIREMENT AND PENSION SYSTEMS: MD PENSION ADMINISTRATION SYSTEM STEP TWO (MPAS-2)	30
STATE POLICE: COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM (CAD/RMS)	31
STATE POLICE: ENHANCED 911 SYSTEM (e911)	32
STATE POLICE: STATEWIDE PUBLIC SAFETY COMMUNICATIONS SYSTEM.....	33
TRANSPORTATION – AUTHORITY: COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM (CAD/RMS)	34
TRANSPORTATION - AVIATION: CONSOLIDATED DISPATCH CENTER (CDC) EQUIPMENT REPLACEMENT	35
TRANSPORTATION - AVIATION: INTEGRATED AIRPORT SECURITY SYSTEM (IASS)	36
TRANSPORTATION - AVIATION: PARKING AND REVENUE CONTROL SYSTEM (PARCS)	37

TRANSPORTATION – MOTOR VEHICLE: ACCOUNTS RECEIVABLE AND FLAG FEE PROCESSING SYSTEM (ARS).....	38
TRANSPORTATION – MOTOR VEHICLE: CENTRAL SCHEDULING SYSTEM (CSS).....	39
TRANSPORTATION – MOTOR VEHICLE: CUSTOMER TRAFFIC MANAGEMENT 2 (CTM2).....	40
TRANSPORTATION – MOTOR VEHICLE: KIOSK AND INTERNET SERVICES (KIS).....	41
TRANSPORTATION – STATE HIGHWAY: ADVANCED TRAFFIC MANAGEMENT SYSTEM (CHART II)	42
TRANSPORTATION – STATE HIGHWAY: ASSET MANAGEMENT SYSTEM (AMS).....	43
TRANSPORTATION – TRANSIT: BUS UPGRADE REVENUE/DATA COLLECTION.....	44
TRANSPORTATION – TRANSIT: SCHEDULING SYSTEM UPGRADE.....	45
TRANSPORTATION – TRANSIT: TRANSIT PASS/SMART CARD (FORMERLY AGENCY WIDE SMART CARD (AWSC)).....	46

State Agency Abbreviations

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

Baseline Financial Data Definitions

Project Costs to Date (CTD): Actual expenditures by each project that is 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

With the continuing and relentlessly difficult fiscal climate in Maryland, thorough planning, accountability and transparency are the first order of business as it relates to investments in Major Information Technology (IT) Development Projects. Many of the same concerns and risks, noted in previous project reports, remain at the mid-point of Fiscal Year 2010 (FY10). Cost containment has further reduced project budgets and FY11 looms as one in which projects looking to recover progress lost during prior cost reduction exercises, must instead scramble to move ahead with little or no new funding.

In an environment in which funding is literally removed from one “pocket” or project to help fund another, precision in planning and execution is all the more critical to ensure that every dollar spent goes toward ensuring a successful outcome. Planning must be thorough and continuous, beginning well before project approval is requested and carried on through project execution by way of risk mitigation, issue resolution and contingency planning. In performing its oversight, DoIT has recently observed where a lack of sufficient planning threatens the health of several projects. Fortunately, through collaboration and teamwork between DoIT, the agencies and their business partners, some projects are recovering to a healthier position and others are successfully nearing completion. These projects serve as excellent examples to use in communicating with new project teams the crucial need for thorough and complete planning phase activities at the very outset of a project to give the project a solid foundation.

DoIT still faces the challenge of agencies operating under the misconception that the project’s most important artifact is a procurement document to bring on board a contractor, who will carry the project from initiation through development, maintenance and operations. This philosophy represents flawed thinking. Only when the agency executive sponsor and project team demonstrate ownership of all phases of the project, particularly initial planning first, and then an active ownership role throughout the project’s lifecycle, will a project be positioned to meet the business need for which it was initiated. DoIT has begun to help facilitate this understanding by meeting with each project’s executive sponsors early in the project to ensure they are aware that sufficient agency resources must be committed to the project. Likewise, certain internal critical project planning activities must be put in place and completed by the agency and not be the charge of the contracted system implementer. When concept development, planning, business modeling and requirements gathering are State-owned processes performed by agency subject matter experts, the technology project has the highest likelihood of providing maximum benefit to the State.

As stated in the FY09 Report on Major IT Development Projects, several projects were submitted for approval outside of the normal budget cycle in FY10. Of those, three projects for DHR (the scopes of which have now been combined into one large project), as well as one each for DHCD and MIEMSS, have been approved. Each of these is represented in this report. Two remaining projects, DHMH Medicaid Management Information System and DNR Maritime Law Enforcement Information Network (MLEIN) were still in the approval pipeline during report preparation. DoIT received confirmation in early January that MLEIN is now approved. This project will be included in the FY10 Year End Report on Major IT Development Projects.

DoIT will continue to apply lessons learned from all projects in its oversight. Collaboration with agencies and application of lessons learned has helped bring several projects out of seriously challenged positions. With the tough financial situation in which the State finds itself, constantly evolving project constraints require ever increasing vigilance on the part of all State IT stakeholders, agency resources and business contracting partners.

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

Project Description: The AAVS project will consolidate two existing data systems; the Real Property Administration Data System (ADS), and the Valuation System. The ADS is the land management system that maintains property location and account ownership information. The Valuation System captures and processes property valuation information, which is then fed into a relational database management system. The AAVS will provide all of the functionality of the current land management and valuation systems, while achieving additional system processing efficiencies.

Project Status: The development, and software integration and regression testing activities were delayed due to contractor resource issues and are now scheduled to complete Feb. 2010. User Acceptance Testing (UAT) will begin upon completion of the Development phase and system level testing. Completion of UAT is scheduled in early Q4 FY10. To not interfere with an SDAT legislative audit, the agency rescheduled the system security audit to Jan. 15, 2010. System implementation is targeted to occur in Q1 FY11 and will involve installing the new system in 4 to 5, of the 24 offices, at a time. Final acceptance of the system is to occur one month after implementation is complete, (late Q2 FY11), with a one year warranty period to follow.

The project has experienced several staff resource challenges, both within the agency and with the implementation contractor. The most recent resource issue is the need to replace the acting PM. The PM is scheduled to leave the AAVS project on Jan. 13, 2010. The agency will rely on other existing in-house resources to carry the project, until a full-time replacement is identified to complete the project.

Known / Anticipated Schedule Changes: The project PM has attributed further schedule slippage to internal contractor resource issues. There have been contractor personnel changes, due to the recent buyout of the implementation contractor. Implementation is now scheduled to begin Sept. 2010 and extend for approximately a three month period, with implementation completing late Q2 FY11.

Known / Anticipated Cost Changes: Current legacy systems are still being hosted by the Annapolis Data Center (ADC). Although not directly affecting project budget, with additional schedule slippage, sufficient additional funds have been requested to maintain the current level of ADC support through final implementation of the new system.

Known / Anticipated Scope Changes: None

Risk Assessment: The project's acting PM is leaving the agency in mid-Jan. 2010 and the project runs the risk of additional schedule slippage and inadequate staff resources for project management and control. DoIT has advised the agency to assign a full-time PM in advance of the current PM's departure, to ensure a seamless transition of responsibilities and to mitigate additional negative impact to the project. Additionally, SDAT continues to be concerned about maintaining adequate funding and support for in-house database operations once implementation is complete.

Portfolio Review Meeting Held: 07/15/2009

Last Quarterly Update Provided: 10/28/2009

IV & V Assessments Initiated: 08/22/2007

Peer Review Committees Assigned: None

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

<p>Project Description: DBM's CCU currently uses a customized version of Columbia Ultimate's Revenue Plus Collector System to track collection activity. Today, the CCU system manages over 1.5 million debtor accounts for the State of Maryland. The initial purpose of this project was to modernize CCU's core business application, the legacy Columbia Ultimate Business System (CUBS). As a result of planning and requirements gathering, it has been determined and agreed upon that it is in the best interest of DBM and the agencies that CCU supports, to perform a full CCU IT modernization effort.</p>	
<p>Project Status: The Planning Phase is complete and the Requirements Phase is nearing completion with thorough business process analysis resulting in over 1,000 functional requirements. The CCU project team is writing a system solicitation, which is to be released in late FY10. Early in FY10, a concept review meeting was held with project executive stakeholders to provide a comprehensive overview of the IT modernization project and reaffirm executive support. Recently, the CCU team sustained the unexpected resignation of the CCU Project Liaison, responsible for gathering and documenting the functional requirements. That position is being advertised and will close on Jan. 15, 2010. Despite the current resource challenges, the project is continuing through the requirements phase by documenting the technical requirements, the security requirements, the "As Is" and "To Be" business processes, as well as performing requirements clean-up activities.</p>	
<p>Additional resource needs have been identified to support the increased scope for a full IT modernization of the CCU organization. A Deputy PM (DPM) was added to the project team in July 2009. This has proved instrumental to the project, since the Project PM had a longer than anticipated leave of absence from the project, since early Oct. 2009. The project PM recently returned to the project on a part-time basis and will return to the project full time in Mar. 2009. A solicitation was issued to add a System Architect (SA) and Security Engineer (SE) to the project team. The SE joined the team in early Dec. 2009 and is drafting the system security requirements. An SA candidate was chosen, but eventually declined the position; other SA candidates are now being considered.</p>	
<p>Known / Anticipated Schedule Changes: Time required in filling the additional project team positions caused delays to the project schedule. The schedule will be re-baselined once all of the project team resources have joined the team.</p>	
<p>Known / Anticipated Cost Changes: The previously expanded project scope for which a DPM, SE and SA were added to the project, has not changed the project's TPC estimates of \$15-\$20M. A firm TPC is still pending final resource cost, fully documented requirements and the award of an implementation contract.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The current risks revolve around obtaining and retaining needed project staff resources and physical space to support the full IT modernization of the CCU. DBM is currently working toward filling the vacant positions and locating the physical space needed to support the project.</p>	
Portfolio Review Meeting Held: 09/14/2009	Last Quarterly Update Provided: 11/06/2009
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

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

Project Description: The purpose of the SPS project is to obtain a Commercial-Off-the-Shelf (COTS) Human Resources Information System (HRIS) solution to replace the State's legacy personnel systems. The management of State personnel activities 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.

Project Status: The SPS Project team has made significant progress toward the selection of the new HRIS software. Currently, the evaluation committee is in the last stage of the selection process. A final recommendation is expected to be presented to DoIT and DBM in Jan. 2010 and will go before the Board of Public Works (BPW) for approval in Feb. 2010.

Four new staff resources have been added to the team, including two HRIS Subject Matter Experts (SME), one Time and Labor SME and a DPM/IT Lead. One HRIS SME started in July 2009, while the other two project SMEs joined the team mid-Dec. 2009. The DPM is scheduled to join the team in early Q3 FY10. These resources were needed to complete Phase Two of the project's Requirements Analysis (RA). RA Phase Two is primarily focused on business needs, including training, organizational change management and identifying the future State technical architecture requirements, along with efficient and standardized business process improvement areas. The end product for RA Phase Two will be a detailed requirements matrix and scope of work for RFP 2, which is to procure a systems integrator.

A schedule delay has occurred, due to competing priorities of managing RFP 1 and the acquisition of additional staff concurrently with limited staff resources. Also, impacting the schedule was the unexpected high number of responses to RFP 1, which extended the evaluation process. However, with the addition of the four new resources, the PM is confident that the schedule slippage can be recovered in order to meet key milestone dates.

Although the award for RFP 1 will take place early Q3 FY10, the actual software purchase will occur once a system integrator has been procured. The majority of FY11 will be devoted to the procurement and award of RFP 2 for the system integration services, with a NTP in early Q1 FY12.

Known / Anticipated Schedule Changes: The system integration solicitation award will be extended into early FY12, due to prior project resource issues, and funding limitations. (See K / A Cost Changes)

Known / Anticipated Cost Changes: The project experienced a \$3.2M cost containment for FY10, along with a realignment of \$126K to cover FY10 IV&V services. The need for additional resources, including office space, were approved. The staff resources have been procured and additional office space to accommodate the system integration team is under way, with a potential site having been identified. The full project estimated cost of \$20M - \$30M remains unchanged. As previously reported, a more accurate TPC will be developed once the software has been selected.

Known / Anticipated Scope Changes: None

Risk Assessment: Adequate funding remains a high risk for this project. To mitigate this risk, the project team has identified several strategies, including a modification of scope and an adjustment to the implementation timeline to first accommodate critical business processes; the second is to limit project overhead cost by locating office space that is available to the project team at no cost to the project. This task is currently under way and a potential site has been identified. Finally, the project team is assessing the start-up cost and total cost of ownership for three different system hosting options to determine the best value.

Portfolio Review Meeting Held: 09/14/2009

Last Quarterly Update Provided: 11/06/2009

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>Project Description: The goal of the MITS project is to replace the current COM tax administration and tax collection systems with MITS and to establish a data warehousing platform. MITS will be comprised of a COTS solution and a data warehousing solution, which will be the repository of all taxpayer data processed by COM. Another component of MITS includes implementation of a series of "Early Benefit" products designed to bring in revenue before full implementation. MITS supports the agency's goal of maximizing collections and identifying tax gaps by providing the capability to perform analytics and modeling within the data warehouse. It also supports the goals of improving customer service by maintaining a centralized view of the taxpayer.</p>	
<p>Project Status: Additional "Early Benefit" products have been approved and implemented. One of the major early benefits is Revenue Agent Report (RAR), which produces a list of those who have amended their federal tax returns. Typically these taxpayers will owe the State as well. The RAR product has both a manual and automated process. The manual process was completed in late FY09 and the automated process was completed in Q2 FY10.</p> <p>To date, early benefit revenue-producing products has enabled COM to collect \$9M over and above the \$10M previously collected, with the RAR product producing approximately \$6.6M of the \$9M. The MITS project is estimated to produce over \$20M in increased tax revenue in FY10. COM has also projected that MITS will generate revenue by the end of FY11 that exceed the project cost.</p> <p>The Baltimore Data Center back-up facility configuration was complete mid-Q2 FY10 and the Data Warehouse is currently in the Design Phase. The project's Design Phase encompassing reports, interface, conversion, extension (add-ons), forms and workflows, which is the custom design associated with all tax types, is 98% complete.</p> <p>Phase I is scheduled to go live Q1 FY11 with the implementation of the following tax types; Corporate Income Tax, Pass-Through Entities, Bay Restoration Fee, Sales & Use Tax, Tire Fee, Withholding and Admission & Amusement Tax.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: The use of the Motor Fuel Tax funding source and COM's restructuring of their FY10 deliverable schedule enabled the General Fund appropriation for FY10 to be reduced in support of the State's cost containments. These funds will need to be restored in later fiscal years at a commensurate level.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The availability of General Funds remains a risk, as COM has front-loaded early project spending with Special Fund sources to accommodate dwindling General Funds. (See K / A Cost Changes)</p>	
<p>Portfolio Review Meeting Held: 07/22/2009</p>	<p>Last Quarterly Update Provided: 10/22/2009</p>
<p>IV & V Assessments Initiated: 04/07/2009</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: The purpose of the eCCATS project is to enhance CCATS to support the current and future business needs of the Division of Early Childhood Development and the Office of Child Care. The CCATS application supports child care licensing, subsidies, credentialing, grants, and related accounting processes. As CCATS is in production, the project approach is to make system corrections and improvements in a series of nine releases and several options, which will be developed concurrently with a very limited program of routine maintenance. The releases are: 1) architectural renovations in data and code design, security, usability; 2) correct essential records for providers, staff qualifications and credentials documents; 3) reports and work management with an option for inspection interface; 4) provider portal implementation; 5) improve payments with an option for point-of-service interface; 6) improve case management with an option for expanded DHR interfaces; 7) trainer support and portal expansion, with an option for quality reporting; 8) grant management for four programs; and 9) licensing process improvements of portal.</p>	
<p>Project Status: While MSDE previously expected to complete the SDLC Planning phase and RFP development, with the intent to award a contract, in late FY10, the schedule has now been extended one additional year to free funding for other MSDE priorities. To date, the project has completed a Charter, Risk Management Plan and an initial draft (now pending revision) of a System Boundary Document. The PM has also made significant progress on developing detailed system requirements. The project development RFP is now expected at DoIT for review in the beginning of FY11.</p> <p>Although a Peer Review Committee (PRC) was assigned to assist this project, because the project will not move forward substantially until FY11, DoIT will work with MSDE and the PRC members to determine if their expertise can be of benefit to another project.</p>	
<p>Known / Anticipated Schedule Changes: Due to other MSDE project funding priorities, the schedule for the eCCATS initiative has been extended to push \$3.5M FY10 development costs into subsequent fiscal years. The project is now scheduled for completion in FY14.</p>	
<p>Known / Anticipated Cost Changes: Due to the funding realignment, there remains \$300K intact for PM contract costs. As the longer development schedule will incur an additional year of PM expense and costs for an additional IV&V, the overall project cost (which remains speculative until contract award) has increased by about \$500K. The new EAC is \$8,864,268. The agency estimates expenditures of just over \$2M for FY11. The eCCATS budget request for FY11 is currently \$1.1 million. The agency will leverage federal funds, when received, to fill the remaining FY11 budget gap.</p>	
<p>Known / Anticipated Scope Changes: The Concept Development Plan and Project Charter documents that were completed during the Initiation phase are guiding the development of detailed system requirements. Once the requirements are completed and approved by the project sponsor, the project will have established a baseline scope.</p>	
<p>Risk Assessment: 1) Project funding in FY11 may not be sufficient to complete planned work and would cause additional project delay, unless additional funding sources are secured. 2) Each of the nine releases will involve implementation challenges, due to the requirement for limited system downtime and limited staff resources.</p>	
Portfolio Review Meeting Held: 12/02/2009	Last Quarterly Update Provided: 06/18/2009
IV & V Assessments Initiated: None	Peer Review Committees Assigned: 06/24/2009

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

<p>Project Description: The MARS project will replace the legacy data processing system and associated interfaces that support the School and Community Nutrition Programs Branch (SCNPB) administration of approximately \$185 million in federal funds. SCNPB processing includes program administration, claims processing, financial management, training, program compliance, outreach and food distribution. The recipients of the SCNPB processing include local school systems (LSS), child/adult care food program institutions, nonprofit private schools, residential child care institutions, charitable institutions, special milk programs, summer food service agencies, and United States Dept. of Agriculture. The overall goal of the project is to enable optimal efficiency and integrity in the management of federal and State nutrition programs. The existing legacy system consists of custom developed client server software and will be retired in stages throughout the MARS project. MARS will be implemented in two releases.</p>	
<p>Project Status: Release 1 is now scheduled for deployment in Aug 2010, with warranty through Nov 2010. Further schedule delays for Release 1 have occurred due to resource constraints both at MSDE and with their implementation vendor. There were also longer than anticipated timeframes required for deliverable reviews and significant underestimation of the design complexity and development time. As a result of the schedule delays, Release 2 cannot be completed prior to the end of the original Consulting and Technical Services (CATS) master contract; therefore, Release 2 and a portion of O&M have been removed from the scope of the original CATS task order through a change order. Completion of Release 2 scope will be handled through a sole source procurement, with cost based on the original contract bid price for Release 2. MSDE expects to submit the contract for BPW approval in March/April 2010.</p>	
<p>Known / Anticipated Schedule Changes: Project schedule progress remains a critical issue. At this time, the planned implementation for Release 1 is Aug 2010. Some of this delay is due to a window of time in which key project staff resources will be needed to support other program objectives in the June/July timeframe. A new schedule will be established upon award of the sole source contract. DoIT will continue to work with the MSDE MARS team to improve the team's schedule management challenges.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: While not technically a scope change, due to the end of CATS I Master Contract on 12/31/10, Release 2 has been de-scoped from the current contract. MSDE is working with the contractor to reestablish the Release 2 scope of work under a sole source procurement.</p>	
<p>Risk Assessment: Schedule delays continue to challenge the MARS project team, despite continuous DoIT guidance and progress assessments. While the level of task detail being scheduled has improved over time, the team is not adhering to strict project schedule management. Overly optimistic time estimates, continued team resources constraints, and late additions to design requirements have all contributed to ongoing schedule slip. The contractor has committed additional team resources (beginning Jan/Feb 2010), and MSDE has increased commitment to completing deliverable reviews, based on the updated schedule. DoIT will continue to monitor this project very closely.</p>	
<p>Portfolio Review Meeting Held: 12/02/2009</p>	<p>Last Quarterly Update Provided: 06/30/2009</p>
<p>IV & V Assessments Initiated: 05/07/2009</p>	<p>Peer Review Committees Assigned: None</p>

Education: Maryland Longitudinal Data Systems (EDW/MLDS) (#F800)

<p>Project Description: MLDS is an integrated set of Kindergarten - 12th grade (K-12) data collection, analysis, and reporting systems that are designed to meet No Child Left Behind federal reporting requirements, and disseminate school performance to Maryland citizens. The initial MLDS systems were developed in the late 1990s. In 2009, MSDE received a five-year grant for approximately \$5M to re-engineer the MLDS systems and improve their functionality to meet instructional improvement and federal reporting needs. The new 2009 MLDS grant project consists of four independent, phased deliverable subprojects, designed to meet the National Center for Education Statistics grant success criteria. The subprojects and associated deliverables include: (1) re-engineering the existing MLDS education data warehouse (EDW) to add a variety of new student longitudinal data, such as course codes, truancy, local school assessments etc., (2) implementing COGNOS C8 Business Analytics platform used for the creation of advanced business analysis and reporting dashboards to help local schools and teachers improve instruction, (3a) creation of a State course code syntax that aligns with Dept. of Education standard course code naming conventions, (3b) creation of Maryland-wide course index that shows and compares all school courses for Maryland schools and maps Maryland to the federal course descriptions, and (4) the expansion of the web data collection system to collect four additional types of data from the local schools.</p>	
<p>Project Status: The MLDS project has made significant planning and organizational progress and is tracking at a pace sufficient to meet its various grant requirements. A full time Project Manager dedicated to the MLDS project began in Dec. 2009. A revised project approach and detailed project plans are being finalized and procurements are being developed for data warehouse refresh and COGNOS upgrade, which are expected to be released late Q3 or early Q4 FY10. Internal MSDE staff have started work on (1) re-engineering the EDW data warehouse, (2) implementing COGNOS platform for the instructional improvement dashboard, and (3) creation of State course code syntax for the course code index. The 4th subproject is not scheduled to start until at least year three.</p>	
<p>Known / Anticipated Schedule Changes: Due to a Jan. 2010 revision to the project's approach, the schedule of short-term deliverables is being revised. While details of the revised plan are expected to solidify by the end of Jan 2010, two of the most essential milestones are contract awards for technical staff to support MSDE's data warehouse refresh and an upgrade of the COGNOS software. Both procurements are targeted for award in Q4 FY10.</p>	
<p>Known / Anticipated Cost Changes: Due to a newly revised project approach, which includes a more focused project scope that is better aligned with overall agency objectives, the project's estimated costs have been reduced. The FY10 ITPR (Titled: Education Data Warehouse EDW/MLDS) estimated cost at \$7.7M, while the FY11 ITPR (Titled: MLDS-Maryland Longitudinal Data System) estimates \$5.5M. Estimates are, however, still speculative until all solicitations have been awarded.</p>	
<p>Known / Anticipated Scope Changes: As an outcome of the revised project approach, a system boundary document and other project planning materials are now in final development or review. The revised scope is now fully aligned with the objectives defined by the federal grant supporting this initiative.</p>	
<p>Risk Assessment: A Risk Management Plan and Risk Register are now being developed as elements of the revised project approach. A dedicated PM, having prior experience with LDS, took responsibility for the project in Dec. 2009, establishing better project control. Requirements development for the core LDS reporting function will now be developed while work is in progress to enhance the EDW and implement COGNOS environment, which are both prerequisites to the implementation contract for delivering LDS reporting application objectives. Project staff resources will need to be monitored closely while these critical early stages are being executed.</p>	
Portfolio Review Meeting Held: 12/02/2009	Last Quarterly Update Provided: 08/07/2009
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 this new system, which allows schools to enter data online, standardize data collection, reduce errors and improve quality and security, while reducing the time required to publish the data. The new system will be implemented as a series of six modules:</p> <ul style="list-style-type: none"> • Schools Data Set (SDS) (Module 1) • Attendance (ATT) (Module 2) • Statistical Process Control (SPC) (Module 3) • Staffing (STAFF) (Module 4) • Class Level Membership (CLM) (Module 5) • Federal Programs (FED) (Module 6) 			
<p>Project Status: The project was initially funded in FY09 for only the SDS and FED modules. Both modules were subsequently implemented on schedule in FY09. In late FY09, the project secured an additional \$1.2M in federal funds, sufficient to complete the ATT, CLM and SPC modules. As the STAFF module was not funded, it has been de-scoped from the project.</p> <p>The ATT module is currently completing the SDLC Testing phase and it is expected that implementation will occur in late Jan. 2010. The CLM module has completed Development and entered the Test phase with implementation expected at the end of Feb. 2010. The SPC module is now completing a challenging Design phase, as evidenced by some schedule slippage, which has pushed implementation into late Q3 or early Q4 FY10. However, MSDE remains confident that the SPC module will be implemented and the project fully completed before the 2010 fiscal year end.</p>			
<p>Known / Anticipated Schedule Changes: Overall, the project is nearly eight weeks behind its re-baselined schedule, established after funding was secured for the three additional modules in April 2009. Both the parallel development approach (with its high demand on program staff resources) as well as the complexity of the SPC module have each contributed to the schedule delays. Although there remains significant work on the SPC module, and further schedule challenges are possible, MSDE remains confident that the project will complete in Q4 FY10.</p>			
<p>Known / Anticipated Cost Changes: None.</p>			
<p>Known / Anticipated Scope Changes: As there are not plans to fund the STAFF module, MSDE Procurement is working to amend the contract by removing the STAFF module from the project's scope.</p>			
<p>Risk Assessment: Due to the staff resource demands of the parallel development of modules, the project team had problems completing deliverable feedback within designated timeframes. Program office management has recommitted to completing deliverable reviews within the scheduled timeframe. The complex nature of the SPC module requirements slowed initial Design phase progress, and recently resulted in some design rework needed to optimize business process efficiency, but which resulted in several weeks of schedule delay. While further challenges may yet be experienced, as the ATT and CLM modules are completed, program office deliverable feedback demands will lessen and project resources will be freed up, which will help reduce further delays. The contractor had planned for too few test cycle iterations and was delivering incomplete work for testing. Both issues were addressed with the contractor and the schedule was adjusted accordingly.</p>			
Portfolio Review Meeting Held:	12/02/2009	Last Quarterly Update Provided:	05/04/2009
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 touch screen voting units for precinct-based voting and a central count optical scan system for absentee and provisional voting. In 2007, the General Assembly passed HB18 (Chapter 548, Laws of 2007), which required SBE to select and certify a voting system that 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 and created by the ballot marking device for the purpose of being read by a precinct-based optical scanner. A voter verifiable paper audit trail also includes an optical scan absentee ballot and an optical scan ballot, which is also created by a ballot-marking device. The legislation is applicable to all elections that occur on or after January 1, 2010. During the 2009 Legislative Session, HB 893 was passed. The Bill enabled alternative accessibility standards to be used, if there were no commercial systems available that met all of the HB18 voting system requirements at the time of procurement.</p>	
<p>Project Status: The project is still in the midst of procurement evaluations. The inability of Offerors to meet the HB18 requirement, led to the cancellation of the initial solicitation. Two new solicitations were developed as a result of requirement modifications made by the HB893: 1) to procure the optical scan voting devices and ballot-on-demand equipment and 2) to procure implementation, training, support and other services. Both are in the evaluation process. SBE has selected a services vendor and the equipment vendor selection is pending. Contract award and NTP are scheduled for mid Q3 FY10, at which time requests for quarterly updates will resume. Full implementation remains scheduled for late June 2010.</p>	
<p>Known / Anticipated Schedule Changes: The contract award and NTP are scheduled to be issued, Feb. 2010.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: With contract awards scheduled for Q3 FY10, a risk still exists that the procurement process may impact SBE's ability to meet the mandated time requirements to have the new system in place.</p>	
<p>Portfolio Review Meeting Held: 08/12/2009</p>	<p>Last Quarterly Update Provided: 11/07/2008</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: This project will create a new electronic patient care record (ePCR) medical collection system to provide MIEMSS with data necessary to evaluate and improve the quality of Maryland's overall Emergency Medical Services (EMS). The ePCR will replace the current basic pre-hospital electronic medical record system, which MIEMSS developed in 2001 and trademarked as the Electronic Maryland Ambulance Information System or EMAIS. The desired EMAIS replacement will be a COTS product that meets local, State, national, and stakeholder specifications. The current system no longer provides adequate data collection and analysis and does not interface with other more current EMS medical records software, which some Maryland jurisdictions are using to record pre-hospital patient care data. In particular, EMAIS does not provide the new standard data set for data sharing that has been approved by the National Highway Traffic & Safety Administration through its National Emergency Medical Services Information System (NEMSIS). The NEMSIS data-set is required in order to obtain certain federal funding and has been adopted by most national software vendors. EMAIS also does not meet the requirements of the American Recovery and Reinvestment Act of 2009 (ARRA) data formatting requirements specific to the transmission and storage of such data; a requirement for MIEMSS.</p>			
<p>Project Status: After performing some Initiation and pre-Planning phase activities, MIEMSS hired an EMS systems analyst in 2008. The team produced a Request for Information (RFI) for a NEMSIS-compliant, statewide EMS data collection system and received 13 vendor responses with product information and a list of current clients. This has helped MIEMSS acquire a knowledge base that will help them complete Planning. The team has held multiple stakeholder meetings and interacted with multiple agencies to clearly identify the needs, requirements, limitations, and scope of the project. Initial SDLC documents have been submitted to DoIT and approved. A draft RFP was submitted to DoIT in Nov 2009 and is currently in the review and update process. The RFP is expected to be released in Mar. 2010.</p>			
<p>Known / Anticipated Schedule Changes: A preliminary schedule has been developed by the MIEMSS project manager. Once the RFP is released and a contract is awarded, an integrated project schedule will be developed with the implementer and baselined.</p>			
<p>Known / Anticipated Cost Changes: In Sept. 2009, MIEMSS received a \$300K federal grant through the MDOT Maryland Highway Safety Office (MHSO) for FY 2010. The original estimated cost of the project has increased with the addition of IV&V costs in FY11.</p>			
<p>Known / Anticipated Scope Changes: None</p>			
<p>Risk Assessment: Actual project cost, received in price proposals, may exceed current estimates, presenting a risk of insufficient funding. To supplement MDOT's grant funding, MIEMSS will use more of its own funds to cover any cost overage, due to conservative estimating.</p>			
Portfolio Review Meeting Held:	None	Last Quarterly Update Provided:	12/17/2009
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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

<p>Project Description: The EEMS project (TEMPO implementation) 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 Release IV Design, Development and User Acceptance Testing (UAT) phases are complete. Consolidation of MDE's stand-alone business applications has been implemented.</p>			
<p>The last phase of this project, to implement the TEMPO requirements library, is scheduled to complete in Q3 FY10. This will signify the official completion of the project. A one-year maintenance and support contract was awarded for support of the TEMPO system and is currently in effect. The FY09 Portfolio Review was held Aug.6, 2009.</p>			
<p>Known / Anticipated Schedule Changes: None.</p>			
<p>Known / Anticipated Cost Changes: None.</p>			
<p>Known / Anticipated Scope Changes: None.</p>			
<p>Risk Assessment: None.</p>			
<p>Portfolio Review Meeting Held: 12/09/2009</p>		<p>Last Quarterly Update Provided: 01/11/2010</p>	
<p>IV & V Assessments Initiated: 07/03/2007</p>		<p>Peer Review Committees Assigned: None</p>	

Environment: Web Revamp - Phase 1 (#3203)

<p>Project Description: MDE recognized the need for making services and information more accessible through the use of interactive, customer-centric, web-based services for Maryland citizens, businesses, and other stakeholders, both internal and external.</p> <p>The Website Revamp initiative will expand how MDE utilizes the web as an inherent function of daily business processes. The focus of the project will be on the redesign to enhance MDE's online services and make information readily accessible to its website users. Phase I of an anticipated two to three-phase initiative will implement a new COTS content management system (CMS) and associated website technical infrastructure. Some of the Phase I online enhancements will include infrastructure remodeling, hardware and network upgrades, a new CMS application, cleanup and migration of existing web content, improved information architecture and the creation of a web governance policy to manage web content.</p>	
<p>Project Status: Milestone 1, the Planning and Initiation Phases, is complete. Milestone 2, the Web and Information Architecture Design Phase, is nearing completion and scheduled for mid-Q3 FY10. Milestones 3 and 4, to establish web governance and implement the CMS, are in progress. Milestone 3 is expected to complete late Q3 FY10 and Milestone 4 is expected to complete mid-Q1 FY11. After completion of a 90-day warranty period and final acceptance of the system, full project completion is scheduled for November 18, 2010. The FY09 Portfolio Review was held Aug 6, 2009.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: An updated project EAC will be determined once a final decision has been made concerning implementing a maintenance and support contract for post-implementation support. The MDE PMO Director is confident that the pending web application scope change (See K/A Scope Changes) will not result in any additional cost to the project.</p>	
<p>Known / Anticipated Scope Changes: There may be a need to add new web tools to the scope of the project, which would be accomplished with the optional services component of the contract. This scope change decision will be managed through the change management process and, at this time, is not anticipated to increase project cost.</p>	
<p>Risk Assessment: The risk regarding existing staff acquiring new skills to support new technology has not changed. To mitigate this risk, MDE is planning to implement a maintenance and support contract and provide training to assist MDE staff in developing the required skills.</p>	
<p>Portfolio Review Meeting Held: 12/09/2009</p>	<p>Last Quarterly Update Provided: 10/21/2009</p>
<p>IV & V Assessments Initiated: 11/09/2009</p>	<p>Peer Review Committees Assigned: None</p>

General Services: Updating Antiquated Systems (#1305)

<p>Project Description: The FY08 Joint Chairman’s report (JCR) included a provision that DGS, with the help of DBM/DoIT, should replace its “Antiquated Systems”, after carefully planning the activity involved. The proposed project involves the assessment and re-engineering of the various critical business processes, to include; conversion of a token ring network to a modern internal network, conversion/updating of antiquated equipment and systems that will be unsupported by manufacturers and the modernization of legacy systems. The goal is to evaluate current processes to identify where improvements and efficiencies can be made either through procedural changes or through the use of technology, and to produce clear and concise modeling of the proposed operations of DGS. These changes are critical in allowing DGS to improve services and productivity to users and position the agency to be able to utilize the latest technology available, while reducing cost of future network expansion and upgrade.</p>	
<p>Project Status: As there are currently no funds to support this project, it is stalled at the Initiation Phase. DoIT was working with the DGS IT Director to develop a solicitation for resources, including a PM and technical SME to perform critical project planning. When funding becomes available, the PM would first kickoff the Planning Phase by developing critical SDLC processes and documentation. During the later Planning phase, an SME would need to be procured to assess current systems and associated documentation, make updates where necessary and assist with gathering requirements.</p>	
<p>Known / Anticipated Schedule Changes: A schedule can be determined once funding is confirmed.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: DGS currently has a shortage of in-house resources available to perform an assessment of DGS’s current systems to determine the most appropriate strategy for accomplishing such a comprehensive legacy replacement. DGS will need to prepare a solicitation to acquire expertise to assist with the planning effort. With a lack of funding to support the project, DGS faces continued risk of legacy systems needing more frequent and costly attention and potential system failures.</p>	
<p>Portfolio Review Meeting Held: None</p>	<p>Last Quarterly Update Provided: None</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

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.

Project Status: VSA and their contractor negotiated to create a transition plan to ensure that all outstanding issues were resolved and both teams agreed to proceed with birth module tasks. DoIT and VSA have been meeting regularly to address status and project concerns. Starting in July 2009, the VSA team began beta testing with subsequent testing of each release. The VSA PM developed a detailed work plan and submitted it to their implementation contractor to incorporate their tasks, so VSA and the contractor were managing to one consolidated master schedule. Weekly meetings were conducted to discuss tasks that were completed, pending and planned and any outstanding issues were addressed. VSA prepared weekly status reports for the internal team and copied DoIT to assist with enhanced oversight requirements. Refresher training has been conducted for all entities that will be using the EVRS in preparation of the planned 1/4/10 go-live date. VSA agreed that some minor functionality may be completed after go-live, but will need to be developed and tested within a set period of time before accepting the final product. The EVRS birth module did go live on 1/4/10 with minor errors, which were immediately resolved by the implementer.

Known / Anticipated Schedule Changes: Though there were numerous delays in the first attempt to implement this system module, VSA retooled their approach to documenting requirements, testing and training and aggressively tested and pushed their contractor to address defects, as they were discovered during testing. DoIT conducted weekly conference calls with the PM to discuss any issues identified in the status report to ensure that the team was prepared for go-live.

Assuming that adequate funding is available, the death module will complete in 2011 and the fetal death, marriage and divorce modules will complete in 2012.

Known / Anticipated Cost Changes: There was a \$300K reduction in FY10 for this project due to cost containment, made possible by delaying payments for work on the death module. This funding will be restored in subsequent fiscal years.

Known / Anticipated Scope Changes: None.

Risk Assessment: VSA will proceed with Planning for the death module, once the birth module has been thoroughly completed and approved. The implementer will need to incorporate minor functionality that was not included at implementation of the birth module, as agreed by VSA, and those minor functional changes will have to be tested by VSA before accepting the birth module as a complete deliverable. VSA will then begin their planning efforts for the death module in April 2010, in expectation of receiving funding in FY11 sufficient to carry out the death module.

Portfolio Review Meeting Held:	10/22/2009	Last Quarterly Update Provided:	12/18/2009
IV & V Assessments Initiated:	10/15/2008	Peer Review Committees Assigned:	None

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

<p>Project Description: This project replaces the legacy Student Financial Aid (SFA) system (circa 1991), which manages almost \$110M in State aid each year. The new MD CAPS application will provide an efficient web-based system supporting the initial financial aid application, processing of new and renewal awards, student notifications of award acceptance and notification of higher education institutions and legislators of award information. The system will also process payment of funds for awards and reconciling accounts, and support the maintenance, tracking, fulfillment and repayment of service obligations associated with certain programs. An Internet portal will provide access to comprehensive financial aid status for students, financial aid administrators, MHEC staff and legislators.</p>	
<p>Project Status: In Q2 FY10, MHEC addressed schedule delays, (see K/A Schedule Changes below) which prevented implementation of MD CAPS within the available program office operations window, by prioritizing application functions and dividing work into three staged releases. The contractor then completed the Development and Test phases of Stage II-A modules, which established the base system, and supports financial aid officers and college and university access. The first production implementation occurred on Jan. 8, 2010, with user access staged over the following week to limit operational impact and program risks. Release II-B, supporting scholarship award processing, completed development work and has just entered the Test phase with implementation planned for the end of Jan. 2010. Stage II-C, which delivers program reporting and all remaining low priority functions, is expected to be implemented in Q4 FY10.</p>	
<p>Known / Anticipated Schedule Changes: The project is now over five months behind its original baseline schedule, due primarily to: 1) the complexity of the 22 different scholarship programs, 2) the extensive requirements definition phase, 3) unexpected contractor personnel changes 4) design re-work needed following stress testing and 5) a significant quantity of early test phase defects. MHEC is working with the contractor to mitigate the schedule delays using a phased development and implementation approach.</p>	
<p>Known / Anticipated Cost Changes: Due to the project's schedule slip, additional funding of \$198K has been requested to extend the contract term for MHEC's PM. However, there will not be any additional cost increase from the development contractor.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: While critical development work on Stage II-C remains, having just completed the initial Stage II-A implementation and considering current progress with Stage II-B development, little additional slip is expected. Therefore, MHEC is confident that the project will complete close-out in FY 2010.</p>	
Portfolio Review Meeting Held: 02/25/2009	Last Quarterly Update Provided: 06/30/2009
IV & V Assessments Initiated: 12/06/2007	Peer Review Committees Assigned: None

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

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

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

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

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

Project Status: There have been no expenditures on this project to date. Requirements for this system date back to 1998, from a previous implementation project titled Multifamily Information System (MIS). Since the MIS implementation project was terminated by DHCD due to contractor underperformance and, therefore, not completed as expected, DoIT and DHCD categorized the project as an MITDP with PMO oversight. The SASS project was declared an MITDP in mid-FY10, quarterly reporting will begin Q3 FY10 and a Portfolio Review is in the process of being scheduled.

An RFP was released by DHCD to acquire a COTS-based solution and implementation contractor, with award and NTP issued to the selected vendor on Oct. 21, 2009. The SASS project is currently in the Requirements Analysis phase.

Known / Anticipated Schedule Changes: With an award and NTP issued, the SASS project's schedule has been baselined. The development, testing and implementation for the SASS project are anticipated to be completed Sept. 2010.

Known / Anticipated Cost Changes: The TPC for the SASS project is estimated at \$1,085,000, which includes cost for an IV&V.

Known / Anticipated Scope Changes: None

Risk Assessment: DHCD staff resources needed to satisfy the SDLC process requirements will be a challenge, given the compressed schedule. DoIT has met with DHCD and provided an overview of the State's SDLC processes and DoIT's PM oversight requirements, with a commitment to assist DHCD as needed.

Portfolio Review Meeting Held: None

Last Quarterly Update Provided: None

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>Project Description: DHR was awarded American Recovery and Reinvestment Act (ARRA) funding to make improvements to the Child Support system (CSES). Three initiatives identified by DHR for the scope of this project follow: (1) Futures Payment Processing Iteration II - The purpose of this modification is to enhance the future payment distribution process to satisfy the current Support Ordered Amount (SOA) and to satisfy the existing arrears balance with one additional month SOA to the current support account. (2) Unclaimed Abandoned Property - This enhancement provides users with an on-line ability to indicate a receipt or a check as unclaimed/abandoned; to build an automated process for determining and identifying receipts and checks as unclaimed/abandoned; to provide an electronic process for validating and verifying the detailed information of the receipts and checks marked by either end users or the system as unclaimed/abandoned funds; provides CSES functionality for the CSE Administration Accounting and Banking Services Unit staff; identifies receipts and checks that have been successfully sent to the Comptroller's Office; provides the appropriate CSES updates for checks and receipts; and creates five new reports for the system. (3) Medical Support Phase II - This initiative will put in place the remaining processes necessary to address the complete medical coverage lifecycle. It will focus on assisting caseworkers in their efforts to send, track and receive medical support information from the non-custodial parent's employer.</p>			
<p>Project Status: Once the out-of-budget-cycle approval was received from the Joint Chairs in Q2 FY10, DHR's contractor began working on the three identified enhancements to improve their child support system. Design specification documents have been submitted to DHR by their contractor, to review for Futures Payment Processing - Iteration II and Unclaimed Abandoned Property. The statement of work for Medical Support Phase II is being developed.</p>			
<p>Known / Anticipated Schedule Changes: Upon approval of the out-of-cycle ITPR, the contractor began to work on the project. The target completion date for the project is the end of FY10.</p>			
<p>Known / Anticipated Cost Changes: None</p>			
<p>Known / Anticipated Scope Changes: The project was originally submitted as three separate projects, but has been combined into one large effort.</p>			
<p>Risk Assessment: There are currently no major risks.</p>			
<p>Portfolio Review Meeting Held: None</p>		<p>Last Quarterly Update Provided: 12/18/2009</p>	
<p>IV & V Assessments Initiated: None</p>		<p>Peer Review Committees Assigned: None</p>	

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

<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: DHR has experienced a business benefit since the SAIL to CARES interface was implemented in March 2009, in terms of staff time and number of applications able to be processed. Applications that are submitted via SAIL are now automatically interfaced to the CARES system, so workers no longer have to manually enter all the data from the SAIL application into the CARES system. This saves staff time by reducing data entry, improves accuracy of data and increases the number of applications a single worker can process. Case-workers collectively across the State are estimated to save about 6,000 hours worth of effort a year that they can devote to case practice management and other activities to serve Maryland's most vulnerable children and families. Cost for printing and distributing applications is also avoided.</p>	
<p>Sanction history, reactivation functionality, and food stamp/SSI combined application are both in development and on schedule.</p>	
<p>Known / Anticipated Schedule Changes: The targeted plan for completion is now the end of FY10.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: There are currently no major risks. To meet the end of FY10 completion deadline, the Enterprise Project Management Office (EPMO) and the third-party Quality Assurance/Quality Control team will closely observe the enhancement initiatives and monitor project progress. Any risks, issues or action items that arise which could potentially adversely impact the overall completion date will be escalated to the Office of Technology for Human Services (OTHS) leadership to assure they are promptly addressed.</p>	
<p>Portfolio Review Meeting Held: 07/10/2009</p>	<p>Last Quarterly Update Provided: 12/18/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

Project Description: One of DHR's priorities is Place Matters, an initiative that the agency has undertaken in child welfare to revamp its case practices to help place children in the best possible setting to achieve positive outcomes. The SSA within DHR, along with its Tiger Team, have identified 10 changes and enhancements to the MD CHESSIE program that are needed to help support the changes being instituted as part of Place Matters. This set of enhancements address both federal and DHR requirements: 1) Performance Optimization: OTHS has identified and is working on short/intermediate/long-term changes to address application response time. 2) Program Assignment Phase II will provide tighter editing that will result in more consistent and correct program assignments and board rates. 3) Ensure accurate AFCARS data submission and reports. 4) County-Specific Room/Board Rates: The system must support differential payments for foster care room/board. 5) Private Adoption Subsidies: Since adoption is now done privately and only later does the adoptive family apply for subsidy, this modification would allow skipping over "Case 1, Foster Care" and "Case 2, Adoption Planning." 6) Integrate Structured Decision Making (SDM): an instrument that the workers complete for various levels of service, eliminating variances in first-reports. 7) Improve Title IV-E Processing: Currently, there are open incidents in CHESSMate on IV-E Eligibility that require addressing. 8) Enhance Reporting: Staff have identified 20 reports that require modification. 9) Over/Under Processing for Subsidy: Allow those receiving adoption/guardianship subsidies to have benefit adjustments made more timely. 10) Implement 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.

Project Status: After a one-year contract extension was approved in May 2009, for DHR application maintenance and enhancements, the contractor began work on the following CHESSIE enhancements: AFCARS, county specific room and board rates, Private Adoption Subsidies, Integrated Structured Decision Making (SDM), Title IV-E processing, enhanced reports, over and under processing, CANS, and Performance Optimization.

All of the enhancements are on schedule. AFCARS, County Specific Room and Board Rates, and Title IV-E processing are in development. Private Adoption Subsidies and enhanced reports are in Integration and Testing. Structured Decision Making and Over/Under processing are currently in the Design Phase. Performance Optimization is on going. The optimization of transactions completed through Performance Optimization coupled with moving CHESSIE to a new hosting environment, which includes new equipment and an upgraded database, has resulted in a significant improvement in response time for the system overall.

Known / Anticipated Schedule Changes: An updated schedule was developed to reflect the contract modification delay. Where appropriate, work will be performed in parallel with completion targeted for the end of FY10.

The next portfolio review for this project is scheduled for May of 2010.

Known / Anticipated Cost Changes: Funding was reduced by \$100K in FY10 due to cost containment. The \$100K reduction will most significantly effect the performance optimization enhancement and DHR is in the process of determining what, if any, additional functionality will have to be eliminated from the originally planned scope.

Known / Anticipated Scope Changes: When the scope of the County Specific Room and Board Rates was initially developed, the fiscal interface for payments out of CHESSIE had not yet been implemented. The resulting implementation of that interface included the functionality to pay foster care payments on a per diem basis, which reduced the complexity of the implementation of the County Specific Room and Board Rates. As a result, hours were made available to initiate a federal requirement to incorporate data collection and reporting to the National Youth in Transition Database (NYTD), which must be implemented by 10/1/10. This effort will not incur additional project cost and will be completed in a separate initiative outside this project. The scope of the Performance Optimization enhancement will also be reduced to accommodate cost containment.

Risk Assessment: The \$100,000 fiscal year reduction will affect the planned overall objectives for the project mostly due to the reduction in the amount of on going performance optimization that can be accomplished. The scope of the performance optimization enhancement will be assessed and reduced accordingly to accommodate cost containment.

Portfolio Review Meeting Held:	04/21/2009	Last Quarterly Update Provided:	12/18/2009
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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

<p>Project Description: DJS seeks to create an automated assessment, treatment, and tracking system that targets criminogenic needs. Criminogenic needs are changeable offender characteristics or traits that contribute to inappropriate behavior, negative attitudes and recidivism. When these needs are addressed in treatment, they affect changes in the offender's chances of recidivism. Assessment in juvenile settings involves predicting the likelihood that offenders will commit similar crimes in the future. Identifying offenders' criminogenic needs and placing them in appropriate intervention programs can reduce recidivism. As a result of an investigation conducted by the Department of Justice under the Civil Rights of Institutionalized Persons Act (CRIPA), DJS is required to immediately implement corrective actions targeting specific deficiencies in mental health assessments, mental health treatment and case management, communications and record keeping, and inadequate confidentiality safeguards. The enhancements to create a complete assessment and treatment tracking system should be put into place as soon as possible to better serve youth under DJS care and supervision. This project will be segmented into three phases. Phase I involves the implementation of a juvenile intake tool; Phase II will develop an assessment tool to determine the recommended court disposition for adjudicated youth; and Phase III involves developing a comprehensive treatment service plan (TSP) to reside in DJS's SMART system allowing service providers (group homes, foster care, etc.) to have access to key information available in DJS's Automated Statewide Support and Information System Tools (ASSIST).</p>	
<p>Project Status: Research for Phase I has been completed, and programming changes were developed for the new decision-making cut points. Phase II, incorporated changes, resulting from user system testing in a pilot program. These changes included changes to the overall structure, graphs, and output reports. Additionally, training was completed for the entire module. Structures were developed for Phase III leveraging existing programming. Documentation for Phase III has been updated to include changes for the Title IV-E mandates. The overall version of the treatment service plan incorporating Title IV-E was designed, and is currently under review to identify core functionality that can be completed using the remaining project funds.</p>	
<p>Known / Anticipated Schedule Changes: The project schedule was extended to incorporate the necessary business and functionality reviews to ensure success by implementing only essential elements from each phase. This has included re-writing Phase III functional requirements documentation. This project is still anticipated to be completed in FY10 using the remaining appropriated funds from FY09.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: The current risk is achieving a functional deliverable for Phase III using only the remainder of FY09 appropriated funds. Many reviews of functional requirements as well as expense forecast meetings with contractors are being conducted to ensure that all phases will be completed with the essential elements for a successful tool, while not exceeding the current budget.</p>	
Portfolio Review Meeting Held: 04/27/2009	Last Quarterly Update Provided: 09/15/2009
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 3rd renewal of the PM contract expired November 30, 2009. With the MIDAS II project nearing completion, the agency decided not to renew the PM contract and close out the project with existing DLLR staff. The system and integration testing and UAT is complete with all issues resolved. Operational Readiness Testing (ORT) has begun. It is estimated that after resolution of issues arising during ORT, go-live will be completed early Q3 FY10.</p>	
<p>Known / Anticipated Schedule Changes: System issues were identified and resolved during UAT. This delayed ORT and project completion until Jan. 2010, to allow ample time for resolution and retesting of all identified issues.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: The identification of UAT issues, resolutions and retesting, delayed the start of ORT and thereby extended the project completion date. Without the project's full-time PM, DLLR staff is committed to providing the required resources to monitor and manage the remaining project activities to a successful completion. This will help to ensure there are no more schedule delays and the early Q3 FY10 scheduled completion date is met.</p>	
<p>Portfolio Review Meeting Held: 01/14/2009</p>	<p>Last Quarterly Update Provided: 10/02/2009</p>
<p>IV & V Assessments Initiated: 04/11/2006</p>	<p>Peer Review Committees Assigned: None</p>

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

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

Project Status: This project is in the Initiation phase, with the current focus on developing the concept proposal, planning documents and solicitation for system implementation. The existing system (COIN) is built on 12-15 year old technology and is experiencing a decrease in reliability and an increase in the resources necessary to maintain it. DNR will first address the need to be able to perform real-time license/reservation payment and analysis and maintain self-service points of sale for DNR products. Although internal Planning phase activities are under way, no appropriation was approved for FY10. DNR has identified special funds in FY11 to allow Planning to complete and Implementation to commence.

Known / Anticipated Schedule Changes: None.

Known / Anticipated Cost Changes: DNR is requesting approval for a FY11 Special Fund appropriation of \$750k with an additional \$550k to be requested to complete the project in FY12.

Known / Anticipated Scope Changes: None.

Risk Assessment: DNR has assessed the project's risk profile as low. DoIT will review this assessment once updated planning documents are available for review. DNR is currently planning to parse the project into smaller manageable phases rather than taking on the whole scope at one time. An acquisition strategy is currently being formulated for the implementation services and hardware/software needed to replace the COIN system.

Portfolio Review Meeting Held: None

Last Quarterly Update Provided: None

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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.

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

Project Status: With the completion of the Planning phase and start of development of the Mi-Case Booking module in July 2009, the project team has now completed all SDLC Design and Development phase deliverables, implemented the production architecture, developed data conversion utilities, completed training plans and materials development and have successfully executed disaster recovery protocols. Currently, user acceptance testing is nearing signoff and a detailed implementation procedure, detailing all tasks, team responsibilities and timeline for the implementation, is now being reviewed. While the project has experienced a schedule slip of over four weeks, due primarily to challenges completing DPSCS team assignments, a final decision on the date and initiation of the plan for the Booking module implementation, is expected in the next two weeks.

Known / Anticipated Schedule Changes: Implementation of the Mi-Case application's Booking module was originally expected in the beginning of January 2010, but has slipped by over four weeks. The delays were primarily the result of out-of-date legacy system interface documentation (defining status messages passed between legacy applications) and slower than expected progress on test case development. DPSCS has taken appropriate steps to address the current phase schedule impact (adding additional test team resources and a Deputy PM) and to effect baseline schedule recovery (adding a business analysts to begin Pre-Trial module work) for the remaining three modules expected in six month intervals. Pending final acceptance testing and executive signoffs, the Booking module implementation is now expected in mid-Feb. 2010.

Known / Anticipated Cost Changes: None.

Known / Anticipated Scope Changes: While not a scope change, the interface with the Federal Criminal History database and supporting documentation, has been deferred until after the Booking module implementation. A work-around process has been made available until the interface is in place.

Risk Assessment: To assure schedule progress and continuity, DoIT recommended that DPSCS establish a Deputy PM. As the PM subsequently took a temporary leave of absence, the Deputy PM was able to maintain project progress during the PM's absence. Additionally, several individuals were added to the testing team and a business analyst was also added to begin advance work on the Pre-Trial module to close the gap on the baseline schedule slip. While the implementation of the initial Booking module involves numerous steps and careful coordination of tasks, the risk of operational impact has been minimized by detailed implementation planning, task walk-thru exercises and including a contingency back-out process, by all involved participants.

Portfolio Review Meeting Held: 02/26/2009	Last Quarterly Update Provided: 05/01/2009
IV & V Assessments Initiated: 03/26/2009	Peer Review Committees Assigned: None

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

Project Description: MPAS is a multi-phase project to modernize the technologies that support the agency's pension administration business processes. MPAS-1 is to create a new system to mirror the functionality of the Legacy Pension System (LPS) using a new agile technology architecture that can easily be adapted to changes in business requirements. LPS was developed incrementally over several decades and there exists very little documentation about the system functionality or the coding associated with that functionality, requiring very challenging reverse engineering efforts. MPAS-1 is structured into 10 distinct milestones.

Project Status: The comprehensive task schedule has proven to be instrumental in tracking and managing the project's progress and schedule, with 37 of the 50 deliverables being accepted. Milestones 8 (Calendar Year End Functions) and 10 (Other Functions) were completed on schedule in Sept. 2009. Milestone 9 (Fiscal Year End Functions), scheduled to complete in Oct. 2009 was delayed due to the larger than anticipated number of changes to the legacy system. One minor report defect remains for final approval of Milestone 9, which will be resolved, tested and approved as of Jan 13 2010. All regression testing is expected to be complete in Jan. 2010. The majority of change requests (see K/A Scope Changes below) have been completed and tested ahead of schedule, before the start of parallel testing. Parallel testing tasks began on schedule on December 17, 2009, including Legacy Pension System (LPS) data capture and file conversion, to the different MPAS database content and format, and remain scheduled to complete by June 2010. The MPAS-1 project is on track to be completed on schedule, with a go live date in early Q1 FY11. A solicitation was released in early Dec. 2009 to procure post implementation O&M support. Vendor proposals are due by Feb. 8, 2010.

Known / Anticipated Schedule Changes: None.

Known / Anticipated Cost Changes: None.

Known / Anticipated Scope Changes: All LPS changes occurring during the course of the project have been reviewed, documented and incorporated into MPAS.

Risk Assessment: The data conversion reconciliation process will require an enormous amount of business staff resource time, which runs the risk of having limited business resources to support other ongoing project activities. To mitigate this risk, SRA is seeking to temporarily realign staff resources and acquire funding to support non-conversion-related project activities that may arise.

Portfolio Review Meeting Held: 06/03/2009	Last Quarterly Update Provided: 10/26/2009
IV & V Assessments Initiated: 02/02/2009	Peer Review Committees Assigned: None

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

<p>Project Description: This project is the second step of a multi-phase program to modernize the technologies that support SRA pension administration business processes. The first step was to develop a core MPAS to replace the 35-year-old mainframe-based LPS. MPAS Step Two (MPAS-2) will scrub existing data and re-engineer payroll reporting. MPAS-2 will be completed in two major stages, the first of which involves accurately defining the scope of the data cleaning needed to be done. The second stage will be to actually perform the data scrubbing and re-engineering of payroll reporting.</p>	
<p>Project Status: The MPAS-2 Project Planning Phase, to begin preliminary internal scoping and definition of the work that needs to be done, is still in progress. Activities to improve data integrity will not begin until MPAS-1 is fully implemented. The expected solicitation release date for the MPAS-2 implementation may be extended into late FY11, due to project resource issues, spending limitations and the pending completion of MPAS-1. (See K/A Schedule Changes).</p>	
<p>Known / Anticipated Schedule Changes: As directed by the Legislature, the start of MPAS-2 is contingent upon the completion of MPAS-1, although preliminary scoping of MPAS-2 is currently under way. The eventual completion of MPAS-1 will dictate a baselining of the preliminary schedule for MPAS-2. MPAS-2 activities will begin with project Initiation and Planning and the development of a solicitation, which is planned for issue Q3 FY10. However, the project cannot officially proceed until MPAS-1 is complete.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: MPAS-2 FY10 funding will be reverted, given the MPAS-1 scheduled completion date. SRA will use its FY11 appropriation for any MPAS-2 contracts begun in FY11.</p>	
<p>Portfolio Review Meeting Held: 06/03/2009</p>	<p>Last Quarterly Update Provided: 04/03/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: The MD Emergency Number Systems Board (ENSB) and MSP have recognized that the potential exists for faster emergency response times and improved emergency service to the citizens of the State of Maryland. This can be accomplished partly through the routing and delivery of E9-1-1 calls throughout the State. To that end, the ENSB is providing funds through Dorchester County MD, for MSP to implement a new state-of-the-art E9-1-1 delivery network. As part of this initiative, the ENSB is investigating the possible implementation of an advanced IP-enabled network for delivery of emergency E9-1-1 traffic to the MSP barracks'. The MSP barrack locations function as secondary public safety answering points (PSAPs) in the State.</p>			
<p>Project Status: The ENSB provided funds by which MSP has secured a PM services contract. The contractor used an RFI to complete project requirements development, then delivered a System Boundary document and Risk Management Plan and has now completed the development phase RFP. The RFP has been provided to DoIT for review.</p>			
<p>Known / Anticipated Schedule Changes: A baseline schedule will be updated shortly after the development contract award, anticipated in late Q3 or early Q4 FY10.</p>			
<p>Known / Anticipated Cost Changes: While MSP is fully responsible for the execution of this project, Dorchester County will pay for the services through its grant. Project TPC is estimated at \$7.5M; however, a baseline project cost and spending schedule will be updated once a development contract is awarded.</p>			
<p>Known / Anticipated Scope Changes: Project scope has been sufficiently defined within the System Boundary Document and Requirements specification.</p>			
<p>Risk Assessment: 1) By securing a contractor for PM services and other various staff resources it will bring to bear, MSP has the appropriate team in place to manage the development phase of the project, thereby reducing the project's initial risk profile. 2) While project cost estimates are based on comparable implementations at other states, if all Offeror proposals significantly exceed estimated funding needs, it is possible the project may not go forward.</p>			
Portfolio Review Meeting Held:	None	Last Quarterly Update Provided:	None
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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

<p>Project Description: The MSP is leading an effort through the Maryland Statewide Communications Interoperability Program to create a centralized, law enforcement based CAD/RMS system. The system will be used initially by the law enforcement entities within MSP, DNR Natural Resources Police, MdTA, DGS, MTA and MIEMSS. The system will be scalable such that additional stakeholder agencies may be added subsequent to the initial system implementation. The system will include automated field reporting and geographic information systems and vehicle tracking as a core functionality. Vehicle tracking will accommodate land, sea and airborne assets used by the State for law enforcement.</p>			
<p>Project Status: Preliminary planning by all stakeholder agencies has given rise to a thorough set of requirements, which are being included in a solicitation to be issued in January for implementation services. A core system will be developed that includes the basic CAD/RMS needs of all stakeholders. Subsequent task orders will be released for agencies to configure the core system to include each agency's specific needs. Contract notice to proceed is currently estimated for Q1 FY11.</p>			
<p>A solicitation by MSP is in progress for a PM to manage the Statewide project and the MSP-specific effort. MSP expects the PM to be on board before Q4 of FY10.</p>			
<p>Known / Anticipated Schedule Changes: Preliminary project scheduling will be carried out as part of the initial efforts of the PM. A baseline schedule will be developed in collaboration with the contractor hired for implementation.</p>			
<p>Known / Anticipated Cost Changes: Cost estimates are speculative and based on industry analysis performed by the stakeholder team. Contract award will provide a baseline project budget.</p>			
<p>Known / Anticipated Scope Changes: Overall preliminary project scope is being defined by the Interoperability Office and MSP. A precise scope definition will be defined upon the arrival of the statewide CAD/RMS PM.</p>			
<p>Risk Assessment: DNR federal grant funding expires Sept. 2010. DNR and DoIT are currently looking at either the possibility of further extensions or what could be purchased before award of the contract, so that grant funds are not forfeited.</p>			
<p>Overall funding remains a risk to the project as currently there is a dependence on general funds to pay for a substantial amount of the project. MSP and other stakeholders are seeking sources of grant funding to reduce the burden to the General fund.</p>			
Portfolio Review Meeting Held:	None	Last Quarterly Update Provided:	None
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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

<p>Project Description: Executive Order 01.01.2008.07 created The Maryland Statewide Communications Interoperability Program (MSCIP), overseen by MSP. A primary charge of the MSCIP was to manage the project to replace several outdated agency radio systems with a new, Statewide Public Safety Communications System, (700 MHz), which provides state-of-the-art voice and data interoperability to first responders and public service agencies. The existing communication systems have several deficiencies, including the lack of interoperability between existing disparate systems, incomplete coverage in certain geographic areas, and inadequate transmission capacity. New infrastructure will be designed and built to meet current and future communications system requirements of State and participating local government agencies. The new system will provide data transmission and communication capability between State agencies and local jurisdictions.</p>			
<p>Project Status: The functional requirements, a candidate design, implementation and acceptance test plans were all developed for the system through the DBM Wireless Interoperability MITDP, which ended in FY09. This information was used to create the Statement of Work for a solicitation to acquire a vendor who will design and build the statewide radio system. The RFP was released in July 2008, and responses were received in Nov. 2008. The evaluation has been extended several times due to the highly technical and complicated nature of both the solicitation and responses, as well as iterations of questions, answers and amendments to the solicitation. Contract award is expected in late FY10, at which time capital funding will be sought to begin the project.</p>			
<p>A FY11 request for capital funding has been submitted, along with a request for additional State staff resources to manage the project and the system, post implementation.</p>			
<p>Known / Anticipated Schedule Changes: The full implementation schedule is tentative until an award is made. Schedules can be flexible according to the availability of capital funds. Multiple iterations of staged implementations will be proposed to accommodate various funding levels.</p>			
<p>Known / Anticipated Cost Changes: The TPC for this project is speculative until financial proposals are evaluated and contract award is made.</p>			
<p>Known / Anticipated Scope Changes: None.</p>			
<p>Risk Assessment: Availability of funds remains among the top risks for this project. Due to the high estimated cost for the system and the State's current financial condition, funding availability at the time of contract kick-off will directly impact the implementation planning and timeline for system deployment.</p>			
<p>Adequate State staff resources to manage the project, present a risk to a successful implementation. Likewise, resources to manage the system after deployment, are a risk being considered by the MSCIP. Additional State staff resources have been requested in the FY11 budget to mitigate this risk.</p>			
Portfolio Review Meeting Held:	None	Last Quarterly Update Provided:	None
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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

<p>Project Description: The MdTA CAD/RMS project, while dependent on the statewide CAD/RMS project to provide the core infrastructure and services, will address integration with the statewide system and unique agency business needs for the dispatch of agency police resources to their respective response areas and providing data management and analysis related to police field operations. Field data analysis will assist with future resource planning and help make emergency response as fast as possible. The major goal of this project will be to gain efficiency in emergency response by automating a currently paper-based business process with the outcome of heightened safety for Maryland's citizens and those travelling through. This project was approved mid-year in FY09 by consent of the Joint Chairmen. MdTA, DoIT, 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.</p>	
<p>Project Status: As the statewide contract, architecture design and implementation must precede individual agency integration projects, MdTA continues to provide aid to the statewide effort, until it is appropriate to pick back up on planning for integration with the State's system.</p>	
<p>Known / Anticipated Schedule Changes: With the statewide approach leading MdTA's effort, until the State's project has a committed schedule for implementation, MdTA will not be able to estimate its agency implementation date.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: There remains 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 unknown 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.</p>	
<p>Portfolio Review Meeting Held: 04/22/2009</p>	<p>Last Quarterly Update Provided: None</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: This project will replace all applications and equipment in the CDC with new life safety dispatching applications; including a fully integrated state-of-the-art, secondary Public Safety Answering Point (PSAP) compliant communications platform; and will incorporate National Emergency Number Association (NENA) 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 led by MSP.</p>	
<p>Project Status: MDOT/MAA continues to work with DoIT to determine the most advantageous procurement approach that best meets the first responder and emergency life safety needs of BWI Airport. The project team has completed their final internal design elements, which has been approved and will be incorporated into the RFP. MAA will send DoIT their RFP prior to release for review and approval. MAA anticipates releasing their RFP in Q3 FY10. The time allotted for reviewing proposals after the bid cut off is a period of three to four months. Once a contractor is selected and a contract is signed, the contractor will use the MAA internal design document to complete the Design phase. In addition to completing the system design, the selected contractor will also be responsible for installation, integration and testing, operational cutover, warranty and post-warranty O&M support.</p>	
<p>Known / Anticipated Schedule Changes: A preliminary project schedule is being updated by the MAA project manager. After contract award, the contractor will develop and integrate their schedule with MAA's schedule to create a consolidated master schedule.</p>	
<p>Known / Anticipated Cost Changes: Project costs are being revisited to incorporate additional design elements being added for a mobile data terminal application.</p>	
<p>Known / Anticipated Scope Changes: There are interdependencies between this project and the CAD/RMS project being led by MSP and MAA's IASS project that could potentially require scope modifications for interfacing with other systems.</p>	
<p>Risk Assessment: This project has three medium ranked risks; interdependency, funding and implementation. The IASS and CAD/RMS are two projects that affect this project schedule, scope and cost by an increase or decrease. The project team will watch the activities and progress of the external projects to assess what effects a change to those projects will have and respond accordingly. The funding for this project is dependant upon the availability of Passenger Facility Charges (PFCs).</p>	
Portfolio Review Meeting Held: 06/25/2009	Last Quarterly Update Provided: 12/22/2009
IV & V Assessments Initiated: None	Peer Review Committees Assigned: None

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

<p>Project Description: At the end of FY09, MAA management decided to combine: CASS (#7402), MAA CCTV (#7403) and TSA CCTV (#7404), into the Integrated Airport Security System (IASS); the IASS project is now reported under project #7403. The IASS concept is predicated upon the different airport security components (CCTV & CASS) being integrated, managed and operated as one system meeting the overall security needs of an airport. The project will design, procure, install and ultimately be turned over to the MAA Office of Airport Security to operate a new CCTV system (including CCTV cameras at TSA-specified locations throughout the BWI Terminal) and a new CASS application. The IASS shall be a state-of-technology system with scalable security monitoring features and functionality.</p>			
<p>Project Status: The TSA CCTV Design is complete and was approved in Sept. 2009. The IASS preliminary design has been reviewed and was approved in December 2009. A detailed project implementation performance schedule was developed with the selected vendor responsible for the electrical, mechanical and architectural design. The preliminary electrical and architectural design was submitted to MAA for review in Nov. 2009 and was approved in Dec. 2009.</p>			
<p>Known / Anticipated Schedule Changes: An accelerated schedule was created for the project considering the current scope. The critical design review is planned to be complete in Q3 FY10; the IASS implementation implementer contract NTP is planned for Q2 FY11; substantial completion of the TSA CCTV is planned for Q1 FY12; and substantial completion of the BWI CCTV & CASS is targeted for Q1 FY13.</p>			
<p>Known / Anticipated Cost Changes: To develop the Total Project Cost (TPC) for this project, the CCTV amount of \$14.2M was added to the CASS amount of \$10.4M, plus the TSA CCTV amount of \$5.4M, resulting in a TPC of \$30M.</p>			
<p>Known / Anticipated Scope Changes: The scope of the restructured IASS project combined the objectives of the TSA CCTV, CASS and BWI CCTV projects (See Project Description). At this time, specific changes to the overall project scope are not planned.</p>			
<p>Risk Assessment: There is a risk of sacrificing quality to meet accelerated schedule requirements. To eliminate the risks from becoming an issue, the evaluation team selected an experienced and trusted contractor to review and complete the BWI CCTV & CASS system design; the resources have been selected and assigned tasks. Additionally, MAA will ensure all stakeholders are actively involved by facilitating their review and comment on project deliverables to ensure they are kept abreast of the status and progress of the project and that deliverable quality remains high.</p>			
Portfolio Review Meeting Held:	06/25/2009	Last Quarterly Update Provided:	12/22/2009
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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, provide new ticket kiosks, and proxy cards for employee parking lots. The goal of the selected PARCS solution is to provide maximum operational reliability while maintaining the flexibility to incorporate future revenue control and collection technologies. The system design and specifications are intended to support BWI's objective to provide the highest level of service to parking patrons while maintaining secure and auditable revenue data.</p>	
<p>Project Status: The project is still being delayed due to budgetary constraints in MDOT. The project is on hold due to \$5M in reimbursable funds no longer being available. A decision regarding the future of this project will be made by the new MAA Executive Director and executive team prior to the end of FY10.</p>	
<p>Known / Anticipated Schedule Changes: This project is on hold.</p>	
<p>Known / Anticipated Cost Changes: If funding from an alternate source is found, the TPC for this project will be re-assessed.</p>	
<p>Known / Anticipated Scope Changes: The scope of this project may change dependant upon the resolution of funding. If partial funds are provided, the scope of this project may be reduced to compensate for the reduction of funding. An alternative being considered is to break the project into multiple incremental phases and projects, with each being kicked off as funds are identified.</p>	
<p>Risk Assessment: There is a risk of this project being on hold indefinitely or cancelled if alternative funding is not obtained. A decision regarding potential changes in the schedule, scope, cost or alternative funding source for this project will be made by the new MAA Executive Director and executive team.</p>	
<p>Portfolio Review Meeting Held: 06/25/2009</p>	<p>Last Quarterly Update Provided: 12/22/2009</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)

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.

Project Status: The ARS project is nearing completion with the implementation of it's core system in July 2009. The core system contains the processing of cases for check returns, credit cards, and miscellaneous revenue. The transmission of files to and from DBM's CCU, over a secured file transfer protocol (FTP) connection, was also implemented.

The ARS system is successfully handling day-to-day operations, including reporting and printing of invoices.

Full system implementation and acceptance is scheduled for late Q2 FY10, due to final testing that must take place for two remaining system components; the Direct Access Record System (DARS) and Insurance Compliance Division (ICD).

Known / Anticipated Schedule Changes: Implementation, testing and acceptance of two system components (DARS & ICD), have extended the project completion date to late Q2 FY10.

Known / Anticipated Cost Changes: None.

Known / Anticipated Scope Changes: None.

Risk Assessment: Testing of two system components could extend final implementation and acceptance into Q3 FY10 if significant issues are identified during testing.

Portfolio Review Meeting Held: 05/27/2009

Last Quarterly Update Provided: 01/05/2010

IV & V Assessments Initiated: None

Peer Review Committees Assigned: None

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

<p>Project Description: The CSS will be a web-based application accessible to both MVA employees and its customers. MVA employees will be able to schedule a variety of events and services provided to its customers. Authorized MVA employees will be able to define activities in the system and track pertinent progress information about the scheduled activity. MVA customers will also be able to make appointments via the Internet or through interactive voice response phone access.</p>	
<p>Project Status: The motorcycle safety (MCS) intranet and hazmat modules have been delivered and two remaining modules are to be implemented. The project experienced a few performance and data integrity issues, which have been resolved over the last two months of Q2 FY10.</p>	
<p>Prior to devoting time to the MCS internet module, MVA had to commit time and effort to code the nine month waiting period requirement for learner's permits. MCS is currently in UAT and is scheduled for completion Q3 FY10. The driver skill testing (DST) module is scheduled for completion early Q4 FY10.</p>	
<p>Known / Anticipated Schedule Changes: Project team resource constraints caused MVA to work on only one module at a time, thus requiring the schedule to be adjusted slightly. Project completion is now scheduled for early Q4 FY10.</p>	
<p>Known / Anticipated Cost Changes: None.</p>	
<p>Known / Anticipated Scope Changes: None.</p>	
<p>Risk Assessment: Completion of the two remaining modules is scheduled to occur during seasonal MVA activities and there is a risk that the scheduled completion dates may not be met. To mitigate this risk, MVA has scheduled completion of the MCS module prior to it's February classes and the completion of the DST module prior to the peak driver skills testing months. Resource constraints have also become an issue, for which MVA is mitigating the impact by working on modules one at a time, instead of concurrently.</p>	
<p>Portfolio Review Meeting Held: 05/27/2009</p>	<p>Last Quarterly Update Provided: 01/05/2010</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: CTM2 is a traffic management system that tracks, routes, processes and prioritizes customer flow and employee workloads. The new system will allow managers to balance the load of both the customer flow and employee workload as a means of optimizing service. CTM2 will also enable customers in selected locations to have access to MVA services via kiosks and provide access via the Internet to verify wait times, prior to visiting branch offices.</p>	
<p>Project Status: The kiosks roll-out, which began in Jan. 2009 was completed in Mar. 2009, with all full service branch offices operating with the new CTM system. A solution was found to address the software protocol and kiosk security issues, enabling the installation of the part-time satellite offices. The satellite office installations were completed in Q2 FY10. All MVA offices are currently fully operational with the new CTM system.</p>	
<p>The sign-off of the installation completion report will signify the complete close-out of the CTM2 project. The report is expected to be signed-off by no later than Q3 FY10.</p>	
<p>Known / Anticipated Schedule Changes: None</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: None</p>	
<p>Portfolio Review Meeting Held: 05/27/2009</p>	<p>Last Quarterly Update Provided: 01/05/2010</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: This project involves design, development and implementation of a new generation of kiosks as well as a web interface, replacing the current eMVA Store, which currently offers 14 different types of transactions. Alternative service delivery options will be offered, enabling customers to obtain duplicate registration cards and renew registrations and stickers directly from the kiosk. All other products will be fulfilled by the MVA attendant from a print area that is secured from public access. The new kiosks will also accept payment by cash, credit or check. Updated capacity and functionality will allow the MVA to meet future transaction demands and improve customer satisfaction through reduced service wait time, a core goal of the agency.</p>	
<p>Project Status: In preparation for the beta kiosk phase, MVA is reviewing and revising screens and statements for proper grammar and terms. The current schedule has beta testing to commence in six MVA branch offices on January 19, 2010. The six offices are Glen Burnie, Parkville, Columbia, Waldorf, Beltsville and White Oak. Current testing has discovered issues with integration to the VPOLL application. VPOLL is the mainframe application that polls the servers to bring the daily transactions to the mainframe and TARIS batch loading. These issues have been documented and forwarded to the developers for resolution and re-testing. Production servers have been built and are being set up. Training for branch managers and staff is planned for the first and second week of January. Once the kiosk has been successfully beta tested for ten days, MVA will place the final orders for the remaining production kiosks. Implementation is scheduled to complete April 15, 2010.</p> <p>The project team will review the web screens and functionality during the first week in Jan. 2010. The functionality is largely built on the kiosk workflows, and MVA is expecting web testing to move rapidly. VPOLL integration issues have extended completion of the kiosk implementation into Q4 FY10.</p>	
<p>Known / Anticipated Schedule Changes: Issues with VPOLL integration and the contractor's inability to deliver an application that performs the same or better workflows than the current kiosk have extended the completion of the kiosk implementation into early Q4 FY10.</p>	
<p>Known / Anticipated Cost Changes: The cost to install additional printers at the kiosk locations to print registrations is \$1,048.11 per unit, plus a one-time charge of \$12,502 and will increase the project's EAC. Based on the additional cost, MVA will assess which locations will have the additional printers installed and, therefore, the additional cost.</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The risk of losing sticker identification information during application has been reduced. 3M has changed the model and firmware of the printer and testing to date has not identified any issues.</p>	
<p>Portfolio Review Meeting Held: 05/27/2009</p>	<p>Last Quarterly Update Provided: 01/05/2010</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 Maryland Emergency Management Agency'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, improves the granularity of public/private data sharing, implements TCP/IP connections for DMSs and traffic sensor stations, and standardized DMS font updates.

Project Status: In August 09, in order to better meet operational goals, as well as more comprehensive systems engineering, the change advisory board directed that all future modifications currently planned through 2015 for CHART to be built in smaller, more flexible, easily estimated and more quickly deployed releases. The currently planned releases are:

R3B3: Kickoff occurred in July 2008: The Change Advisory Board approved a change order on 8/5/09 for \$332,724.65 due to revised estimates to complete integration and system testing phases. The release was approved, installed, was operational in December 2009 and is now in its warranty period.
R3B4: Rescoped as Release 4. Release is now a much smaller sustaining engineering build and is under \$1M.
R4B1: Rescoped as Release 5. NTP 10/12/2009 with estimated completion of 11/30/2010.
 Release 5 includes the following items from the original R3B4 work order request: Device Maintenance Graphical User Interface, CHART Data Exporter, Map Integration Part 1, Improved Map Granularity and Camera and Video Upgrades.

Known / Anticipated Schedule Changes: The development build's progress remains within the contract's period of performance (June 2011). SHA has started the process to exercise the the first option year (of five) available under terms of the contract.

Known / Anticipated Cost Changes: The total contract award supporting CHART II development was for \$22.3M, but only \$8.9M is now planned to support development builds. The remaining contract amount provides for minor sustaining engineering updates and ongoing O&M of the CHART program, which began with contract initiation and also provides for regular business user training and administration of the CHART systems.

The Change Advisory Board approved a change order on 8/5/09 for \$332,724.65 due to revised estimates to complete integration and system testing phases.

Known / Anticipated Scope Changes: **R3B3:** The Change Advisory Board approved a change order on 8/5/09 due to revised work estimates to complete integration and system testing phases.
R3B4: Rescoped as Release 4. Release is now a much smaller sustaining engineering build and is under \$1M.
R4B1: Rescoped as Release 5. NTP 10/12/2009 with estimated completion of 11/30/2010

Risk Assessment: 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 inherent in a big bang development effort.

Portfolio Review Meeting Held: 06/22/2009	Last Quarterly Update Provided: 06/22/2009
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 and then design, develop and implement software tools to support better management of SHA's transportation infrastructure assets. Envisioned tools will improve asset inventory practices, integrate condition assessment data in asset databases, and aid in decision-making for project/program development. It is envisioned that this project will be managed as a series of two sub-projects. The first sub-project will be the design, development, and implementation of a highway asset data warehouse. The second sub-project will be the development and implementation of decision support tools to assist SHA managers in making better and timelier decisions with regard to the management of highway assets.</p>	
<p>Project Status: The SHA team is completing a gap analysis and the project's Requirements phase based on the FY09 year-end scope reduction due to CTP funding constraints. Completion of this phase will result in a plan to use existing departmental software products for SHA's asset inventory to complete the project.</p>	
<p>Known / Anticipated Schedule Changes: After extensive scope reduction in FY09, a new project schedule has been developed to allow for careful evaluation of alternative project approaches. The current milestone dates are: Design Phase Start 1/10, Finish 5/10 Development Phase Start 6/10, Finish 12/10 Integration & Test Start 1/11, Finish 4/11 Implementation Start 4/11, Finish 9/11.</p>	
<p>Known / Anticipated Cost Changes: While a requirements gap analysis based on the project's reduced scope, is now nearing completion, SHA expects the project's EAC to remain at \$1.3M with only an additional \$400k needed to complete FY10 work.</p>	
<p>Known / Anticipated Scope Changes: Scope has remained unchanged since the FY09 year end report.</p>	
<p>Risk Assessment: The project's risk profile has not changed since the Q4 FY09 scope reduction.</p>	
<p>Portfolio Review Meeting Held: 06/22/2009</p>	<p>Last Quarterly Update Provided: 06/22/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

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

<p>Project Description: This project is one of three related MTA projects being managed as the AFC Program (See project #0884; #0828 has transitioned into O&M). The objective is to plan, design, and procure a replacement bus fare collection system. 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 system will provide the agency with the ability to simplify its fare structure and automate patron ridership calculations.</p>			
<p>Project Status: Farebox systems have been installed on all buses at Bush, Northwest, Kirk, and Eastern divisions. The stand alone smart card system (SASS) for Commuter Bus has not been installed, and awaiting availability of smart card features from the WMATA regional system. The delivered design requires that the planned regional system be fully operational. The delivered design refers to the software developed by the WMATA vendor designed to work around the central computer installation at WMATA, which handles smart card transactions for the region. The software cannot be fully tested until the regional system at WMATA is functioning and accepting smart card activity.</p>			
<p>Known / Anticipated Schedule Changes: The current estimated end/completion date for the full deployment of the system is late December of 2010.</p>			
<p>Known / Anticipated Cost Changes: MDOT has been withholding \$350K from the contractor, due to their failure to provide an acceptable solution for smart card use by Baltimore City schools. An acceptable solution for smart card use by Baltimore City schools from the WMATA vendor has not yet been developed. Since this issue has been open since Q4 of FY09, vendor payment is still being withheld.</p>			
<p>Known / Anticipated Scope Changes: None</p>			
<p>Risk Assessment: The MTA team is working closely with WMATA, the contract holder, and their contractor to eliminate risks.</p>			
Portfolio Review Meeting Held:	05/05/2009	Last Quarterly Update Provided:	12/22/2009
IV & V Assessments Initiated:	None	Peer Review Committees Assigned:	None

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 (INFO-PUBLISH) will allow MTA to schedule bus routes and track individual buses according to a planned schedule. 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 (OPS). The system will reduce redundancies in data input and cumbersome data sharing among different systems within MTA. The project 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.</p>	
<p>Project Status: An operational review was conducted and completed for the Timekeeping & Workforce Management tool. Bidding training is complete; this is the process used by the bus operators to choose the bus lines and routes that they will be driving during the next scheduled period (schedules are changed three times a year). Schedule information is input into the Trapeze system so that the system can generate daily schedules and determine what additional operators are required. Dispatch training classes were conducted the first week of Jan. 2010.</p> <p>INFO-WEB has been installed in a test environment to allow the MTA to perform final testing prior to implementation. To provide a fully integrated Internet-based trip planner, MTA acquired a server in Q1 FY10 to support INFO-WEB. Currently, the MTA IT team is working to resolve a database communications fault caused by a software upgrade to the server.</p> <p>A kick-off meeting was held on 11/16/09 for INFO-PUBLISH, in which MTA received a demonstration and a Q&A session from their contractor. The INFO-PUBLISH manual has been revised, incorporating feedback from the kick-off meeting and is currently being reviewed by the MTA.</p>	
<p>Known / Anticipated Schedule Changes: The extent of any schedule delay resulting from the communications fault (See Project Status), is still being evaluated.</p>	
<p>Known / Anticipated Cost Changes: None</p>	
<p>Known / Anticipated Scope Changes: None</p>	
<p>Risk Assessment: The communications fault arising due to a server software upgrade, presents a risk of schedule slip and threatens to prevent MTA IT resources from moving forward with the INFO-PUBLISH implementation in a timely fashion.</p>	
<p>Portfolio Review Meeting Held: 05/05/2009</p>	<p>Last Quarterly Update Provided: 12/22/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>

Transportation - Transit: Transit Pass / Smart Card formerly 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 project #0287 and #0828 which has transitioned into O&M). The MTA is partnering with Washington Metro Area Transportation Authority (WMATA) and nine other transit operators in the Maryland, Washington, DC and Northern Virginia region, including Montgomery Counties' Ride On and Prince George's Counties' The Bus, to provide a seamless smart card fare payment system. Maryland's smart card has been named CharmCard. This project will also include the installation of credit card readers on all Ticket Vending Machines (TVM) in the Metro subway and Light Rail systems. The MTA CharmCard will be fully compatible with WMATA's SmarTrip card, allowing customers to use either card to pay their fare on MTA's core service including buses, Light Rail, and Metro subway.</p>	
<p>Project Status: This project is in the Implementation Phase. New fare collection equipment containing credit card readers on all TVMs on Light Rail and Metro have been installed. To remain Payment Card Industry (PCI) compliant, TVM operating system and security patches were upgraded as credit card readers were installed. MTA received certification on 9/24/09 from Bank of America to use credit cards on the system. The credit card project is complete and fully operational on Metro, and Light Rail will be complete by the end of January 2010. A successful pilot was conducted 10/1/09 - 11/30/09 for the introduction of the CharmCard, which began with a field test by a limited number of MTA Metro customers. MTA is scheduled to do a field test in the spring on buses with the regional software. If successful, full roll out to the general public on all modes will begin in the fall.</p>	
<p>Known / Anticipated Schedule Changes: The current estimated end/completion date for the full deployment of the system is late December of 2010.</p>	
<p>Known / Anticipated Cost Changes: Cost increases are anticipated, based on MTA's decision to implement the CharmCard as part of the regional deployment of smart cards. The actual increase amount is unknown at this time.</p>	
<p>Known / Anticipated Scope Changes: MTA anticipates the possible addition of stand alone validators to the Light Rail system. This addition would allow riders to check their smart card and permit balances and add money, if necessary.</p>	
<p>Risk Assessment: The MTA team continues to face the risk of regional system modifications by WMATA, leading to unanticipated modifications to Maryland's system before it is fully implemented and into O&M. Constant communications with WMATA and its contractor are ongoing to mitigate this risk.</p>	
<p>Portfolio Review Meeting Held: 05/05/2009</p>	<p>Last Quarterly Update Provided: 12/22/2009</p>
<p>IV & V Assessments Initiated: None</p>	<p>Peer Review Committees Assigned: None</p>