1. **Purpose**
Establishes guidance for strategic planning, information technology (IT) project approval, and the assignment/responsibilities of project managers to ensure agency IT projects align with the commonwealth’s high-level goals and objectives.

2. **Scope**
This ITP applies to all departments, boards, commissions and councils under the Governor’s jurisdiction. Agencies not under the Governor’s jurisdiction are strongly encouraged to follow this ITP.

3. **Definitions**

**Commercial off the Shelf (COTS):** The purchase of products that are standard manufactured products rather than custom, or modified products. COTS application software is built and delivered usually from a third-party vendor and can be purchased, leased or even licensed.

**Cost-to-Carry:** Current level of services. The focus is on activities and intended accomplishments. When budgeting, cost to carry includes the future cost consequences of current program policy.

**Infrastructure as a Service (IaaS):** IaaS is a form of cloud computing that provides virtualized computing resources over the internet.

**Infrastructure:** Refers to the enterprise’s entire collection of hardware, software, networks, data centers, facilities and related equipment used to develop, test, operated, monitor, manage and/or support information technology services.

**IT Project:** A Commonwealth-sponsored project is an undertaking that is not a routine operation or business process, but a specific set of tasks that are planned, organized, tracked, and executed by multiple resources, and has a defined start and end date. There are two types of IT Projects defined:

- **IT Strategic Project:** IT Projects that that meet the following criteria:
  - Multi-agency business processes and data sharing,
  - Highly-visible: Governor’s Office Priority or Level 1 Projects,
  - Requires funding over multiple years,
  - Requires new funding (PRR),
  - Increase in Cost-to-Carry from previous FY project actual costs,
- Deviates from:
  - Enterprise IT strategic plan,
  - Existing technology service,
  - IT Policy, or
  - Enterprise IT direction.
- Requires a new IT Policy or revisions to an existing IT Policy.

  - **IT Non-Strategic Project**: IT Projects that that meet the following criteria:
    - Enhancements to an existing system that does not add new major business functionality,
    - Equipment refresh that does not change the underlying technology platform,
    - Re-platforming effort / software upgrade with no major enhancements,
    - IT Training initiatives,
    - Other IT initiatives that do not meet the criteria of a Strategic IT project.

**Legacy**: Any application or a platform that is based on older technologies (i.e., software, hardware, and infrastructure) that continues to provide core services to an organization.

**Migration**: The moving from one operating environment to another or involving moving to new hardware, new software, or both. For example: Migration of data from one database to another kind of database, moving from one database to another, or switching platforms (from one operating system to another operating system).

**Modernization**: The transition or transformation of existing information technology (IT) assets to enhance performance, functionality, reliability, scalability, security, quality of service, and/or revitalize applications or extend the useful life of computing platforms and infrastructure used to support business operations.

**Modify**: To rewrite, rebuild, and/or re-architect legacy applications to create new or enhanced existing functionality, Service Oriented Architecture (SOA) components/service offerings, update computer programming language or database software, protocols, and/or integrating new technologies or services. In addition, this includes the rebuilding and/or re-architecting hardware platforms and infrastructures to meet capacity or performance needs of the business. Running the legacy applications, with no major changes (configuration only), on a different platform.

**Modifiable Off the Shelf (MOTS)**: COTS product whose course code can be modified to meet customer requirements.

**Outsourced Services**: Activities, functions, and/or solutions delivered through third party entities (e.g., hosted services over the internet or some other mechanism, contracting, or other outsourced service delivery model).

**Platform as a Service (PaaS)**: PaaS is a category of cloud computing services that provides a platform allowing customers to develop, run and manage applications without the complexity of building and maintaining the infrastructure typically associated with developing and launching an application.

**Project Scaling Process**: The project scaling process is used to assist in the evaluation process and determining the project level of status reporting required.
**Project Level:** IT Project categorization based on complexity, visibility, duration, and cost. A project level score determines the Level of a Project, with a higher-level project representing a more rigorous project management process.
- **Level One:** 75-100 score
- **Level Two:** 50-74 score
- **Level Three:** < 50 score

**Project Type:**
- **Run:** Projects focused on running and maintaining the business or technical capabilities and services.
- **Grow:** Projects focused on enhancing or expanding existing business capabilities and services.
- **Transform:** Projects focused on establishing new business capabilities and services or completely transforming agency business models.

**Project Request Process (PRP):** Investment review process for delivery center/agency requests of IT Strategic Project approvals.

**Program Revision Request (PRR):** A formal request to be submitted to support new programs or major changes in existing programs.

**Re-hosting:** The transitioning of legacy applications and infrastructure with no major changes (configuration only) to enterprise cloud services (i.e., private, public, or hybrid) using contracted host services offerings.

**4. Objectives**
- Ensure proper and consistent categorization of IT projects
- Facilitate strategic alignment with agency project portfolios
- Ensure routine, timely, accurate reporting of strategic project initiatives

**5. Policy**

IT projects are defined by the following categories and sub-categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Sub-category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Replace</td>
<td>COTS</td>
<td>Procurement, configuration, and implementation of a Commercial Off the Shelf (COTS) product to replace the legacy application. This assumes no modifications or customization to the base COTS product.</td>
</tr>
<tr>
<td></td>
<td>COTS with Modifications</td>
<td>Procurement, configuration, and implementation of a Commercial Off the Shelf (COTS) product to replace the legacy application that will involve modifications or customization to the base COTS product.</td>
</tr>
<tr>
<td></td>
<td>Custom Development</td>
<td>Custom build of a new application to replace the current or legacy application.</td>
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<tr>
<td></td>
<td>Outsourced Services</td>
<td>The procurement, configuration, and implementation of new cloud or other contracted hosted services offerings, including Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS) to replace the current or legacy applications.</td>
</tr>
</tbody>
</table>
IT Project Request Submission

Agencies shall complete the Project Intake Form (see Section 7 for details) to submit IT strategic project requests to OA/OIT.

IT Strategic Project Approval Requirement

All IT projects that meet the criteria of an “IT Strategic Project” must be approved by the Commonwealth CIO prior to project initiation. Refer to the definition of IT Project in this ITP for the criteria on IT Strategic Projects.

Project Manager Assignment

Agencies implementing IT projects that exceed $1 million must assign a project manager.

Project Health Status

Senior IT leadership and project managers shall provide frequent project health statuses that accurately reflect the health for all projects under their management. The health status is to be reported in the EPMM tool and provides a status on the following (NOTE: Project Completion statuses are to be made at Project Closeout):

- Overall Project Health (On Plan, Needs Attention, In Trouble)
- Project Scope
• Project Schedule
• Project Budget
• Project Risks
• Project Resources
• Project Completion – Planned Implementation Costs = Actual Implementation Costs
• Project Completion – Target Completion Date = Actual End Date

**IT Strategic Plans:**

The IT strategic planning process is a continual activity that cumulates with a submission of IT strategic plans to OA/OIT by predetermined deadline that is established by the OA/OIT CIO Office. The strategic plan and other deadlines will be communicated by the CIO’s Office in a timely manner prior to the agencies submission deadlines.

Senior IT leadership under the Governor’s jurisdiction are required to submit to OA/OIT an annual fiscal year-based IT strategic plan detailing high-level IT objectives over a three-year period. The strategic plan will document agency program policy goals, agency strategic IT initiatives, agency alignment to the Commonwealth strategic IT initiatives, and a risk analysis. These plans are required to be reviewed and updated quarterly in which the strategic plan health status is determined.

**Enterprise Application Inventory:**

IT Projects associated with applications of any type (SaaS, COTS, MOTS, custom-built) are required to submit an entry of the application into the Enterprise Application Inventory (see Section 6 References for location of inventory). Approval of the project is contingent upon a satisfactory entry of the application data in the Enterprise Application Inventory. Refer to ITP-SFT000 *Software Development Life Cycle (SDLC) Policy* for details on software decision Principles and the Enterprise Application Inventory.

6. **Responsibilities**

**Agencies** under the Governor’s Jurisdiction are to adhere to the requirements outlined in this ITP.

**Office of Administration, Office for Information Technology (OA/OIT) will:**

- Will manage the strategic planning and IT project request/reporting solutions.
- Will communicate with commonwealth agencies all required deadlines for IT strategic plan and IT project requests.
- Will review and communicate decisions (approval/denial) for all IT strategic project request submissions.

7. **Related ITPs/Other References**

Commonwealth policies, including Executive Orders, Management Directives, and IT Policies are published on the Office of Administration’s public portal: [http://www.oa.pa.gov/Policies/Pages/default.aspx](http://www.oa.pa.gov/Policies/Pages/default.aspx)

- Management Directive 205.34 *Commonwealth of Pennsylvania Information Technology Acceptable Use Policy*
• Management Directive 310.37 Approving, Monitoring, and Accounting for New Information Technology Application Projects
• Project Intake Form: http://OAProjectIntake.oa.pa.gov
• ITP-SFT000 Software Development Life Cycle (SDLC) Policy
• Enterprise Application Inventory (CWOPA limited access only)
• Enterprise Service Catalog (CWOPA access only)

8. Authority
Executive Order 2016-06, Enterprise Information Technology Governance

9. Publication Version Control
It is the user’s responsibility to ensure they have the latest version of this publication, which appears on https://itcentral.pa.gov for Commonwealth personnel and on the Office of Administration public portal: http://www.oa.pa.gov/Policies/Pages/default.aspx. Questions regarding this publication are to be directed to RA-ITCentral@pa.gov.

10. Exemption from This Policy
In the event an agency chooses to seek an exemption, for reasons such as the need to comply with requirements for a federally mandated system, a request for waiver may be submitted via the Commonwealth of PA Procurement and Architectural Review (COPPAR) process. Requests are to be entered into the COPPAR Tool located at http://coppar.oa.pa.gov/. Agency CIO approval is required.

This chart contains a history of this publication’s revisions:

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Purpose of Revision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original</td>
<td>09/18/2012</td>
<td>Base Document</td>
</tr>
<tr>
<td>Revision</td>
<td>01/28/2015</td>
<td>EPMO not approving infrastructure related projects, remove reference to IaaS and PaaS from Outsourced Services definition, revision of “COTS with Modifications” entry in Category/Type table. Formatting revisions.</td>
</tr>
</tbody>
</table>
| Revision| 10/03/2017 | Removed Objective section
Removed IT Central/PRF upload direction
Removed budget threshold for required OA/OIT approval
Revised title of ITP
Renamed Category Type to Sub-category
Expanded Definitions section; added criteria for Strategic/Non-strategic projects
Revised Policy section to include guidance on project requests, strategic planning, project health reporting, and application inventory |