



## Executive Office of Technology Services and Security Office of Capital Planning

# FY25-29 IT Capital Funding Request Guidance

## Overview of FY25 IT Capital Project Funding Request Process

This memo summarizes the information and processes that the Executive Office of Technology Services and Security (EOTSS) utilizes for the review and consideration of IT capital funding requests.

- FY25 IT capital funding requests (New or Ongoing) must be submitted using the *FY25 Capital Funding Request Template*.
- All IT capital funding requests must include business cases. Business case documents should adhere to *EOTSS Business Case Standard*. Other documentation, such as IT strategy narratives, that support the business case should be submitted also.
- For ongoing project funding requests, the business case must meet the criteria for “Final Business Case” in the *EOTSS Business Case Standard* and will be considered within the context of *FY24 Performance Metrics Reports* and the latest FY24 spend estimate.
- New project funding business cases can be at any stage (Brief, Outline, Advanced or Final) upon submission, and will be reviewed to determine the level of business readiness, constituent impact, and alignment to strategic priorities.
- The EOTSS IT Capital Planning team will meet with Secretariat and Independent Agency teams to review the status of FY24 IT capital projects and FY25 IT capital funding requests.

## Request Submission Process

All FY25 IT capital funding request documents can be submitted by uploading them to dedicated folders on *SharePoint*. Please note that:

- The TSS IT Capital Planning team will work with Secretariat and Independent Agency teams to identify access permissions to the *SharePoint* site
- Documents associated with each funding request should be uploaded to separate folders within the Secretariat or Independent Agency directory and follow the file naming convention: *Secretariat acronym - Plan ID (for ongoing projects) or ITDXXX for new requests-short name of project*.
- Guidance documents, including this memo, business case standard, an IT capital glossary, and ongoing IT capital project information, will be available on *SharePoint* for each Secretariat and Independent Agency seeking FY25 IT capital funding
- For any organization unable to use *SharePoint*, documentation and funding requests can be exchanged using Microsoft OneDrive or email.

## FY25 IT Capital Investment Planning Schedule

QTR	Month	Activity	Responsible
FY24 Q2	<b>Oct</b>	EOTSS issues guidance to agencies on FY25 IT capital planning <b>Oct 20</b> Meetings to discuss FY24 IT capital project plans and spend forecasts	EOTSS Agencies & EOTSS
	<b>Dec</b>	On-going project funding requests with final business cases due <b>Dec 1</b> New project funding requests with business cases due <b>Dec 15</b> Interactive discussion with SCIO to review requests <b>Dec/Jan</b>	Agencies Agencies Agencies & EOTSS
FY24 Q3	<b>Jan</b>	Interactive discussion with SCIO to review requests <b>Dec/Jan</b> IIAB reviews on-going project business cases <b>Jan 10 (1<sup>st</sup> Draft FY25 CIP)</b> IIAB reviews on-going project business cases <b>Jan 24 (2nd Draft FY25 CIP)</b>	Agencies & EOTSS EOTSS / IIAB EOTSS / IIAB
	<b>Feb</b>	Final FY24 CIP for IIAB ratification ( <b>Feb14</b> ) EOTSS to submit FY24 CIP Recommendation to A&F ( <b>Feb28</b> )	EOTSS / IIAB EOTSS
	<b>Mar</b>	Sec-Sec check-in to be scheduled for <b>March XX</b> Ongoing meetings to review status of FY24 projects A&F reviews and recommends FY25 IT capital portfolio funding FY24 Q3 IT capital portfolio status and Q4 IT spend forecasts	EOTSS/A&F Agencies & EOTSS A&F EOTSS
FY24 Q4	<b>Apr</b>	FY25 IT capital portfolio funding revised and finalized Sec-Sec (GOV prep meeting) check-in to be scheduled for <b>April XX</b> GOV presentation to be scheduled for <b>April XX</b>	EOTSS & A&F EOTSS / A&F A&F
	<b>May</b>	Anticipated publication of FY25 Capital Investment Plan (CIP) FY24 Q4 Cash Flow/Allotment meetings and adjustments. Cash Flow reconciliation to FY25 CIP submission	A&F Agencies & EOTSS
	<b>Jun</b>	Meetings to discuss FY25 IT capital project plans and spend forecasts FY24 Q4 IT capital draft status report, fiscal year-end financial analysis	Agencies & EOTSS EOTSS

## Meetings to Review FY24 CIP Status and FY25 Planning

The EOTSS IT Capital Planning team will meet with Secretariat and Independent Agency CIOs and CFOs in late November / early December to review current FY24 IT capital projects and proposed FY25 IT capital investments.

These meetings will provide an opportunity to review FY24 performance metrics reports, discuss spend plans and budgets for the remainder of FY24, and present draft or final business cases for proposed FY25 IT capital investments.

For ongoing projects continuing into FY25, PMOs will be expected to show how the project schedule, milestones, and budget span the remaining 7 months of FY24, and the subsequent 12 months of FY25.

For proposed new projects PMOs will be expected to show how these investments fit within the context of the Secretariat's or Agency's business priorities and the overall IT strategy. An assessment is expected regarding project maturity – at what stage is the proposal in the Project Lifecycle (Brief, Outline, Advanced or Final).

For all IT capital funding requests, PMOs are expected to provide an appreciation of the operating budget impacts after the implementation of project outcomes. Agency finance, CIO and project management cooperation is crucial to inform quality operating assumptions.

Additionally, requests should address how project proposals will impact the consumption of TSS chargeback services. If projects entail launching a new EOTSS service or enhance or decommission an existing service, such as mainframe usage or cloud hosting, the project PMO must quantify the impact.

## Readiness Funding to Support Business Case Development

New IT capital proposals at the Brief, Outline, or Advanced level of maturity according to the *Project Lifecycle* may apply for Readiness Funding to help Secretariats and Agencies develop Final business cases.

Proposals with Final business cases ("shovel ready") are contrasted with proposals that may be eligible for Readiness Funding in the graphic below:

Projects that are “shovel ready”	Projects still in “readiness” stage
Have completed and documented: <ol style="list-style-type: none"><li>1. clearly defined scope, purpose, and outcomes</li><li>2. business owner, project sponsor, project manager, stakeholders, governance model</li><li>3. BPR/D to inform new system and business efficiency improvements</li><li>4. go-live release dates and project milestones</li><li>5. budget and procurement strategy</li><li>6. project issues and risks</li><li>7. supporting documents including business case, project plan, staffing plan</li></ol>	Still need to do some combination of: <ol style="list-style-type: none"><li>1. identify existing and/or proposed business processes, workflow, and metrics</li><li>2. articulate and quantify benefits and functionality of new system</li><li>3. identify end users, stakeholders, business owners, project governance</li><li>4. quantify impact on operating budget due to operating releases and project completion</li><li>5. business case and project plan</li><li>6. cost analysis and procurement prep including RFI, RFP, RFQ, etc</li></ol>

## Contingency Funding

The IT Capital Program does not permit contingency to be budgeted at the project or program level. Rather contingency funding is pooled into a single reserve fund determined by the risk profile of the entire IT capital investment portfolio. Individual program and project risk profiles and their implications as expressed in business cases inform the size of the pooled contingency fund.

Projects can access the portfolio contingency reserve by submitting IT capital contingency funding requests which are reviewed by the IT Capital Planning Office and IT Investment Advisory Board (IIAB). The IIAB meets on the last Wednesday of each month, with some exceptions to accommodate the capital planning cycle in January and February. A list of final dates is published at the beginning of each fiscal year. FY25 dates are attached in the Appendices below.

For further guidance please refer to the EOTSS *Contents of an IIAB project proposal template*

While the primary purpose of the pooled IT capital contingency reserve is to keep existing (funded) IT capital projects on track funds may also be made available to new proposals as business readiness funding to create Final business cases or to Final proposals that are urgent and cannot wait until the next IT capital planning cycle.

## EOTSS IT Capital Planning Support

Please feel free to reach out with questions, comments, and suggestions regarding IT capital project planning and reporting and the contents of this document at any time:

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## Appendix A. IT Investment Principles

All on-going and newly proposed projects will be rated by the Investment Advisory Board against the principles listed below. The principles work largely in order (for example, first demonstrate that the project serves a constituent need and then show technology leverage and finally, demonstrate a high probability of success). However, there are some cases where process not strictly apply. While many of the principles are subjective, the more projects can demonstrate value quantitatively the better.

### Improves how we deliver government services:

- More and/or better constituent-facing digital and business services
- Business process improvements that are founded upon pre-defined business process re-engineering
- Demonstrates clear benefits in combination with enhanced and measurable constituent value (e.g., quicker turn-around, fewer errors, etc.)

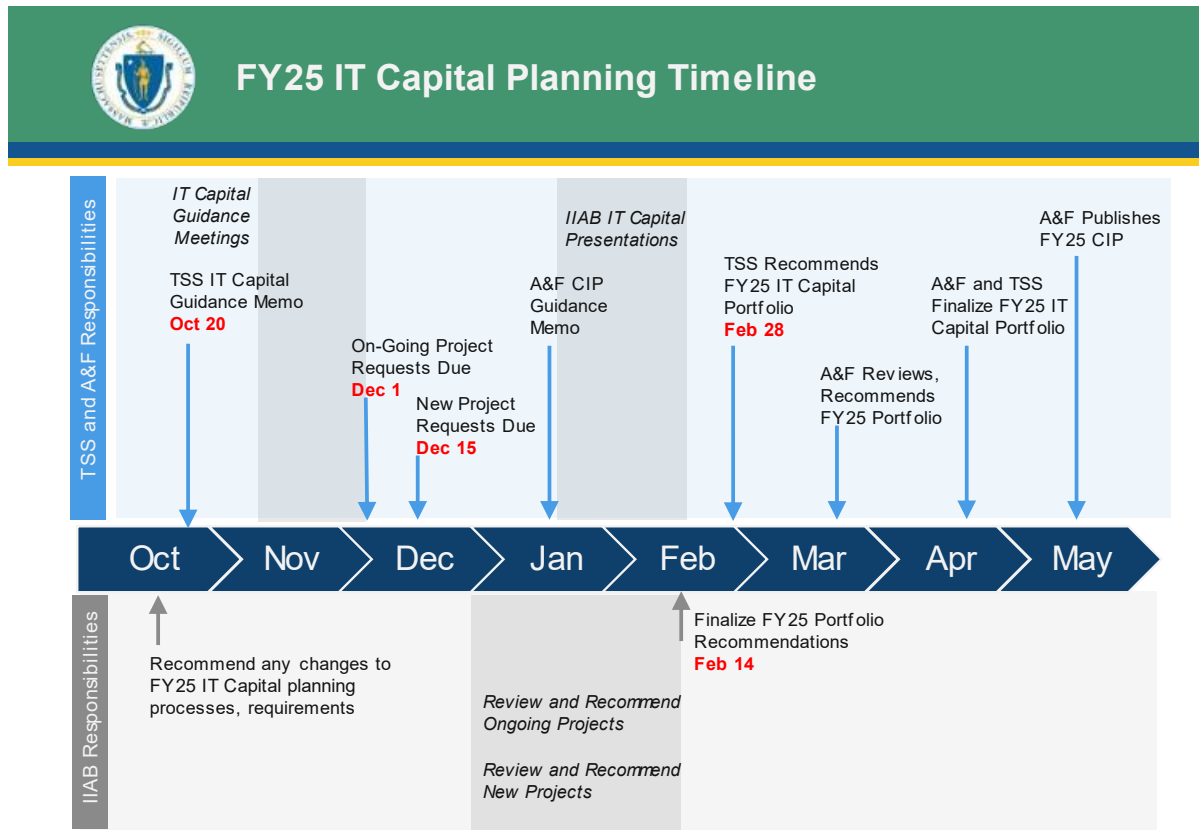
### Uses technology to better serve our constituents more securely and more cost effectively:

- Enhances digital security enabling end-user seamless ease-of-use
- Enhances overall service delivery performance
- Can be leveraged across multiple agencies
- Leverages the use of third-party technologies with minimal customization (COTS, SaaS, etc.)

### Are positioned to succeed and be operationally supportable over their useful lives:

- The business owner is the primary sponsor of the project and is committed to appropriate governance and project SME resourcing throughout the project's implementation and operational lifecycle
- Clear milestones/outcomes that provide constituent value in short amounts of time (< 1 year)
- There is a plan to sustain business outcomes upon completion (money and resources)
- A PMO with a proven track-record of success in leading business-focused projects and an understanding of the technologies needed to achieve defined business goals
- Leverages lessons-learned throughout the Commonwealth (technical, business re-engineering, history with vendors, etc.).

## Appendix B: FY25 IT Capital Timeline



## Appendix C: Additional Materials

These materials are email attachments to this memo and will also be available on the FY25 CIP *Sharepoint* site.

FY25 Capital Funding Request Template

EOTSS Business Case Standard

The Project Lifecycle