WaTech
Washington Technology Solutions

Technology Budget User Guide

July 1, 2023

Office of the Chief Information Officer

Date	Updates	By Whom
July 1, 2021	Original user guide. All instructions apply to version 5.0 of the technology budget template created for the 21-23 Biennium. The technology budget template for non-gated projects can also use this user guide for sections that are applicable.	Erika Anderson, OCIO
July 1, 2023	Updated user guide for version 6.0.	Richelle Glascock, OCIO

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Technology budget overview

What is a technology budget?

The Office of the Chief Information Officer (OCIO) provides a standardized technology budget template in an Excel workbook format that describes the project's funding and spending plan across fiscal months, ties those spending plans to deliverables that demonstrate the delivery of business value throughout the life of the project and measure progress of the project. All information technology (IT) projects under OCIO oversight use this standardized template allowing for transparency and consistency of reporting statewide.

Pursuant to Section 701 of the 2023-25 operating and transportation budgets, every project must have a technology budget that details the spending plan by fiscal months for the 2023-25 fiscal biennium and identify project costs and fund sources at each stage of the entire project, including a minimum of five fiscal years (FY) of maintenance and operations (M&O) costs and funding sources, and historical spending by FY. Gated and non-gated funded projects are required to include M&O.

The OCIO must evaluate the project at each stage and certify whether the project is planned, managed and meeting deliverable targets as defined in the project's approved technology budget and investment plan. The technology budget also informs the Office of Financial Management (OFM) of the spending plan and the amount of funding to be released at each stage of the project.

The technology budget tells your story of how your investment will deliver real value and benefit to Washingtonians.

How is the technology budget used by the OCIO, OFM and the Legislature?

The spending plan data contained in the technology budget is published on the Washington State IT Project Dashboard for monthly financial reporting and transparency. Actual expense data is pulled from Agency Financial Reporting System (AFRS) (or other agency reporting for non-AFRS agencies) and published on the Washington State IT Project Dashboard. The spending plan in your technology budget and the actual expense data form a picture of your project's progress toward meeting scope, schedule and budget, and meets statutory mandates outlined in Section 701 of the operating and transportation budgets.

For each request of funding for gated funding projects, the technology budget must be updated or amended as you learn more about scope, schedule, and budget, and must be reviewed and approved by the OCIO and OFM. This review and approval includes validation of planned spend with deliverables expected, analysis of any changes that have occurred, and project progress against planned deliverables. For gated funding projects, the data in technology budget informs OFM of the funding needed at each gate. For non-gated funding projects, an amendment or update to the technology budget is required when there are changes to scope, schedule, or budget.

An amended technology budget is also sent to and reviewed by the Legislature. All technology budgets are viewable by the public on the Washington State IT Project Dashboard.

Technology budget submission process

Submitting the first technology budget

At the start of a project, before your project signs any contracts to commit any project funds, you must have an approved technology budget. The oversight consultant will help you and your agency complete the technology budget template, with assistance from the OFM advisor assigned to your agency. You will need to work with your agency finance and budget staff to gather the data needed for the first technology budget such as identifying discrete AFRS codes, which is required by statute (Sec. 701(4) of the 2023-25 Operating Budget and Sec. 701(2) of the 2023-25 Transportation Budget.

You will submit the technology budget workbook to the OCIO Consultant Pool inbox (ocio.consultants@ocio.wa.gov) and your OFM advisor. An updated list of OFM advisors can be found on the OFM budget advisor List . Always copy your OCIO oversight consultant.

If your project's total planned spend is greater than $100 million, it is a legislative requirement that the project be divided into subprojects, and each sub-project requires a separate technology budget. Work with your OCIO oversight consultant if you think this may be the case for your project, and they will provide guidance.

Where to submit and file name conventions

We recommend the filename of your tech budget Excel workbook include the following information: agency acronym, project acronym, the words "TechBudget", either Amendment or Update, the date and version number (if needed). The OCIO receives several technology budgets over the course of a project, and this file name convention will help everyone with version control.

For example:

> SIB_IDE_TechBudget_Update_20230612_v1.xlsm.

Which represents:

> A technology budget update for the State Investment Board's Investment Data Enhancements project dated June 12, 2023, version 1.

You will submit the technology budget via email to the OCIO Consultants Pool in-box (OCIOConsultants@watech.wa.gov) and your OFM Assistant. It is always recommended to copy your oversight consultant. The subject line of the email should include the agency acronym, the project acronym or name, the words "TechBudget Submission". Following these standards will help the oversight team review your technology budget as quickly as possible.

Submitting technology budget updates and amendments

Over the project lifecycle, spending plans, scope, vendors, requirements, etc. can change and you'll need to submit an amended or updated technology budget. The process for submitting technology budget updates or amendments is the same as the first technology budget submission. Updates and amendments are done using the same template, and we advise using the last approved technology budget as a starting point each time.

Updates

When the project spending plan, schedule, scope and deliverables remain the same, but the technology budget details need to be updated, an update would be appropriate. For example, some agencies use different project codes for each fiscal year. Adding the new code without changing any other costs is an update to the technology budget.

Amendments

When the project schedule, scope or deliverables change significantly creating a change to the spending plan, deliverables timeline or project scope from the last approved technology budget, an amendment will be necessary. For example, after contract negotiations, you could find that you would need to redistribute planned spend between contractors, or you may find that your plan to hire a state employee didn't work out and you'll have to hire contracted professional services. You would also need to document those changes in the Amendments Log tab.

IMPORTANT

Please do not insert or remove lines or columns in any section of the workbook. We have formulas that are looking for information to be in certain cells that are critical for the successful upload of data to the Washington State IT Project Dashboard. We have provided extra lines where applicable that you can unhide if needed.

For projects under gated funding:

Technology budget updates or amendments are done at the end of each gate (at each request for funding) in preparation for gate certification. Be sure to allow for OCIO, OFM and Legislature reviews and approvals by getting started on this task a month before the scheduled gate end.

Completing the Technology Budget template

Inputs tab (worksheet)

The Inputs tab sets up your technology budget with unique project data that ties everything together. You will only enter data in the yellow highlighted cells.

Project name, Budget Funded Level, Amount Subject to Proviso

Select your agency from the drop-down list for cell C1. The project name, contact name, phone, and email are all free form text for you to enter the information. The first time you select a project name, it appears in cell C2. The start and end date should match the project's investment plan start and end date will also be show on the Washington State IT Project Dashboard.

The Budget Funded Level and Amount Subject to Proviso are manually entered by the project

Budget Funded Level

The Budget approved through budget bills for the project. Budget Funded Level = (historical budget funded level) + (current biennium budget funded level). Excludes in-kind resources entered on the In-kind Resources tab. Work with your OFM Budget Assistant to obtain this number.

Amount Subject to Proviso

The portion of the project budget to be gated and subject to the provisions of section 701 of the 2023-25 operating budget (Chapter 334, Laws of 2021) and Section 701 of the 2023-25 transportation budget (Chapter 33, Laws of 2021). Work with your OFM Budget Assistant to confirm this amount.

Figure 2: Inputs Tab tied to Dashboard and Investment Plan

Total Planned Spend

This section is automatically calculated from details found on other tabs of the technology budget.

You won't enter any data in these grey fields, but we're including an explanation here for understanding.

Total Planned Spend (TPS) is the sum of values in column D, rows 21 through 27.
TPPS must equal the project charter or investment plan total project spend and be the same as what's on the Washington State IT Project Dashboard.

Example from Technology Budget Inputs Tab

Example from Coversheet of Investment Plan

Screen Shot Example from OCIO Dashboard

Figure 3: Total Project Planned Spend

AFRS Codes

Your internal agency budget or accounting lead should be able to assist. For agencies reporting through AFRS, there are OFM guides on how an agency can create an AFRS code. See OFM Agency Financial Reporting System Project Control Table for more information. There are a few agencies who do not report financial information through AFRS. Please work with your OFM Budget Advisor and agency team.

AFRS Code, AFRS Field

As part of the IT project oversight process, agencies must track the project expenditures within AFRS using a dedicated code in an AFRS field of their choosing. For projects subject to gated funding, each gate must also be tracked discretely within AFRS, using a dedicated AFRS field of their choosing.

Sec. 701(4)(b)(B)(iii) of the 2023-25 Operating Budget

Sec. 701(2)(b)(iii)) of the 2023-25 Transportation Budget

NOTE: Some agencies do not use AFRS for their financial system. As such, these agencies provide a single monthly Excel file containing all of their project expenditures to be loaded to the OCIO Dashboard.

Changes to any AFRS Code or AFRS Field on the Inputs tab of the following requires the updated or amended technology budget be reloaded by the OCIO.

Example from Technology Budget Inputs Tab

Figure 4: Inputs Tab AFRS Codes

Gated funding Gate Title and AFRS Code

The gate titles entered in these cells will carry forward to the technology budget Deliverables tab and will appear on the Washington State IT Project dashboard when actual expenses are pulled from AFRS (or your agency's expense reporting process). Note that it is important that the titles be unique and that you are limited to 36 characters. The gate numbers will also tie to the Budgeted Resources and In-kind tabs.

For projects subject to gated funding, each gate must also be tracked discreetly within AFRS, using a dedicated AFRS field of the agency's choosing. Projects that are not gated may be required to add at least one gate due to the selected agency coding combinations.

AFRS Fields Limitation

Agencies are limited to using only two combinations of AFRS fields to designate overall project spend and gate specific spend. Check the most recent list of agency coding combinations. Please check this list and work with your OFM analyst to confirm the correct combination.

Example from Technology Budget Inputs Tab

Example from Deliverables Tab of Technology Budget

Example from OCIO Dashboard

Figure 5: Gate Titles and AFRS Code Illustration

Gate Approval Letters

As each gate is certified, OFM will give approval for your agency to allot a percentage of your gate amount indicated on the Summary tab. Your agency will receive this approval, and the exact dollar amount must then be allotted by the agency. You will record the date of the allotment as well as the actual dollar amount allotted in the Gate Approval Letters box. This will keep a running total of actual funds allotted throughout the project.

	A	B	C	D
33				
34			Gate Approval Letters	
35		Gate #	OFM Approval Date	Amount
36		1	11/15/2021	$150,000
37		2	5/10/2022	$500,000
38		3		
39		4		
40		5		
41		6		
42		7		
43		8		
44			Total Approved to Date	$650,000

Figure 6:Gate Approval Letters Example

Staff Assumptions

We've included data and calculations on the Inputs tab that will carry forward to the Budgeted and In-kind Resources tabs when you list your state employee resources. However, we have added a space for you to include other staff costs such as general wage increases and travel and equipment. You will work with your agency accounting and budget staff for these monthly rates and enter them into the yellow space on the inputs tab as illustrated below. (see Budgeted Resources and In-kind sections of this user guide for more details when adding employee resources and other expenses in column H of those tabs.)

Staff Assumptions (Populates column G "Benefits" in State Employee Staffing Cost sections.
Employee Benefits (Populates column G "Benefits" in State Employee Staffing Cost sections)

	% of Salary	Monthly Rates ($)	
Social Security (OASI)	6.20%	N/A	
Retirement	10.39%	N/A	FY24 Employer Contribution Rate (PERS)
Medicare	1.45%	N/A	
Unemployment	1.06%	N/A	Average 2023 rate
Paid Family Medical Leave	0.60%	N/A	
Health Insurance	N/A	1,145	FY24 PEBB Rate per budget bill
Workers Comp Rate	N/A	60	2023 Base Rate (Risk Class 4902)
	19.1%	1,205	

General Wage Increase	% of Salary	Increases State Employee Staffing Costs sections by fiscal year.
FY25	3.00%	Enter estimated
FY26	0.00%	wage increases
FY27	0.00%	for fiscal years, as
FY28	0.00%	needed.

Other Staff Costs (Populates column H "Other" in State Employee Staffing Cost sections

	Monthly Rates ($)	Leave blank if
Travel	-	adding indirect
Equipment	-	costs to the Other
Other	-	category.

Figure 7:Staff Assumptions illustration

Summary tab (worksheet)

The summary tab provides a summary of data from the Budgeted Resources, Agency In-kind Resources and Total Planned Spend by fiscal year, gate (for gated funded projects) and fund. The review process will use these calculations to cross-check the detail in other workbook tabs.

All cells are formula driven and should not be altered. There no data entry required.

Historical Budget & Actuals tab (worksheet)

This tab is used for projects that have any project spending from fiscal years (FY) prior to the 2023-25 biennium. Section 701(7)(a)(viii) requires the Office of the Chief Information Officer (OCIO) to maintain an information technology project dashboard that provides "Historical project budget and expenditures through fiscal year 2021."

If you are just starting your project at the beginning of the fiscal year, you can skip this tab. If you have a technology budget for your project for the 2021-2023 biennium, there are instructions for manually migrating historical data and budgets to the 2023-25 technology budget.

Budgeted Resources tab (worksheet)

The Budgeted Resources tab captures planned spending that is under joint OCIO/OFM gated funding oversight. A project is placed under gated funding if the project is funded by Section 701 of the 2023-25 operating and transportation budgets (gated - IT pool projects) or if the project is funded in the agency budget but is subject to Section 701 (gated – non-IT pool projects), Projects under gated funding oversight will set project funds received within the agency's budget in the "unallotted" status when submitting the initial allotment packet to OFM when the project begins, and OFM will give authority to allot the funds incrementally for the project at each certified gate.

To complete the Budgeted Resources tab you will detail your project's spending plan by fiscal month through the biennium from the beginning to the end of your project. For fiscal years after this biennium, you will need to capture just the fiscal year (FY) amount for each line item, not fiscal month (FM). The data entered here will be displayed on the Washington State IT Project Dashboard for transparency.

Do not update the technology budget with actuals or re-baseline. The technology budget is a planning document. Actual expenditure data is captured through the state's official system of record, AFRS (or other reporting process for non-AFRS agencies) and uploaded to the Washington State IT Project Dashboard separately.

IMPORTANT

Please do not insert or remove lines or columns in any section of the worksheet. We have formulas that are looking for information to be in certain cells that are critical for the successful upload of data to the Washington IT Project Dashboard. We have provided extra lines where applicable that you can unhide if needed.
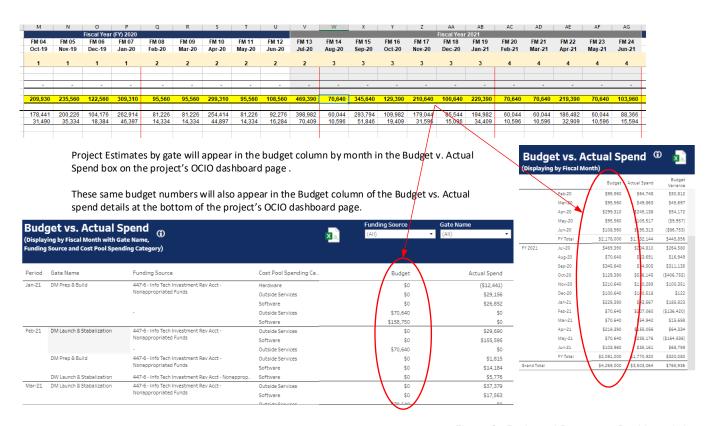
	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
	Fiscal Year (FY) 2020															Fiscal Year 2021					
	FM 04 Oct-19	FM 05 Nov-19	FM 06 Dec-19	FM 07 Jan-20	FM 08 Feb-20	FM 09 Mar-20	FM 10 Apr-20	FM 11 May-20	FM 12 Jun-20	FM 13 Jul-20	FM 14 Aug-20	FM 15 Sep-20	FM 16 Oct-20	FM 17 Nov-20	FM 18 Dec-20	FM 19 Jan-21	FM 20 Feb-21	FM 21 Mar-21	FM 22 Apr-21	FM 23 May-21	FM 24 Jun-21
	1	1	1	1	2	2	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	209,930	235,560	122,560	309,310	95,560	95,560	299,310	95,560	108,560	469,390	70,640	345,640	129,390	210,640	100,640	229,390	70,640	70,640	219,390	70,640	103,960
	178,441	200,226	104,176	262,914	81,226	81,226	254,414	81,226	92,276	398,982	60,044	293,794	109,982	179,044	85,544	194,982	60,044	60,044	186,482	60,044	88,366
	31,490	35,334	18,384	46,397	14,334	14,334	44,897	14,334	16,284	70,409	10,596	51,846	19,409	31,596	15,096	34,409	10,596	10,596	32,909	10,596	15,594

Project Estimates by gate will appear in the budget column by month in the Budget v. Actual Spend box on the project's OCIO dashboard page .

These same budget numbers will also appear in the Budget column of the Budget vs. Actual spend details at the bottom of the project's OCIO dashboard page.

Budget vs. Actual Spend
(Displaying by Fiscal Month with Gate Name, Funding Source and Cost Pool Spending Category)

Funding Source (All) Gate Name (All)

Period	Gate Name	Funding Source	Cost Pool Spending Ca..	Budget	Actual Spend
Jan-21	DM Prep & Build	447-6 - Info Tech Investment Rev Acct - Nonappropriated Funds	Hardware	$0	($12,441)
			Outside Services	$0	$29,156
			Software	$0	$26,852
		-	Outside Services	$70,640	$0
			Software	$158,750	$0
Feb-21	DM Launch & Stabalization	447-6 - Info Tech Investment Rev Acct - Nonappropriated Funds	Outside Services	$0	$29,690
			Software	$0	$155,595
		-	Outside Services	$70,640	$0
	DM Prep & Build	447-6 - Info Tech Investment Rev Acct - Nonappropriated Funds	Outside Services	$0	$1,815
			Software	$0	$14,184
	DW Launch & Stabalization	447-6 - Info Tech Investment Rev Acct - Nonapprop..	Software	$0	$5,776
Mar-21	DM Launch & Stabalization	447-6 - Info Tech Investment Rev Acct - Nonappropriated Funds	Outside Services	$0	$37,379
			Software	$0	$17,563

Budget vs. Actual Spend
(Displaying by Fiscal Month)

		Budget	Actual Spend	Budget Variance
	Feb-20	$95,560	$64,748	$30,812
	Mar-20	$95,560	$49,863	$45,697
	Apr-20	$299,310	$245,138	$54,172
	May-20	$95,560	$105,517	($9,957)
	Jun-20	$108,560	$195,313	($86,753)
	FY Total	$2,178,000	$1,732,144	$445,856
FY 2021	Jul-20	$469,390	$204,810	$264,580
	Aug-20	$70,640	$53,691	$16,949
	Sep-20	$345,640	$34,505	$311,135
	Oct-20	$129,390	$536,145	($406,755)
	Nov-20	$210,640	$110,289	$100,351
	Dec-20	$100,640	$100,518	$122
	Jan-21	$229,390	$43,567	$185,823
	Feb-21	$70,640	$207,060	($136,420)
	Mar-21	$70,640	$54,942	$15,698
	Apr-21	$219,390	$155,056	$64,334
	May-21	$70,640	$235,176	($164,536)
	Jun-21	$103,960	$35,161	$68,799
	FY Total	$2,091,000	$1,770,920	$320,080
Grand Total		$4,269,000	$3,503,064	$765,936

Figure 6 : Budgeted Resources Dashboard view

All planned spend on this tab should not exceed the total amount stipulated by the proviso that you entered on the Inputs tab. You must enter the planned spend with details about the expected expense for each fiscal month in one of five categories:

1. State Employee Staffing Costs

   - You will need the **Position Title/Classification, Range, and Step** for each state employee resource working more than 20% of their time on the project. You can type the position title into the cell if you cannot find the appropriate title in the list. You will then need to type the range in and select a step to automatically select the salary.

   - Staff salaries will automatically increase each fiscal year based on the general wage increase entered on the Inputs tab.

2. Non-State Employee Staffing Costs

   You'll need the contractor/company name and a **sub-object code** for each line contractor or external labor that will be needed to complete the scope of the project. You will indicate across fiscal months how much you expect to spend.

3. Contracted Professional Services (e.g. programmers, quality assurance, consulting, project management, organizational change management)

   - You will need the name of each contracted professional service and a **sub-object Code** for each line item. You will indicate by fiscal months (FM) how much you expect to spend.

- Included in this section are amounts that are planned/budgeted for contracted resources, regardless of how they are acquired (e.g., request for proposals, direct buy, agency convenience contract, inter-agency agreement); applies to all planned consulting.

4. Software Licenses and Subscriptions

- You will need the contractor/company name, and a **sub-object code** for each line item.

- Included in this section are amounts expended for purchased software or licenses of commercially available software with a useful life of one year or less, including upgrades and/or maintenance agreements. Software licensing includes, but is not limited to, the right to use the software, support for the software and upgrades.

5. Hardware and Equipment

You will need the contractor/company name and a **sub-object code** for each line item.

Gates (for gated funding projects)

Across row 4 in the Budgeted Resources tab you will see gate numbers starting in column J. You will update the gate numbers by selecting from the pull-down list for each cell in row 4. The pull-down list is populated from the gate numbers on the Inputs tab. Gate numbers in row 4 will determine what fiscal months will be in each gate, and when gates start and end. Each fiscal month will be part of a gate. As your numbers change, you will see the red horizontal line move delineating the gate end/start.

The length of your gates will be specific to your project. Some general guidelines:

1. No gate should cross a biennium end. One recommended best practice is for the last deliverable date in a gate to be 30 days prior to the end of the biennium to allow time for gated funding tech budget reviews and approvals, gate certifications, and OFM approval.

2. We recommend gates be somewhere between four and eight months.

3. Some gates (such as planning) may be shorter than other gates (such as implementation).

4. Each gate should be long enough to demonstrate the delivery of business value for the dollars allocated.

The gate start dates from this tab will automatically carry to the Deliverables tab, where you will list the deliverables that will be completed within the gate. For more information on the deliverables tab, see that section below.
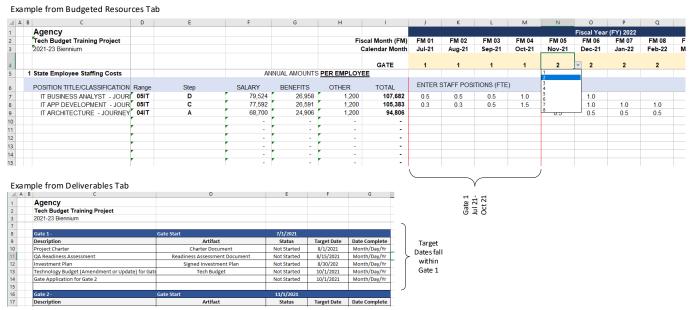
Example from Budgeted Resources Tab

Example from Deliverables Tab

Figure 8: Gates and deliverables by gate

Budgeted Resources State Employee Staff Costs Line Items

In section 1 you will include the detailed resource plans and employee spending for your project. For each state employee, you will choose their position title/classification from the drop-down list, the range for that employee and step. The Salary, Benefits, Other and Total fields will be automatically calculated. The amount that appears in the Other column (column H of the tab) comes from that data you entered on the Inputs tab in cells I36, I37 and I38. It is important to work with your agency's financial team to determine the correct values for these cells.

For each fiscal month for that line item, you will indicate the amount of time that employee will be spending on your project. Entering 1.0 means that the employee is working 100% of their time on your project, entering .50 means that the employee will be working 50% on your project, etc. This detail for an employee can vary over the life of the project. For example, maybe in the first gate your development resource will only be participating at a level of 25% but in later gates, their time will increase to 100%.

Please check with your OFM advisor regarding how many FTE's were authorized or planned, or what has been approved by the Legislature for the use of your funds for employee resources.

Figure 9:State Employee Staffing Costs Example

Budgeted Resources Additional Line Item Details

Sections 2 through 6 are the same in functionality. For each category you will enter the resource name, a description of what they will be doing, and contracting information. You **MUST** include a **sub-object code** for each of these detail line items, choosing from the drop-down choices. Your technology budget will be returned if these are missing.

Figure 10: Budgeted Resources Data Example

Fund Source

Lines 262 through 291 provide a space in the technology budget for your project to document the fund sources that will be used to cover the expenses outlined in the detailed lines above. For each fund source you will add the dollar amount needed for each fiscal month from each fund source. If you need additional lines to provide Account/Fund Title detail, simply unhide more rows after line 272.

Line 294 provides a validation check that your planned expenses per fiscal month equal the funding plan each fiscal month. This check compares cells in line 256 with cells in line 291, and a value of TRUE or FALSE will automatically be generated, as illustrated below.

Figure 11: Fund Source Validation example

Future Fiscal Years

If your project is continuing past the current biennium, you will need to add planned spending for each line item, but only the annual amount you expect to need. During the 2023-25 biennium, you are not required to enter fiscal month amounts in the ensuing biennia.

Agency In-kind Resources tab (worksheet) (Applies to gated projects only)

The In-kind Resources tab represents planned spending within the agency's base budget (beyond the Budgeted Resources tab.) It is important to capture the true cost of a project, including dollars spent on full-time employees who spend part if not all their time on a project.

The gates for this section should be updated when you update the gates in the Budgeted Resources tab, which is considered the true source of gate delineation. This tab's gates should match the Budgeted Resources gates.

In-kind resources are separated into two of the six categories: 1 State Employee Staffing Costs and 6: Other. Both sections of the In-kind Resources tab function the same as they do for the Budgeted Resources tab.   However, for this tab you do not need to include fund information or any validation of planned expenses to planned funding.

If you anticipate that the project will go past the current biennium, you will need to put the annual cost expected for in-kind resources starting in column AH for FY2026 and so on.

Maintenance and Operations tab (M&O tab) (worksheet)

The 2023-25 operating and transportation budgets require that "each project must have a technology budget… identify… at least five years of maintenance and operations costs." Please fill out the M&O tab with the following information for at least five full fiscal years:

1. Estimated number of annual M&O FTEs.

2. Estimated annual M&O costs by cost pool (i.e. state employee staffing costs, non-state employee staffing costs, contracted professional services, software licenses and subscriptions, hardware and equipment, and other.)

   - These are the same categories you have seen on the Budgeted Resources and In-kind Resources tabs.

   - If it helps to calculate the totals, you can copy the Budgeted Resources tab into a new tab WITH A DIFFERENT NAME.

   - Estimated annual M&O fund sources. If you need more space, please unhide the rows to include additional fund sources.

   - Do not add new rows or columns to this tab.

You can confirm whether funding sources are available to cover the planned costs in row 51 where you will see a value of TRUE or FALSE. You will want these all to be TRUE before submitting the technology budget.

Consolidated Technology Services
Tech Budget Training
2023-25 Biennium

PURPOSE: Section 701 (4)(a) of the 2023-25 operating budget (ESSB 5187) and Section 701 (2)(a) of the 2023-25 transportation budget (ESSB 1125) require that "Each project m

INSTRUCTIONS:
Provide estimated maintenance and operations costs and FTEs and fund source by fiscal year for at least five years.
Please note, agencies can create a copy of the Budgeted Resources tab to use as a worksheet to estimate M&O totals by section.

Maintenance & Operations (M&O)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Estimated number of annual M&O FTEs	-	0.3	0.5	0.5	0.5	0.5	0.5
State Employee Staffing Costs	-	40,000	79,200	79,200	79,200	79,200	79,200
Non-State Employee Staffing Costs	-	-	-	-	-	-	-
Contracted Professional Services	-	-	5,000	-	-	-	-
Software Licenses and Subscriptions	-	60,000	120,000	120,000	120,000	120,000	120,000
Hardware and Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Estimated Annual M&O Total	-	100,000	204,200	199,200	199,200	199,200	199,200
Fund Sources							
001-1: General Fund State	-	100,000	204,200	199,200	199,200	199,200	199,200
447-6: IT Revolving Account	-	-	-	-	-	-	-
25H-A: Fair Start fund for Kids	-	-	-	-	-	-	-
08A-1: Education Legacy Trust Account	-	-	-	-	-	-	-
17F-1: Washington Opportunity Pathways	-	-	-	-	-	-	-
001-2: General Fund Federal	-	-	-	-	-	-	-
001-C: General Fund Medicaid	-	-	-	-	-	-	-
415-1: Personnel Services Account	-	-	-	-	-	-	-
___-_: Account/Fund Title	-	-	-	-	-	-	-
___-_: Account/Fund Title	-	-	-	-	-	-	-
Estimated Annual M&O Total by Fund Source	-	100,000	204,200	199,200	199,200	199,200	199,200
check	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE

Figure 12: M&O Tab Example

447 Fund Sources tab (worksheet) (Applies to gated projects only)

The 2023-25 operating and transportation budgets require that "if the project is funded from the information technology revolving account, the technology budget must include a worksheet that provides the fund sources that were transferred into the account by fiscal year."

The information technology investment revolving account (IT investment revolving account, "IT Pool") created in RCW 43.41.433, is a state fund where allocated money is held before it is allotted to specific IT projects. Currently, the IT Pool is held in state fund 447. For a list of projects that are funded from the IT Pool (fund 447), please see the LEAP Omnibus Document IT – 2023.

This new requirement captures the original fund sources of projects funded by the IT pool, including percent funded by the state General Fund and other Near General Fund accounts.

For questions on completing this tab, please reach out to your agency budget staff or OFM advisor.

Consolidated Technology Services

Tech Budget Training

2023-25 Biennium

PURPOSE: Section 701 (4)(b)(i)(A) of the 2023-25 operating budget (ESSB 5187) requires that "If the project is funded from the information technology revolving account, the technology budget must include a worksheet that provides the fund sources that were transferred into the account by fiscal year."

INSTRUCTIONS: Provide Fund 447 source funds by fiscal year. A list of Fund 447 projects can be found online at https://fiscal.wa.gov/statebudgets/2023proposals/Documents/co/coLEAPOmnibusDocIT-2023.pdf. If you have questions completing this tab, please reach out to your budget office or OFM.

Fund Source	3 digit fund	type of fund	FY1	FY2	Total biennial amount	% of total
General Fund State	001	1	613,755	128,947	742,702	100%
Fair Start Fund for Kids	25H	A	-	-	-	0%
Education Legacy Trust Account	08A	1	-	-	-	0%
Washington Opportunity Pathways	17F	1	-	-	-	0%
General Fund Federal	001	2	-	-	-	0%
General Fund Medicaid	001	C	-	-	-	0%
Personnel Services Account	415	1	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
Account/Fund Title	___	_	-	-	-	0%
<-- Unhide to add more rows		**Total**	**613,755**	**128,947**	**742,702**	**100%**
Double check to 447 Fund total on Budgeted Resources tab			TRUE	TRUE		

Figure 13: 447 Tab Example

Assumptions tab (worksheet)

Every project makes assumptions along the way that they would like to explain to the reader of the worksheet. The Assumptions tab has been provided for you to provide additional context regarding project scope, schedule, and budget.   Please use this tab to explain any assumptions made in the Budgeted Resources tab. One suggestion would be to include any assumptions that appear in the decision package your agency put forth when requesting funding, or details of a fiscal note for your project. Your oversight consultant and OFM advisor can help determine what to include in this tab.

Deliverables tab (worksheet) (Applies to gated projects only)

Key to any project lifecycle and the gated funding process is setting expectations for measuring progress and demonstrating business value early and often. The deliverables tab is where the project tells the story of milestones it intends to reach and setting expectations for the future.

Each gate certification will require completion of the previous gate deliverables before moving on to the next gate. You will work with your oversight consultant to review those deliverables and their completion at the end of each gate. These deliverables should also be posted to the Washington State IT Project Dashboard.

The gate titles and gate numbers should have been automatically populated from the data you entered on the Inputs tab in cells G13-20. The gate start date is pre-populated using data you entered on the Budgeted Resources tab and is always the first of the month.

NOTE: Changing gate names and dates on the Deliverables tab will not make the changes appear on the Inputs tab or the Budgeted Resources tab. If you need to change gate names and start dates, please make changes to the input tab and notify your oversight consultant of the updates.

Deliverables details table

For each deliverable line in this table, there are three key data points:

Description: The title of the deliverable that fits your project. Common descriptions are "Project Management Plan", "QA Readiness Assessment", "Go-Live Readiness Assessment", etc.

Artifact: Each deliverable completed will be represented by an artifact that will be posted to the Washington State IT Project Dashboard. For example, the Project Charter document would be completed and posted to the Washington State IT Project Dashboard for the project charter deliverable. If a go-live briefing is one of your deliverables, consider documenting minutes, which would then be posted to the dashboard.

Target Date: The target completion date of your deliverables.

A few guidelines as you begin to create your deliverables plan:

- It is recommended that there be between six and ten deliverables per gate. Enough to show progress, but not so many that your gate is too lengthy or there is an unreasonable amount of work to be accomplished.

- Your last deliverable for each gate should be 30 days before the planned end of the gate to allow for gate certification and funding approval.

- The spending plan outlined in your Budgeted and In-kind Resources tab should correlate with the time and funding needed to complete the deliverables in your gate. For example, if Gate 1 is Project Planning and the primary resources working on the deliverables for Gate 1 are your project management team, we would expect to see planned expenses for project management team resources, not development resources.

- If you have deliverables that you are concerned about posting on the publicly available Washington State IT Project Dashboard, consider a substitute artifact that could be posted. For example, if one of your deliverables is a security network diagram, consider posting a memo of acceptance of the deliverable rather than the diagram itself. Work with your oversight consultant for acceptable substitutes.

- The Deliverables Sample link has suggestions for a standard project from which you can get ideas to help your project demonstrate progress.

- This tab is not intended to be a replacement for a project plan, nor is it intended to be a copy of your project plan's milestones.
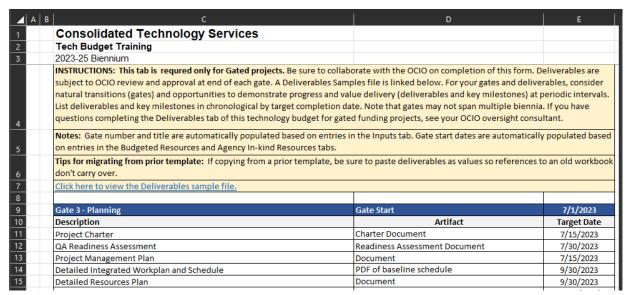

Figure 14: Deliverables Tab example

Changes to the deliverables

As your project progresses and the project team learns more about the solution and its implementation, the deliverables may need to be adjusted. You can change deliverables of future gates, with review and approval of your oversight consultant and OFM advisor. This would be accomplished through a technology budget amendment.

Amendment Log tab (worksheet)

The intention of the amendment log is to capture changes from the last approved technology budget to the amended technology budget. Throughout the project lifecycle technology budgets can be amended more than once, so the amendment log has space for logging the changes happening and maintaining historical data. Each technology budget amendment is reviewed and approved by OCIO and OFM and sent to legislative committee staff. The technology budget Amendment is uploaded to the Washington State IT Project Dashboard with narrative descriptions of what has changed, and the impacts of that change to the project's scope, schedule and budget. Additionally, the technology budget amendment's financial data are re-uploaded to the Washington State IT Project Dashboard.

Amendments are **not** an attempt to match actual expenditures to planned spending. The technology budget captures only planned spending. Actual expenditures will be updated through AFRS or your agency's expenditure reporting.

Section A: Summary of Changes by Gate

For each change, you will detail the category and the tab that you changed, then each gate change of the planned expense, either increase or decrease (in parenthesis). Please include a brief justification or comments to help the reader understand what changed. Rows 24 and 25 total each gate before and after the changes. The net change to the total planned project spend will be calculated in cell M25. This new total in cell M25 should match cell D27 on the Inputs tab and dashboard amount of total project planned spend. If it is different, work with your oversight consultant to complete an investment plan amendment if needed.
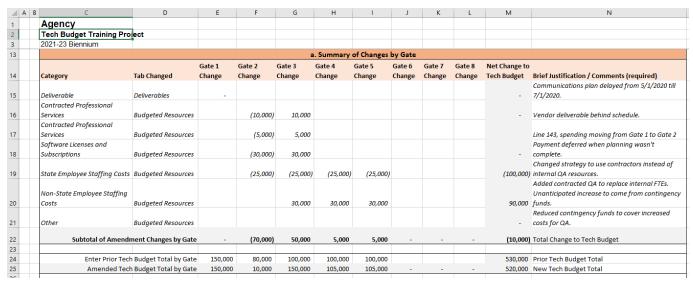
		Gate 1 Change	Gate 2 Change	Gate 3 Change	Gate 4 Change	Gate 5 Change	Gate 6 Change	Gate 7 Change	Gate 8 Change	Net Change to Tech Budget	
					a. Summary of Changes by Gate						
Category	Tab Changed										Brief Justification / Comments (required)
Deliverable	Deliverables	-								-	Communications plan delayed from 5/1/2020 till 7/1/2020.
Contracted Professional Services	Budgeted Resources		(10,000)	10,000						-	Vendor deliverable behind schedule.
Contracted Professional Services	Budgeted Resources		(5,000)	5,000							Line 143, spending moving from Gate 1 to Gate 2
Software Licenses and Subscriptions	Budgeted Resources		(30,000)	30,000						-	Payment deferred when planning wasn't complete.
State Employee Staffing Costs	Budgeted Resources		(25,000)	(25,000)	(25,000)	(25,000)				(100,000)	Changed strategy to use contractors instead of internal QA resources.
Non-State Employee Staffing Costs	Budgeted Resources			30,000	30,000	30,000				90,000	Added contracted QA to replace internal FTEs. Unanticipated increase to come from contingency funds.
Other	Budgeted Resources									-	Reduced contingency funds to cover increased costs for QA.
Subtotal of Amendment Changes by Gate		-	(70,000)	50,000	5,000	5,000	-	-	-	(10,000)	Total Change to Tech Budget
Enter Prior Tech Budget Total by Gate		150,000	80,000	100,000	100,000	100,000				530,000	Prior Tech Budget Total
Amended Tech Budget Total by Gate		150,000	10,000	150,000	105,000	105,000	-	-	-	520,000	New Tech Budget Total

Figure 15: Amendment Log Section a. Example

Section B: Technology Budget Amendment Summary Narrative

When technology budget amendments are posted to the Washington State IT Project Dashboard, there are five questions we must answer. In section **B**, we are asking the agency to complete the answers using less than 256 characters.

Keep in mind the audience viewing your project details includes the Legislature, the authorizing environment, and the public—all of whom may or may not have been present in your project team or steering committee discussions. Your oversight consultant can assist with this section.

Section C: Amendment Changes (Yes/No questions)

When technology budgets are approved, the OCIO will upload the project and financial data to the Washington State IT Project Dashboard in most cases. In section C, you will be describing where the financial changes have been made to better inform the OCIO staff completing the upload. At least one box must have a Yes answer, but there may be more than one Yes.
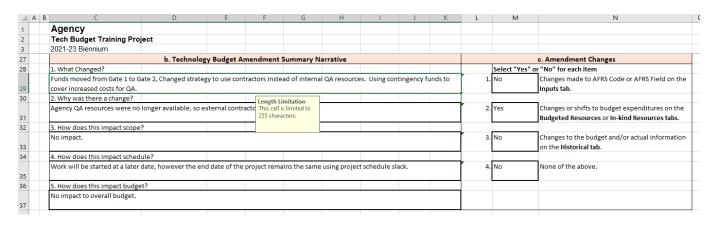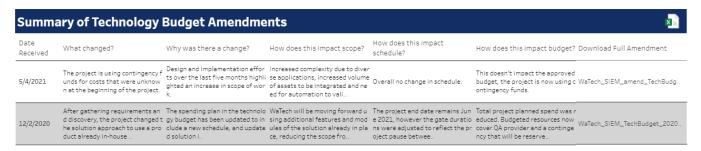

Figure 16: Amendment Log Section b. and c. Example

Figure 17: Tech Budget Amendment Posting Details

Central Service Model (CSM) Fund Sources Addendum

Central service agencies that provide core services to support agency operations and missions are required to provide a statewide impact by agency and by fund as a worksheet in the technology budget file. (Section 701(4)(b)(i)(B) of the 2023-25 operating budget). The worksheet will capture the original fund sources of projects funded by the central service model, including percent funded by the state General Fund and other Near General Fund accounts. These agencies include:

- Consolidated Technology Services (WaTech).
- Secretary of State.
- State Auditor's Office.
- Attorney General's Office.
- Office of Administrative Hearings.
- Department of Enterprise Services.
- Office of Financial Management.
- Department of Labor and Industries.

NOTE: Only the CSM agencies listed above have to complete this addendum. If you are an agency receiving CSM services, you do not have to complete the addendum.

CSM Inputs tab (worksheet)

The data on this tab must match exactly the data you have on the Inputs tab of the project's technology budget. For descriptions of these required fields, please see the Inputs tab section of this User Guide.

CSM Project Budget & NGFO by Month tab (worksheet)

The data on this tab represents your monthly planned spend of CSM funds. You can copy the values from the Budgeted Resources tab of your project's technology budget Budgeted Resources tab (Rows 263-290) or enter the data manually. Be sure to only copy/paste the values of the cells, not the formulas or references.
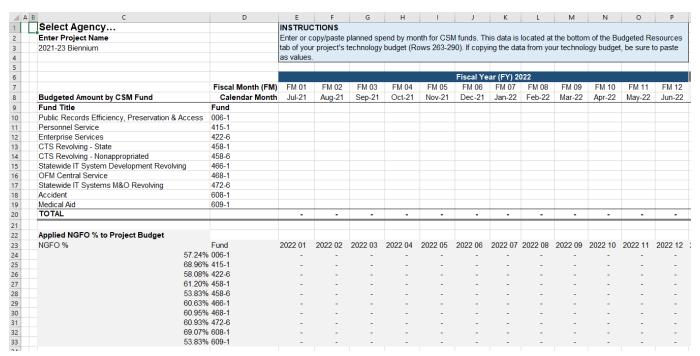

Figure 18: CSM Workbook Project Budget & NGFO by Month Example

CSM Statewide Impact by Agy by Fund tab (worksheet)

No data entry is required for this tab. This tab shows biennial funded amounts in "NGFO breakout of CSM Funds" in cells f8-F16. This number is coming from the budget amount entered into the Project Budget tab in the worksheet.

Finding instructions and resources

Additional resources can be found on the Gated Funding Oversight and IT Project Dashboard Resources page on the OCIO website. These include:

Technology budget

- Technology Budget for Gated Funding Projects Template

- Agency Coding Combination

For more information and general inquiries, please contact OCIO or the OFM Budget advisor assigned to your agency.

- OCIO Oversight Consultant Pool inbox (OCIOConsultants@watech.wa.gov)

- OFM Budget Staff Agency Assignment

Submitting questions and feedback

Questions regarding the Technology Budget User Guide can be directed to the OCIO oversight consultant team at OCIOConsultants@watech.wa.gov or directly to your oversight consultant.

Appendix A: Glossary

Term	Definition
Actual Expenditures to Date	Actual Expenditures to Date = (historical expenditures [actuals] for closed state fiscal year [FY] periods) + (current biennium expenditures). Excludes in-kind resources entered on the In-kind Resources tab. This is an automated upload from AFRS to the WA OCIO IT Dashboard. You do not need to input this figure into the technology budget.
AFRS Code	A financial system designation that will be entered into an AFRS field to charge project costs to appropriation indices, account codes and individual project gates/phases.
AFRS Field	A field label in AFRS that will receive the designated code(s).
Agency Financial Reporting System (AFRS)	Washington state's central hub for accounting information.
Allocation	A budgeted amount designated by the legislature for use on a specific project.
Allotment	An authorization issued by the OFM to an implementing agency to incur obligations for specified amounts contained in a legislative appropriation. When a Gate Application is certified by the OCIO, OFM will release the appropriated funds after the statutory legislative review period for the agency to allot.
Amount Subject to Proviso	The portion of the project budget to be gated and subject to the provisions of section 701 of the 2023-25 Operating Budget (ESSB 5187), effective April 23, 2023. Work with your OFM Budget Advisor to obtain this number.
Annual Maintenance & Operations Cost (M&O)	Costs associated with the ongoing support of an IT investment after project closure and/or transition to operations.
Appropriation	The amount of expenditure authority available to the agency. Appropriation refers to an authorization made by law or legislative enactment directing payment out of government funds under specified conditions or for specific purposes.
Artifact	A deliverable that provides evidence of meaningful project progress. Artifacts demonstrate value created by project-related investments in IT hardware, software, IT services, professional contracted services and labor.
Benefits	The cost of providing employee benefits to individuals or positions.

Term	Definition
Biennium	A two-year state fiscal period. The Washington state biennium runs from July 1 of an odd-numbered year to June 30 of the next odd-numbered year.
Budget	Money that the agency requested and received specifically for the IT project during the specified biennium.
Budget Funded Level (previously Budgeted Cost)	The budget approved through budget bills for the project. Budget Funded Level = (historical budget funded level) + (current biennium budget funded level). Excludes in-kind resources entered on the In-kind Resources tab. Work with your OFM Budget Assistant to obtain this number from WinSum.
Budgeted Resources	Resources that were approved in the current biennium state budget(s) or money your agency receives specifically for the IT project. Includes IT hardware, software, IT services, professional contracted services and labor. Excludes in-kind resources.
Central Services	Core services that almost all state agencies need to support their operations and mission provided by a central service provider, such as legal services, statewide financial systems, administrative hearings, information technology, worker's compensation, auditing services, as well as some financial, human resources, and IT services tailored for small agencies.
Central Service Agency	Central service providers include Consolidated Technology Services (WaTech), Secretary of State, State Auditor's Office, Attorney General's Office, Office of Administrative Hearings, Department of Enterprise Services, Office of Financial Management, and Department of Labor and Industries.
Central Service Model	Methodology and estimate used by the Governor and legislative budgets to distribute funding to agencies for changes in central services billings.
Closeout	The finalization of all activities across all the process groups and includes the post implementation review (PIR) and lessons learned.
Closeout Report	Post-implementation review (PIR) documentation that includes value achieved, lessons learned from the project, vendor performance and explanations for project variances (i.e., scope, schedule, cost).
Contact Name	The primary point of contact for communication regarding the technology budget; often the project manager or project business owner.
Contracted Professional Services	Amounts that are planned/budgeted for contracted resources, regardless of how they are acquired (e.g., request for proposals,

Term	Definition
	direct buy, agency convenience contract, inter-agency agreement); applies to all planned consulting.
Decision Package (DP)	A budgeting tool to make a compelling and persuasive argument for any proposed agency budget change, including for IT projects. Policymakers will rely upon this information when evaluating the request, starting with the Governor. See the OFM Budget Instructions for more information.
Fiscal Year (FY)	The state 12-month period that runs from July 1 through June 30 of the following year and is named for the calendar year in which it ends.
Full Time Equivalent (FTE)	A budgeting term used to measure one full calendar year of paid employment, or the equivalent of 2,088 hours (the number of average available work hours in a year). See section 25.10.40 of the Statewide Accounting Administrative Manual (SAAM) for more information.
Funding Approval Letter	Formal approval for gate funding from OFM.
Funding Source	A list of the different funds the agency is drawing from to provide financial support for the project. Also refers to the codes used by AFRS to identify the source of allocated project funds (e.g., general fund state, general fund federal, statewide IT system maintenance).
Fund split	The Office of Financial Management and the Legislature allocate central service funded costs among agencies and their different agency funds to distribute funding for central services.
Gate	A collection of deliverables and key milestones that demonstrate progress and value delivery at periodic intervals throughout a project.
Gate #	A number assigned to a project phase/gate by the project or agency.
Gate Approval Letter	A letter signed by OFM to authorize allotment of funds.
Gate Title	A label assigned by the project or agency to describe (at a high-level) a gate or phase (e.g., initiation, planning, procurement, configuration and testing, rollout, closeout).
Gated Funding	The process some projects will follow to access project funds under IT oversight. Gated funding means that your project will be subject to OCIO oversight and will also require OCIO and OFM approval to release funding at specific gates defined by you and your OCIO consultant.
Gated Funding Application	A form used by an agency to request release of gate funds.

Term	Definition
Gated Funding Certification	A formal approval for gate certification from the OCIO.
Gated Funding Deliverables	Artifacts identified in the technology budget Deliverables tab.
Gated Funding Project	An IT project identified by the OCIO, in consultation with OFM, to be subject to the gated funding process requirements of Section 701of the 2023-25 Operating Budget (ESSB 5187).
Historical Budget	The project budget for closed state FYs.
Historical Expenditures	Project expenditures (actuals) from closed state FYs.
Historical Variance	The difference between historical budget and historical expenditures.
In-kind Resources	Resources committed to the project by the agency for which the agency will bear the cost. Planned resources for current and future biennia only are entered on the In-kind Resources tab.
Investment Plan	An OCIO required project document that summarizes the project description, business benefits, scope, acquisition plan, schedule, project governance and management plan, budget, dependencies and risks.
IT Oversight	Projects subject to section 701 of the 2023-25 Operating Budget (ESSB 5187), effective April 23, 2023. This includes agencies whose funds will be released from the IT Pool account or an account in the agency budget.
IT Pool	The information technology investment revolving account created in RCW 43.41.433, a state fund where allocated money is held before it is allotted to specific IT projects. Currently, the IT Pool is held in state fund 447.
IT Project Assessment (ITPA)	The online tool used to assist Washington state agencies and the OCIO in determining appropriate oversight for an IT investment based on the cost, complexity and/or statewide significance.
Near General Fund Outlook (NGFO)	A rollup of funds including General Fund – State, the Education Legacy Trust Account, the Washington Opportunity Pathways Account, the Workforce Education Investment Account and the Fair Start for Kids Account.
Non-state Employee Staffing Costs	List of contractors or external labor that will be needed to complete the scope of the project.
OCIO	Office of the Chief Information Officer.

Term	Definition
OFM	Office of Financial Management.
Phase	A collection of activities within a project. May include initiation, planning, procurement, implementation and/or integration and closeout.
Position Title/ Classification	The job classification title and numerical range associated with it. See Compensation & Job Classes for more information.
Range	The state's salary range for a position.
Salary	The annual gross salary of a project position or resource.
Software Licenses and Subscriptions	Amounts expended for purchased software or licenses of commercially available software with a useful life of one year or less, including upgrades and/or maintenance agreements. Software licensing includes, but is not limited to, the right to use the software, support for the software and upgrades.
Staffing Assumptions	Percentages applied to salaries to anticipate costs related to social security, retirement, Medicare and unemployment. This must be based on real experience.
State Employee Staffing Costs	Costs to use state employees on a project.
Subobject Code	A two-digit code used by AFRS to precisely allocate expenses to the proper general ledger code. You must complete this field for all non-state FTE resources included in the Budgeted Resources and In-kind Resources tabs. Section 75.70 of the Statewide Accounting Administrative Manual (SAAM) is the source for object/subobject codes. Speak with your agency accounting and/or budget teams. Your OFM Accounting Consultant and OFM Budget Advisor can assist them if help is needed.
Technology Budget	The project budget and spending plan for the gated funding project.
Technology Budget Amendment	A material change to an existing posted, OCIO and OFM approved technology budget for a project reflecting changes in scope, schedule, budget, gates and/or deliverables.
Technology Budget Update	A non-material change to an existing posted, OCIO and OFM approved technology budget to make technical corrections only. Corrections may include a change in project point of contact, updates to deliverable completion dates, updates to target

Term	Definition
	completion dates for upcoming deliverables, corrections to AFRS codes to reflect costs, etc.
Total Planned Spend	The agency's total planned project spend, including in-kind resources but excluding actual expenditures. This includes the time period from initiation through implementation and closeout. Total Project Planned Spend = (historical budget [from the Historical Budget & Actuals tab]) + (current biennia + future biennia planned spend [from the Budgeted Resources tab]) + (historical + current biennia + future biennia in-kind resources [from the In-kind Resources tab]). This is automatically calculated on the Inputs tab of the Technology Budget.
WinSum	OFM's budget system, used to develop and submit agency budget requests, develop, and publish the governor's budget, develop and enact the legislative budget and support governor signature/veto.