

WES MOORE
Governor

ARUNA MILLER
Lt. Governor

MARIE GRANT
Commissioner

JOY Y. HATCHETTE
Deputy Commissioner



200 St. Paul Place, Suite 2700, Baltimore, Maryland 21202
Direct Dial: 410-468-2471 Fax: 410-468-2020
1-800-492-6116 TTY: 1-800-735-2258
www.insurance.maryland.gov

January 9, 2026

Via Email: jcr.docs@mga.maryland.gov

The Honorable Guy Guzzone
Chair, Senate Budget and Taxation Committee
Miller Senate Office Building, 3 West
11 Bladen Street
Annapolis, MD 21401

The Honorable Ben Barnes
Chair, House Appropriations Committee
House Office Building, Room 121
6 Bladen Street
Annapolis, MD 21401

RE: 2025 p60 MIA Insurance Tracking System (ITS) Project Status

Dear Chair Guzzone and Chair Barnes:

Enclosed please find the Report of the Maryland Insurance Administration summarizing the Insurance Tracking System (ITS) Project Status as mandated by the Joint Chairmen's Report on the Fiscal 2026 State Operating Budget (HB 350) and the State Capital Budget (HB 351) and Related Recommendations ("Joint Chairmen's Report"). See p. 60.

Five printed copies and an electronic copy of this report have been submitted to the DLS library for its records.

Should you have any questions regarding this Report, please do not hesitate to contact me or the MIA's Associate Commissioner of External Affairs and Policy Initiatives, Jamie Sexton at jamie.sexton@maryland.gov.

Respectfully yours,

Marie Grant
Commissioner

cc: Sarah T. Albert, Department of Legislative Services (5 copies)



Insurance Tracking System (ITS) Project Status

Marie Grant
Insurance Commissioner

January 9, 2026

For further information concerning this document contact:

Ivey S. Warren
Chief of Staff
Maryland Insurance Administration
200 St. Paul Place, Suite 2700
Baltimore, Maryland 21202
410.468.2255

This document is available in alternative format upon request
from a qualified individual with a disability.

TTY 1.800.735.2258

The Administration's website address: www.insurance.maryland.gov

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I. Introduction

The Joint Chairmen’s Report of 2025 for the Fiscal Year 2026 (“Joint Chairmen’s Report 2025”) requires the Maryland Insurance Administration (“MIA”) to submit two update reports on the status of the implementation of a new Insurance Tracking System (“ITS”). (Joint Chairmen’s Report 2025, p. 60.) The Joint Chairmen’s Report 2025 specifically provides:

In order to continue monitoring this project and to be informed of any further delays or cost increases, the committees request that [the] MIA submit initial and follow-up reports to update the committees, including:

- a summary of progress made on the project in the previous two quarters and projected tasks to be completed in the following two quarters, including a list of all identified project development benchmarks and target dates and actual completion dates for each major benchmark;
- actual project spending over the previous two quarters; and
- any updates to the estimated total project cost or anticipated project timeline.

These reports are to provide further updates to build upon the two status reports on the same items mandated in the Joint Chairmen’s Report of 2024 for the Fiscal Year 2025 (“Joint Chairmen’s Report 2024”). Pursuant to the Joint Chairmen’s Report 2024, the first report was submitted on July 10, 2024, and contains an overview and background about the project generally. (Joint Chairmen’s Report 2024, pp. 43-44.) The second status report, covering the time period from July 1, 2024 to December 31, 2024, was submitted on January 10, 2025. (*Id.*) Pursuant to the Joint Chairmen’s Report 2025, a third update covering the time period from January 1, 2025 to June 30, 2025 was provided on or about July 10, 2025. This fourth update covers the time period from July 1, 2025 to December 31, 2025.

II. Project Progress in Previous Two Quarters

Starting in Fiscal Year 2026, which started July 1, 2025, the MIA kicked off the work for Release 4a.¹

The following is a list of all identified project development benchmarks, target dates and actual completion dates for each major benchmark:

¹ Release 1 - Health Coverage Assistance Team (H-CAT), was completed on June 10, 2024. Release 2 - Producer Licensing, and Fraud & Enforcement; and Release 3 - Company Licensing all went live on May 19, 2025. The MIA intended for the remaining Units to go live as Release 4, which was broken into 2 sub-releases – Release 4a and Release 4b. This Report addresses the progress of Release 4a and the repurposing of Release 4b.

1. The project team gathered requirements for the following business units: Life & Health Complaints, Appeals & Grievances, Property & Casualty Complaints, and Rapid Response.

2. Design and development work continued into Quarter 2 of Fiscal Year 2026, which began on October 1, 2025 and ran through December 31, 2025, to build the functionality to support these business units.

3. A total of 42 sessions for requirements, design, and sprint demonstrations have been conducted across the four business units identified above, and for additional enhancements to Company Licensing (a business unit that went live in Release 3 in May 2025).

4. During this period (July - December 2025), a total of 49 epics (large themes of functionality), and the development for 323 user stories (epics broken down to smaller pieces of functionality to track work activities at a granular level) were completed by the project team.

5. The MIA has also continued to provide support to the business units that went live using the new ITS in May 2025 through additional enhancements and fixes. Production support was provided to 85 such requests from business units that are live on Salesforce.

In addition to the list above, the following is a narrative summary of progress made on the project in the previous two quarters:

In an effort to prepare the business units targeted to go live with Release 4a, the MIA developed a comprehensive change management strategy. The change management strategy adopted a ‘Train-the-Trainer’ model where the project team worked closely with a select group of Subject Matter Experts (“SMEs”) from the business units to train them on Salesforce terminology, navigation and future state processes, and managing the business unit’s work on the Salesforce ITS. A total of 33 sessions were conducted with Release 4a business units over the past two quarters.

The MIA continued the work with the National Association of Insurance Commissioners (“NAIC”), which provides expertise, data, and analysis for insurance commissioners to effectively regulate the insurance industry and protect consumers. The MIA’s integration team completed the design, configuration, development, and IT testing for the NAIC’s Complaints Database System (“CDS”) and Regulatory Information Retrieval System (“RIRS”) Modernization.

The MIA has also completed the design, template development, and Q&A testing for the legacy ECTS and Enterprise systems data migration.

In addition to the oversight provided by the MIA's Chief of Staff and Chief Information Officer onboarded in Fiscal Year 2025, the agency has hired a contractual Senior IT Project Manager in Quarter 1 of Fiscal Year 2026, and a Senior Salesforce Developer in Quarter 2 of Fiscal Year 2026. These additions are helping the agency with managing the project implementation and laid the foundation to build internal Salesforce related skills.

During the detailed requirements and design discussions with the four business units targeted for Release 4a, the project team discovered a complex set of document management related requirements, which are currently being supported by a combination of the legacy ECTS system and manual processes. When these business units' specific and complex document management requirements were assessed, it became apparent that Salesforce's native document management capabilities would not fully meet the business units' needs. Business units within the MIA have unique processes, workflows and document management. While the Salesforce solution was able to support the business units' processes and workflows, there was a gap in Salesforce's capabilities when it came to document management capabilities. This has necessitated the MIA's project team to look for document management solutions that meet the critical business units' needs, and are capable of integrating with Salesforce. Hence the planned November 2025 Release 4a date has been delayed, and is currently planned for Q3 of Fiscal Year 2026.

The MIA had initially planned to onboard the Hearings Unit into Salesforce as a part of the Fiscal Year 2026 planned scope, however, the MIA has subsequently determined that the Hearings Unit will not be using Salesforce to run their operations. This is because there are other off the shelf software products that can serve the needs of the Hearings Unit. The work of the Hearings Unit is separate, and does not need to be interoperable with the rest of the enterprise system. Having Salesforce build an entirely new system for the Hearings Unit would not be cost efficient, nor would it be effective. The MIA has decided to repurpose the capacity planned for the Hearings Unit (Release 4b) to build enhancements for Company Licensing, update training for insurance carriers, and enable the MIA's Management Information Services (MIS) team to be able to maintain the operations and maintenance phase.

III. Projected Tasks to Be Completed in the Following Two Quarters and Beyond

The MIA kicked off Phase 2² of the project in May 2025, and planned the implementation through Fiscal Year 2026. The project team has made significant progress in the first two quarters of Fiscal Year 2026.

The MIA expects that Release 4a supporting the business units Life & Health Complaints, Appeals & Grievances, Property & Casualty Complaints, and Rapid Response to go live prior to the end of Fiscal Year 2026. The focus for the next two quarters is thorough testing, broadening Salesforce training from train-the-trainer model to role specific end user training encompassing all users, data migration, insurance carrier training, and the MIA's MIS team enablement. While working with the project implementation team, the MIA has developed a comprehensive plan to upskill internal technical resources through training, certifications, and hands-on work in a dedicated Salesforce environment.

IV. Actual Project Spending Over the Previous Two Quarters

In Fiscal Year 2026, the MIA was approved for an ITS project budget of \$7.6 million. In the first two quarters of Fiscal Year 2026, the project consumed about \$3.6 million, and the remaining budgeted amount is expected to be consumed by the end of Fiscal Year 2026.

V. Updates to Estimated Total Project Cost or Anticipated Project Timeline

The total estimated budget for the project through Fiscal Year 2027 is \$29.8 million, which includes the estimated budget for the project through Fiscal Year 2026 of \$21.1 million and the estimated \$8.7 million expected to be spent in Fiscal Year 2027. Fiscal Year 2027 funding will cover the cost of Salesforce licenses, implementation of additional enhancements, procurement, and implementation of a document management system to integrate with Salesforce ITS, deferred Contact Center work leveraging Amazon Web Services, as well as production support. The MIA expects DoIT's Major Information Technology Development Project ("MITDP") to transition into Operations & Maintenance in Fiscal Year 2028. The estimated range of the total cost of the project remains unchanged at \$30-40 million, to include Operations & Maintenance and Close Out.

² Phase 1 was completed in Fiscal Year 2025, with Phase 1 "Releases" occurring in Fiscal Years 2024 and 2025. Within Phase 1, Release 1 was scheduled for Fiscal Year 2024, and two additional releases were scheduled for Fiscal Year 2025.