



# EXECUTIVE OFFICE OF TECHNOLOGY SERVICES & SECURITY

COMMONWEALTH OF MASSACHUSETTS | 1 ASHBURTON PLACE, 8TH FLOOR, BOSTON, MA 02108

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Governor

**KIMBERLEY DRISCOLL**  
Lieutenant Governor

**JASON SNYDER**  
Secretary/Commonwealth CIO

**ERICA BRADSHAW**  
Deputy Secretary

August 13, 2025

Dear Chairs Rodrigues, Michlewitz, Collins, Cabral and Auditor DiZoglio,

Pursuant to Chapter 9 of the Acts of 2025 (FY26 General Appropriations Act), the Executive Office of Technology Services and Security (TSS) is pleased to provide you with the enclosed report detailing an account of IT-related project expenditures over the previous 12-month period.

Due to the reporting deadline, amounts reported in the enclosed report are actuals through June 14, 2025, and TSS forecasts through June 30th since final FY25 numbers will not be known with certainty until after the Massachusetts Management, Accounting and Reporting System (MMARS) Accounts Payable period at the end of August.

The FY25 amount is an increase of \$16.0M over the FY25 cap of \$158.8M, which, when taken with the additional FY25 capacity we were able to create, amounts to an effective increase over cap of \$23.2M. These numbers exclude the BEST program, which while included in our oversight, has a separate source of funding.

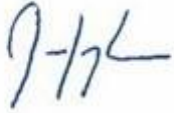
	FY25			FY24		
	Number of Projects	Investment (\$000k)	% of Total Projects	Number of Projects	Investment (\$000k)	% of Total Projects
Executive Office						
Health and Human Services	22	\$221,289	17%	13	\$157,904	47%
Technology Services and Security	13	\$77,518	10%	9	\$58,939	18%
Transportation	18	\$23,355	14%	21	\$28,663	9%
Public Safety and Security	18	\$31,245	14%	15	\$28,234	8%
Labor and Workforce Development	10	\$125,039	8%	2	\$24,676	7%
Education	11	\$22,167	8%	6	\$18,065	5%
Administration and Finance	12	\$7,203	9%	13	\$7,933	2%
Energy and Environmental Affairs	7	\$6,950	5%	5	\$4,264	1%
Veteran's Services	1	\$605	1%	2	\$2,927	1%
Economic Development	3	\$19,274	2%	4	\$2,600	1%
Housing and Livable Communities	16	\$11,623	12%	1	\$1,900	1%
	131	\$546,268	100%	91	\$336,105	100%

FY25 Investment Activity (Projects >\$250K)

The Executive Office of Health and Human Services (EOHHS) and The Executive Office of Technology Services and Security (TSS) remain the principal investors in IT, accounting for 65% of total investment dollars in FY25, a very similar total compared with 65% in FY24. I am grateful for your continued partnership with TSS. Please feel

free to contact Christopher Smith at [Christopher.t.smith@mass.gov](mailto:Christopher.t.smith@mass.gov) should you have any questions about this report.

Sincerely,

A handwritten signature in blue ink, appearing to read "J-Snyder", is centered below the "Sincerely," text.

Jason Snyder  
Secretary and Commonwealth Chief Information Officer

## Executive Branch Information Technology Projects in FY25

The Executive Office of Technology Services and Security (TSS) has collaborated with agencies across state government to improve the delivery of digital services for constituents, schools, businesses, government agencies, and municipalities. EOTSS is focused on modernizing the Commonwealth's Information Technology (IT) landscape while prioritizing security, leveraging technology across multiple agencies, and investing in high-impact projects that can be efficiently supported over their useful lives. In FY25, the focus has been on leveraging investments that modernize our technology infrastructure and networks and strengthen our cybersecurity capabilities, but with a renewed emphasis on improving the delivery of services to citizens and enhancing government performance.

### Investing in State Service Access and Equity

Expenditures in FY25 invested \$782.8MM in 24 projects across nine Secretariats that address service equity and resident access to government services. The Commonwealth Digital Roadmap is a \$110M program at TSS (\$18M in FY25) to standardize the user experience across state agencies with a single identity that proactively connects users to relevant information and services.

The Integrated Eligibility and Enrollment program within the Executive Office of Health and Human Services (HHS) will eliminate duplicative documentation while streamlining the application and onboarding processes for benefits administered by HHS, while making residents aware of overlapping eligibility for services.

The Childcare Financial Assistance Modernization (CCFA) project at the Executive Office of Education (EOE) will update the business processes within CCFA to align with an updated user experience and update or replace the core technology systems managing the waitlist, application and eligibility determination, and payments. Updating the overall user experience will reduce barriers to families seeking assistance from the Commonwealth, ease administrative burdens on childcare providers, and create greater operational efficiencies for the Department.

FY25 will see the completion of the implementation of an Electronic Medical Records system (EMR) at the Executive Office of Veterans' Services Veterans' Homes in Chelsea and Holyoke which offer critical services to veterans in Massachusetts.

### Improving Government Performance

\$92.3M has been allocated to 11 Secretariats and Agencies to support 16 projects that will enable more efficient government operations. This includes the completion of phase 1 of the Employment Modernization Transformation (EMT), the Tax and Benefits modules, and seed funding for Phase 2--Career Services. This project is a key driver of the increased project investment within the Executive Office of Labor and Workforce Development (LWD) from FY24 to FY25.

The Commonwealth's Legal Case Management System consortium will complete the pilot program rollout of a best-in-class statewide Legal Case Management Platform to five agencies. The platform is a single framework that is scalable across the Commonwealth that includes various management capabilities spanning across case management practices.

Further, the Business Enterprise Systems Transformation (BEST) project within the Office of the Comptroller to replace two core administrative systems used across the Executive Branch to manage financial, payroll, and human resource functions, continues apace.

### Technology Services and Cybersecurity

The FY25 CIP allocates \$42.2MM to continue to improve the Commonwealth's Information Technology infrastructure and cybersecurity assets. The goal of this enterprise program is to continuously modernize the technical infrastructure that government service delivery depends on.

This program continues an ongoing initiative to modernize the Commonwealth's core networks, including the One Network program at HHS, EOE and EOED, and supports the continuous upgrades of our End User services capabilities with Group File Share migrations to more secure platforms. We will continue the migration of end-of-life server infrastructure to our centralized services and will invest in operational intelligence capabilities to more effectively monitor our technical infrastructure. Funding is also included to continue the operation of the Commonwealth's cybersecurity Vulnerability Management Program, which includes automated web application scanning, professional grade penetration testing, and a threat analysis and data sharing capability. There is a remediation capability to support all Executive Branch repair vulnerabilities identified because of our penetration testing program.

We enable Mass.gov to respond to new constituent (end-user) and customer (agency content editor) needs. This includes multilingual and search feature enhancements to help state agencies present their content in ways that will best serve their agency missions, employees, and the residents they serve. We will also make content-type enhancements, pilot a multi-channel feedback solution, and continue decommissioning custom solutions in favor of available SaaS solutions.

At the Executive Office of Public Safety, the Criminal Justice Information Services (CJIS) modernization program is designed to implement a more advanced and maintainable platform for applications used by both the Department of Criminal Justice Information Services and law enforcement agencies in the Commonwealth. The current CJIS Broker/Message Switch platform is obsolete, requiring action to design and develop a replacement solution. New workflows will ensure compliance with TSS standards including Continuity of Service, Business Resiliency, Cybersecurity and Accessibility.

## Executive Office of Health and Human Services

### **Health Insurance Exchange (HIX) Integrated Eligibility System (IES)**

The MA HIX/IES was implemented and now maintains and enhances the Commonwealth MAGI eligibility system to support both MassHealth and the Health Connector. The System manages the eligibility of approximately 2 million Commonwealth residents at any given time. In addition, the system allows for health plan shopping for 300,000 Health Connector eligible individuals. In the coming fiscal years, MA HIX/IES will begin integration with the Integrated Eligibility and Enrollment (IE&E) systems and begin the transition to One Health. **\$82,447,084**

### **Medicaid Management Information System (MMIS) Modernization**

MMIS Modernization seeks to improve services for vulnerable populations (such as Behavioral Health) and improve member and provider experience through mobile applications, online self-service options and a provider portal. Automating current manual processes will improve service delivery and make it more efficient and responsive. Continuation of the MassHealth Payment Reform (ACO full implementation) will improve health care quality for Medicaid population and reduce costs by converting the FFS based structure to one of the three types of ACO models and enhance collaboration between traditional health providers and behavioral health providers through the Community Partners program. Implementing LTSS Data Repository and Behavioral Health Redesign will improve services to vulnerable and underserved populations. The technological enhancements to MMIS are following both industry and the Center for Medicare and Medicaid Services' (CMS) guidance to leverage existing resources or implement modular resources that are system agnostic. An example is the Business Rules Engine that MMIS has implemented to support the cost sharing initiative. **\$40,000,000**

### **Enhanced Analytics**

Enhanced analytics will provide improved and more timely reporting to enable ACOs to forecast financials, improve population health management and be accountable for quality outcomes. ACOs directly impact 1.2M MassHealth members and their access to programs. This project will replace outdated and near-end-of-life data

servers which will dramatically improve capacity, availability and performance and enable the Data Warehouse to insource many data, analytic and reporting functions.

**\$29,600,000**

#### **Integrated Eligibility & Enrollment Readiness**

Planning to modernize and integrate the eligibility and enrollment process for state benefits agencies.

**\$20,204,950**

#### **TMSIS - Phase II**

Commonwealth Transformed Medicaid Statistical Information System (T-MSIS) data will support in-depth Centers for Medicare and Medicaid Services (CMS) analysis of cost and population metrics and provide timely feedback to CMS on Medicaid quality, cost and usage patterns. This information will be used in developing Medicaid program related delivery enhancements to constituents of the Commonwealth. Complete, accurate and timely information reported by T-MSIS to CMS and the Commonwealth's Data Warehouse will be provided to make better decisions and determinations regarding Medicaid costs and services statewide. Data stored in the EOHHS Data Warehouse and reported by TMSIS to CMS is used by MassHealth, Commonwealth Constituents, CMS and States nationwide to reduce Medicaid costs and improve services statewide. The T-MSIS Common Solution software implemented by the contracted vendor provides a standard reporting solution and is used by many other States nationwide. Also, work and results from the T-MSIS project efforts will be leveraged and carried forward to implement the 837 Post Adjudicated Medicaid Encounter Claims transactions. **\$11,000,000**

#### **DPH/DMH Electronic Health Record and Community Care**

Implementation of an electronic health record system for all DPH state hospitals and DMH inpatient facilities and community centers.

**\$7,600,000**

#### **Enterprise Staffing Scheduling**

Scheduling application for DMH and DMH clinical and facilities staff.

**\$7,210,000**

#### **MA21 Cloud Migration**

One Health project aims to create a unified, streamlined and cost-effective eligibility system for the Commonwealth's constituents. This will be achieved by modernizing and unifying existing eligibility systems to create a shared MassHealth (MAGI/Non-MAGI) and Health Connector system experience that will be accessible through a new IE&E Common Portal. Driven by the impending closure of the MITC data center in Sept 2026, the One Health project will also continue the work of migrating the legacy MA21 mainframe system from the MITC data center to AWS cloud.

**\$5,650,200**

#### **MAVRIC RVRS Registry of Vital Records & Statistics Digital System Upgrade**

Developing an inter- and intra-operable vital registration and statistics system, an electronic data management system, central database, customer service kiosks, and customer relationship management system.

**\$3,055,219**

#### **MassAbility Central Modernization - formerly "OneMRC" (Mass Rehabilitation Commission)**

Funding to continue to modernize the MRC systems that manage eligibility, enrollment, case management and financing to more accurately document, monitor, and assess services provided to consumers.

**\$2,375,833**

#### **VG Infrastructure Vulnerability Risk Remediation/Mitigation**

Migrate EOHHS Virtual Gateway infrastructure and the over 50 applications it hosts from MITC and a private cloud vendor to AWS and modernize these systems to be secure and compliant.

**\$2,000,000**

#### **DCF Office of the Child Advocate/Agency Priority Initiative Team Recommendation Support (though FY26)**

Enhance i-FamilyNet/business applications to support the reform recommendations of the Office of the Child Advocate and DCF Agency Priority Initiatives Team. **\$2,000,000**

#### **Enterprise Invoice/Service Management**

The EIM/ESM application is used to manage provider billing for over \$3.2B in Purchase of Service contracts across EOHHS. It is used to collect vital data for program and contract management, process monthly billing, and analyze client outcomes. The EIM/ESM project consists of two phases: Phase I (Assessment) is the analysis of the EIM/ESM complex business processes to provide go forward Road Map for a future/enhanced EIM/ESM system/platform. Phase II (RFQ2 Development and Implementation) based on results of the Business Process Analysis recommendations. **\$1,871,381**

#### **ORI Modernization Implementation**

Replace ORI's almost 20-year-old custom developed Refugee and Immigrant Support Information System (RISIS) **\$1,471,466**

#### **DCF Application Infrastructure and Framework Upgrade**

Complete required system upgrades and modernization efforts to core business applications and underlying technical framework. **\$1,050,000**

#### **DTA-Rapid-Deployment Digital Optimizations**

Rapid-Deployment Digital Enhancements (RDDO) is a package of 26 enhancements to the systems with which our caseworkers interact as they provide case management services to 1.1 million citizens of the Commonwealth. The RDDO package has been curated to be a selection of enhancements that will hasten the time to process cases, and that are easily deployed in parallel to our existing project delivery pipeline. The state of the project at this time is initially underway, with the contract amendment with Kyyba being finalized, and project workgroups having begun on the week of 2/24. The present pace of engagement suggests that we are on track for delivery of all 26 items by the end of June. **\$1,034,880**

#### **DTA AI Call Center Enhancements**

EOTSS/DTA identified the opportunity to implement an AI-powered call summarization capability to complement DTA's telephony system to boost agent productivity, dramatically increase the number of Commonwealth residents DTA can serve and improve the quality of service provided. The scope of this AI call summarization capability includes: 1) Real-time transcription of an ongoing call that agents can follow along with, and 2) Call summaries generated after the agent completes a call and formatted to align with DTA requirements. In partnership with Accenture and TSS, DTA will implement the AI call summarization capability using AWS technology integrated with their Five9 telephony system. As of June 2025, the statement of work is being finalized. It is anticipated that the project will be in full development in the next 1-3 months. The outlook of the major objectives of the project throughout the project's life is positive. **\$805,000**

#### **BCEH e-Licensing (eLX)**

e-Licensing solution to digitalize paper-based licensing applications and replace outdated legacy systems. **\$645,000**

#### **CLPPP Surveillance Application**

Comprehensive surveillance, case management, document storage, licensing, and inspection software application to support all facets of the Childhood Lead Poisoning Program's regulatory and programmatic responsibilities. **\$463,500**

#### **DCF Mobile Application Proof of Concept**

Develop an expandable proof of concept for a mobile framework/application to support staff and stakeholders. The POC will initially include a mobile app for DCF foster parents to view and update info about the foster children in their homes. **\$300,000**

**Health Care Facility Licensing to eLX**

Migration of 2 legacy applications to enterprise eLicensing Platform **\$280,000**

**DCF Intranet/Extranet Replacement**

Replace the on-premise Jive based social collaboration tool used by DCF staff and external partners with a modern and sustainable platform. **\$225,000**

## Executive Office of Public Safety and Security (EOPSS)

**DOC Radio Modernization**

DOC radio and infrastructure replacement and upgrades **\$1,000,000**

**Criminal Justice Cross Tracking**

Funding will allow for compliance with the Criminal Justice Reform Law (2018) that requires a Cross Tracking System to enable association of relevant data from criminal justice agencies, the Trial Court, Probation, and houses of correction, as well as enabling key stakeholders to query and report information on anonymized population data. Key potential benefits include, but are not limited to, assisting and informing research, policy planning, and data-driven public safety initiatives. **\$2,280,000**

**Inmate Management System Modernization**

The purpose of DOC Inmate Management System Modernization program is to replace existing legacy inmate management system with a more advanced cloud-based Commercial-off-the-shelf (COTS) solution which is easy-to-maintain, scales well to serve DOC's business/functional, operational & technology requirements and public safety stakeholders' expectations. **\$655,2000**

**CJIS Broker 3.0**

A technology enhancement that will improve compatibility with Criminal Justice Information Systems data and support the Cross Tracking initiative. **\$2,000,000**

**iCORI Modernization**

Replace the technology platform for the iCORI application, which has been in use since 2012 and is now end of life. **\$646,000**

**Enterprise MFA Assessment**

Multifactor Authentication program to bring the EOPSS application platform in compliance with the CJIS Security Policy mandate. **\$750,000**

**CJISWeb Modernization**

CJIS Web Modernization is a critical initiative to address stability, current limitations and enhance accessibility, user experience, and security. CJISWeb is a web-based application that supports Massachusetts law enforcement and federal agencies in accessing Criminal Justice data. **\$2,000,000**

**Firearms Technology Alignment**

Modernization of the Massachusetts Instant Record Check System (MIRCS) application and alignment with the recently passed gun reform law. **\$4,278,520**

**DOC Body-Worn Cameras**

The objective of the DOC Body-Worn Camera (BWC) project is to procure and implement a BWC technology solution and related services involving correction officers at multiple institutions within the Department of Correction to record and retain specific categories of visual and audio interactions by correctional officers. **\$2,027,001**



**Mobile Data Project**

Mobile Data Project for the State Police

**\$1,570,311****State Police Body Worn Camera**

Massachusetts State Police Body Worn Camera Project

**\$2,644,290****HART Hate Crime Portal**

Data collection will allow for statewide reporting and analysis for enhancing outcomes.

**\$280,000****OneIII and SPIRIT II Integration**

Data integrity, automation, and efficiencies are the anticipated benefits.

**\$312,000****SORIS2 Compliance**

Compliance with the NCIC and FBI Audit requirements

**\$384,000****Sherriff's Offender Management System**

Fulfilled the reporting requirements for the Offender Management System (OMS) solution

**\$426,920****BATS Assessment**

Detailed documentation that supports selection, funding, compliance and planning of modernized solution.

**\$443,854****Enterprise Identity Provider (IDP) Project (Previously User Access 2.0)**

This proposal is to meet the need of EOPSS for a new Enterprise IdP necessitated by two distinct types of user groups Private Users (CJIS Certified) and the Public Users. The benefits of an Enterprise identity provider (IDP) are enhanced security measures that allow for multi-factor authentication and single sign-on (SSO). It reduces the risk of unauthorized access and provides audit trails and access logs for compliance purposes. It will also improve end-user experience.

**\$1,224,000****NCIC 3RD Generation (N3G)**

Implementation and compliance with FBI requirements for N3G

**\$2,426,000****Massachusetts Department of Transportation****Project Info Modernization 2.0 - Implementation Phase**

This project will plan and execute the initial implementation of moving ProjectInfo functionality into the chosen platform.

**\$7,397,304****Enterprise Data Lake**

MassDOT seeks to become a more data-driven organization, leveraging data and analytics to improve the lives of constituents of the Commonwealth of Massachusetts.

**\$3,956,354****RMV Atlas Projects**

This project track time and expenses related to FY24 RMV Projects and upgrades to supporting applications used by the Registry.

**\$2,471,561****RMV Truck Safety Devices System Implementation**

The objective of this project is to implement a system to enable RMV to track compliance, record evidence, register trucks, and provide certification or approval.

**\$1,450,486**



**Our Workplace 2.0**

Provide technology support for the MassDOT Our Work initiative at QHQ and 10PP 2nd floor meeting rooms. Expand WiFi to key MassDOT locations. Provide technology to enable a hybrid work model  
**\$ 1,437,932**

**RMV DL/ID Upgrade Implementation**

This project will upgrade the software and hardware for IDEMIA DL/ID stations (driver licensing & IDs) throughout the Commonwealth. **\$994,672**

**MassDOT/MBTA Independent ServiceNow Instances**

This project is to separate ServiceNow Instances so that MBTA and MassDOT have separate, independent instances **\$841,487**

**LIMMS Replacement System Implementation**

Implementation of LIMMS Replacement in Power Platform, SharePoint, and Adobe Sign. **\$829,982**

**Chelsea Migration to AWS**

The objective of this project is to migrate the remaining applications in that data center to AWS. **\$590,681**

**Document and Process Management**

Improve the Document and Process management for Mass Highway, the RMV and MassDOT HR across eight projects **\$540,204**

**Evince Data Architects for FY25**

RMV is working with Evince Solutions to transform & modernize the way audit services are delivered through data analytics and automation of work processes **\$437,092**

**Construction Division System Retirement – Phase 2**

The second phase of the CDS Retirement Program, this project will further build out the Site Application Module (SAM) application and retire the CDS application. **\$419,038**

**Cyber Security – GRC Operationalization of Expanded Scope**

The Information Security team will take on multiple projects and milestones to operationalize the scope added to the GRC program as part of the FY24 completed initiatives **\$417,450**

**ITS Highway Projects –**

This will provide the appropriate allocation of capital funds to support highway construction projects with ITS devices. **\$396,121**

**Cybersecurity - FY25**

Security Q1 Workstreams Improvements to Security Operations processes and Vulnerability Management support **\$374,506**

**HOC ITMS Modernization/Replacement**

The mission of the Highway Operations Center is to provide a reliable and sustained means of monitoring state roadways, tunnel networks, and facilities to ensure public safety. The proposed ITMS will work in conjunction with the HOC to achieve this **\$293,795**

**BEST Program Implementation**

The Business Enterprise Systems Transformation (BEST) is a replacement of the state's Financial and Human Resource applications: Massachusetts Management Accounting and Reporting System (MMARS) and the Human Resources Compensation Management System (HR/CMS). **\$256,381**

## **FY25 Aeronautics Support**

Aeronautics Division work will continue Phase A and roll into Phase B proposal within the Accelerated Innovation Deployment Grant, acting as a bridge until federal funds are approved. **\$250,069**

## **Executive Office of Administration and Finance**

### **DOR - Modern Workplace: Enterprise Vault Migration**

The Modern Workplace Program implementation is a cross-secretariat initiative managed by TSS in partnership with Microsoft Professional Services. The program includes the planned deployment of hardware, software and tools to promote data security, collaboration and mobility. In-scope activities include migrating on-premise Enterprise Vault to MS365 Vault. The spend detail is derived from work performed by two IT Staff Augmentation Consultants who are working closely with Microsoft to identify, improve and audit the migration efforts. **\$398,750**

### **DOR - Data Analytics for Child Support Services (CSS)**

Will develop a roadmap for building data marts (from CSS' existing data warehouse and data sourced from various partner agencies) in order to provide analytical reports. This project is a precursor to building a data lake for CSS, similar to the one built for DOR's tax platform. The spend detail is derived from work performed by (2) IT Staff Augmentation Consultants (Christopher Martino, Kavya Palla). **\$527,000**

### **DOR - Enhancements to Data Lake and Data Analytics for DOR Tax Administration**

This project will continue enhancing the GeniSys Data Lake in AWS, following the roadmap developed a couple of years ago. The implementation includes a series of enhancements that benefit the Tax Auditors and other Tax Business users that rely on Data Lake for analytics and decision making. **\$527,000**

### **DOR - Modern Workplace: Data Classification/Data Labeling**

This project will implement Data Classification Rules using Purview (a TSS tool) to identify and classify all data saved on Microsoft tools. This implementation is a pre-requisite to migration of DOR personal and network drives to MS365 One Drive and SharePoint, respectively. **\$398,750**

### **DOR - AWS Cloud Mobilization - DOR Portfolio**

This project will migrate all DOR applications' infrastructure to the Cloud. The project leverages services from Smartronix under the TSS MSA RFR16-21. The project will span two fiscal years. The applications include all business internal and external facing apps to DOR, including COMETS HD. **\$871,000**

### **DOR - AWS Cloud Migration - Wave 1 DOR Enterprise applications**

This project will migrate all DOR applications' infrastructure to the cloud. The project leverages services from Smartronix under the TSS MSA RFR16-21. The project will span two fiscal years. The applications include all business internal and external facing apps to DOR, including COMETS HD. **\$471,875**

### **DOR - Amnesty Program for DOR**

As part of this project, DOR will waive all assessed, unpaid penalties for qualifying taxpayers who respond by making a full payment on all outstanding taxes and interest for any period listed on system-issued notices. As part of this project, Fast provides two additional full-time consultants to support DOR's Amnesty Program. The consultant's work is on a time and materials basis. **\$500,000**

### **DOR - CSE - Modernization of SDLC tools (Phase 2B)**

Replace the traditional and unsupported SDLC tools (i.e. IBM Jazz) with modern and lightweight solutions. Revamp the SDLC process to align to modernized tool sets. **\$831,905**

### **HRD - Leave of Absence Management Software Solution**

The HRD Leave Management System replacement is a multi-phase project that includes replacing the existing WorkPartners solution that can support self-service leave of absence requests as well as the intake and case

workflows for managing employee leaves pursuant to the federal/state regulations and employer policies. HRD is looking to implement a standalone leave management suite that is built for purpose, capable of supporting over 50,000 employees, with a diverse range of leave management policies supporting multiple collective bargaining agreements and employee categories, and establishment of a Leave Support Operations Center fully staffed by HRD administrators. **\$1,096,900**

#### **LIB - Library Digitization**

As part of this project, the State Library staff are continuing to digitize Commonwealth documents, reports and legislative material and converting them into an electronic format, and then adding to existing electronic repository (DSpace). DSpace is open-source software founded by MIT. This project will continue until all of the documents have been digitized. **\$280,000**

#### **OSD - UFR eFile Replacement**

The scope of the project is to establish a new UFR eFiling System that supports online submission, tracking and viewing of financial and program performance information of approximately 1400 human service contractors and Special Education schools (SPED) contracting with state agencies and municipalities as a replacement of currently used, but outdated UFR system. The project is scheduled to be completed in FY25. **\$1,000,000**

#### **OSD - EPIC - Procurement System Replacement**

Enhance or replace the current COMMBUYS system as the current contract with Sovra (current provider) expires in June 2028. The Product team has worked backwards from the contract end date and determined that the solicitation must be published by early fall 2025 in order to avoid any potential contractual expiration issues. The FY25 Scope is to engage Gartner in creation of materials necessary for publishing an RFX/Procurement. **\$300,000**

### **Executive Office of Economic Development**

#### **Division of Occupational Licensure IT Modernization**

Replace three antiquated IT systems with a single modern Salesforce-based platform. **\$13,865,000**

#### **Home Improvement Contractor IT Modernization**

Replace multiple antiquated IT systems with a single modern Salesforce-based platform. **\$2,018,926**

#### **Business Front Door**

Facilitate easy access to Commonwealth programs and services aimed at businesses by creating a single "Front Door" website that connects these programs. **\$3,608,533**

### **Executive Office of Education**

#### **EEC Quality Account**

The Child Care and Development Block Grant (CCDBG) provides subsidies to assist low-income families in obtaining childcare so that parents can work or participate in education or training activities. This project implements new software to upgrade end of life systems to support new federal mandates. **\$1,789,556**

#### **CCFA - Family Portal (NAVA)**

This is EEC's custom software development services to build a Family Portal and a Case Management System. These systems must be interoperable with each other and with the existing Child Care Financial Assistance software (CCFA). A one-time data migration of approximately 20,000 families and 30,000 children on the current waitlist to the new system is expected. The Family Portal will replace and expand upon the existing KinderWait third-party software, providing a comprehensive digital experience for families applying for child-care financial assistance. The Case Management System will replace the existing Financial Assistance Case Tracking System software (FACTS), offering enhanced functionalities for managing cases. The goal is to modernize the

implementation of the child-care financial assistance policy and program, specifically to unify the user experience, streamline case management, and enhance operational efficiency. **\$2,753,649**

#### **Salesforce Development for Circuit Breaker and CHAMP Phase II -**

This is the continuation of the CHAMP project to include Circuit Breaker and seven additional DESE teams. This is to develop a Regulatory Compliance Monitoring Solution to provide robust functionality related to communicating, reviewing, monitoring, managing corrective action plans, and drafting and posting final reports for schools, programs, agencies, collaboratives, and districts which serve students in the Commonwealth. This solution is tracking compliance with state and federal regulations, as well as helping to track program compliance of programs at the school and district level. **\$1,768,070**

#### **EOE Integrated Digital Data System (IDDS)**

The goal of IDDS is to provide the Commonwealth with a secure and cost effective, standards based educational platform and application portfolio that connects data and user experiences across all education agencies, birth to career. This project funds the development of a secure and modern data repository to provide more timely and useful educational information to educators, administrators, and the public. This is a multi-year project and will be completed by FY25. **\$9,416,816**

#### **E2C DataHub**

The Education-to-Career Research and Data Hub will be a signature digital asset that transforms the way data inform policy and practice decisions. **\$2,800,000**

#### **Educator Portal (Mighty Acorn)**

This is for EEC's software development services to build an Educator Portal with an embedded Credential Management System. **\$1,432,000**

#### **ELAR - Level Data**

EOE has selected RANDA (Level Data) to implement a modern, cloud-based solution to replace the current Educator Licensure and Renewal (ELAR) system. **\$517,436**

#### **Financial Aid Processing – Nelnet**

This is to implement a web-based, software as a service (SaaS), commercial off-the-shelf (COTS) Financial Aid Processing Software System (FAPSS) on behalf of the Department of Higher Education (DHE). This FAPSS will provide robust functionality for managing the State Financial Aid programs. **\$845,126**

#### **Grants Administration (DESE, EOE and EEC)**

Provide an eGrants solution, including managed software, maintenance and support, training and documentation for a cloud-based Grants Processing Application to replace the existing legacy Grants Processing System, EdGrants. The Grants Processing Application functionality will include receiving, approving, paying, and amending various types of grants. Unlike current system, integrated with directory administration and Champs systems for better security and data processing EOE and EEC have been added to this project. **\$593,299**

#### **Cybersecurity**

This is to conduct a comprehensive strategic review of specific cybersecurity practices and protocols across the Commonwealth's fifteen Community Colleges and nine State Universities and develop a coordinated approach to maintaining and supporting effective cybersecurity technologies and practices across the public higher education system, strengthening each institution's ability to detect and prevent unauthorized access and damage to networks, devices, programs, and data. The project is currently in year 3 of a 5-year capital program (FY21-25). **\$250,000**

## **Executive Office of Housing and Livable Communities**

**IT-Salesforce Licensing**

This expenditure allows EOHLC to administer the RAFT and HomeBASE programs which prevent homelessness and provide rehousing support for homeless families. **\$1,255,838**

**CSG Technical Services amendment**

As the designated agency to administer the LIHEAP and CSBG Block grant, this software allows EOHLC to collect necessary data from the CSBG (23) and LIHEAP (22) grantees so EOHLC can complete federally required reporting and oversee both programs. The software also reduces administrative burden for our grantees in reporting data needed by EOHLC to meet federal requirements. **\$585,375**

**Case Management Technology Solution Addressing Emergency**

This expenditure allows EOHLC to administer the RAFT and HomeBASE programs which prevent homelessness and provide rehousing support for homeless families. **\$1,447,086**

**Case Management Technology Solution Addressing Emergency**

This expenditure allows EOHLC to administer the RAFT and HomeBASE programs which prevent homelessness and provide rehousing support for homeless families. **\$2,484,549**

**Common App**

The Common App promotes fair housing, housing choice, geographic and economic mobility, equity, access, and transparency. **\$364,019**

**Rental Assistance Data Warehouse**

SOHA data warehouse allows HLC to centralize state-funded rental assistance (MRVP and AHVP) and state-funded public housing program data from ~250 housing agencies to help: Make better informed policy decisions, Forecast future spending, Respond to data and constituent requests and comply with reporting requirements **\$416,650**

**Efforts To Outcomes (ETO)**

EOHLC's mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. EOHLC provides leadership, professional assistance, and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management. As part of that mission, EOHLC's Division of Housing Stabilization works to make homelessness rare, brief, and non-recurring. The Division of Rental Assistance provides more than 33,000 rental vouchers to low-income households. EOHLC maintains a federally compliant solution for case management and data reporting for the EA shelter system that is also used as part of the Supporting Neighborhood Opportunity (SNO) Mass rental assistance program. **\$478,896**

**MASS 211, INC**

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**MTW**

MRI is the voucher administration system that EOHLC and the Regional Administering Agencies (RAAs) uses to administer its Housing Choice Voucher program (23,000+ vouchers). The product allows EOHLC / RAAs to issue vouchers and house individuals who desperately need housing **\$898,167**

## **Grants Management**

EOHLC's mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. As part of that mission, EOHLC's Division of Community Services enables and supports community development, housing development, and household economic mobility. One major activity is the management of the federally funded Community Development Block Grant and the Community Services Block Grant programs. **\$223,372**

## **Snowflake**

Snowflake is the platform that EOHLC have identified to provide critical program access to operational and performance data **\$606,666**

## **CapHub Web**

CapHub advances EOHLC's strategic goal of modernizing the state's public housing portfolio—over 43,000 units—by streamlining capital project management. The platform promotes efficiency, transparency, and accountability in the delivery of building improvements essential to preserving affordable housing across Massachusetts. **\$219,744**

## **The Partnership Center, Ltd.**

Voucher Enhancement to CHAMP - factors in new development to manage the housing voucher program. **\$262,062**

## **Yardi**

Yardi is the software that powers the EOHLC's entire voucher administration process – from application to end of participation – for its 30,000 state and federal vouchers. At its core, Yardi calculates Housing Assistance Payments (HAP) and Total Tenant Portion (TTP) for vouchers and facilitates HAP payments to property owners. This software provides a mechanism for EOHLC to report activity to HUD. **\$917,786**

## **Champ**

This CHAMP Development in FY24 was critical to the overall successful implementation of CHAMP, the Centralized Waitlist Application mandated by Chapter 235 of the Acts of 2014. This portion of the development helped enhance the Applicant Worksheet where the Centralized Screening Office records determinations on an applicant's homelessness status. This in turn helps rank an applicant on a waitlist for housing assistance. This development is critical to the agency's strategic goal of providing sanitary, safe, and affordable housing to Commonwealth residents. **\$260,178**

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## **Executive Office of Labor and Workforce Development**

### **DAS (Department of Apprenticeship Standards) – Salesforce Apprenticeship Solution**

A new Apprenticeship solution to replace the Accela/Razavi eLicensing solution and modernize the end user experience and business processing leveraging Launchpad and Salesforce. **\$625,506**

### **DCS (Department of Career Services) – Maintenance and Support for MOSES and JobQuest (Legacy Solutions)**



Ongoing support and maintenance for the legacy MOSES and JobQuest Job Seeker/Career Service applications. Due to the legacy system and multiple vendors that are required to support these technologies (AWS, SMX, Triverus, and others) required to provide business features and enhancements, while keeping the future vision of EMT Phase II in sight. The current forecast for maintaining the current systems is about a 3-year roadmap. **\$2,246,324**

**DCS (Department of Career Services) – EMT Phase II – Career Services Enhancements**

Developing the Roadmap and Consulting services to develop the goals, mission and vision for DCS for EMT Phase II. Assisting EOLWD and DCS is defining the next steps for FY26 and beyond so that we will have a solid foundation and plan for a successful project and implementation in the coming years. **\$1,299,700**

**DFML (Department of Family Medical Leave) – Maintenance and Support for PFML Application**

Ongoing support and maintenance for the PFML Application. Due to the multi-vendor, multi-platform solution that includes Fineos, AWS, SMX, Nava, LCM, Triverus, and private 3rd party Back-Office/Call Center (Savilinx) solution providing medical and bonding leave paid benefits. **\$64,133,569**

**DIA (Department of Industrial Accidents) – Maintenance and Support for Legacy Solutions**

Ongoing enhancements, along with the ongoing support and maintenance of the DMS (Document Management System) and CMS (Case Management System) to support the business in processing and investigating industrial accidents (workers compensation cases) that today leverages a complete Oracle technology stack and Hyland's OnBase software. The includes supporting the hosted AWS infrastructure and various licensing cost associated with these applications. **\$2,554,786**

**DLR (Department of Labor Regulations) – 150F / Ride Share program enforcement**

Developing an application to support DLR in enforcing and monitoring the new legislative mandate for the 150F / Ride Share unionization of the various ride share drivers from Uber, Lyft and other companies. This includes building a new Power Platform solution to accept highly sensitive data, and processing quarterly comparisons of union provided data, to that of the ride share companies to see which drivers still qualify for union benefits. **\$610,969**

**DLS (Department of Labor Standards) – Prevailing Wage Application**

Developing of a new PWA (Prevailing Wage Application) leverage Power Platform and modern reporting and web designs to assist both DLS staff and external resources with access to this data. **\$690,352**

**DUA (Department of Unemployment Assistance) – Maintenance and Support for legacy UI Online System**

Ongoing support for the legacy UI Online system to keep the Benefits side active through May, 2025, as well the development and support of a back-bridging to consume the Tax/Wage data from EMT and process into UI for the claimant wage and benefit processing. Although the program has officially migrated to FAST/UI (EMT) in May, DUA has decided to retain CGI and all services supporting the legacy UI system through December, 2025. **\$7,722,791**

**DUA (Department of Unemployment Assistance) – EMT Phase 1 – Unemployment Modernization**

A comprehensive modernization of the state's unemployment system to provide MA companies and citizens with seamless and timely unemployment tax administration and benefits delivery, in compliance with evolving federal and state regulations, and with service levels and operational costs that will significantly improve upon the current state. This project went live in May, 2025 and has been very successful for both Claimants and Employers. **\$34,213,361**

**EOLWD (Core IT Shared Services)**

Various services support EOLWD and all agencies and departments in EOLWD that includes SMX Managed Services, Chargebacks for staff including Office365, VPN, Adobe and other software, as well as building out and support the EOLWD Snowflake Enterprise Data Management platform, and any IT Staff Aug or third-party system integrators reporting into EOLWD IT. **\$10,941,977**



## Executive Office of Veterans Services

### Salesforce

Implement Salesforce as a case management tool with Outlook and OnBase integrations. Multiple business units will gain efficiency in the management of cases, storage of related documentation and ease of communication. **\$605,000**

## Executive Office of Technology Services and Security

### ERM / Xfact

Subset project that supports the overall vulnerability management program. **\$1,782,105**

### SPM Implementation

The project encompasses the build, delivery, and project management of key capital projects including the replacement of the TSS chargeback system; the implementation of a third-party tool to assess privacy risks associated with PII and other sensitive data; and the expansion of the existing Service Now platform by adding a module for Strategic Portfolio Management (SPM). **\$549,359**

### Digital Roadmap

Funds priority initiatives including single sign-on, improved resident interactions with Commonwealth services, streamlined communications, IT accessibility, and tailored constituent services based on user profiles and interactions. **\$16,267,885**

### Digital Service Delivery & Customer Engagement

Analyze the current state of technology services delivery to the executive branch and realign service delivery systems and processes, both within the technology division and to external agency partners. **\$3,201,493**

### Accessibility

In support of Digital Service Delivery and Customer Engagement **\$1,337,954**

### GIS Elevation Mapping

Leverage multi-agency funding to procure detailed elevation mapping for 5,230 square miles of eastern Massachusetts. **\$617,500**

### Enterprise Analytics

Designed to establish and build out the Commonwealth's enterprise data analytics capabilities. **\$6,686,775**

### Business Intelligence

This project is designed to establish and build out the Commonwealth's data program to improve public access to, and usability of, state data. **\$2,233,743**

### Accenture Business Planning Support

Support of business processes and planning. This also includes employee trainings and consultations. **\$275,000**

### Vulnerability Remediation Program

Funding for the cybersecurity Vulnerability Remediation Program that includes automated web application scanning and a remediation capability to support all executive branch remediation needs **\$10,264,460**

### One Network

In support of the workforce mobility project, which will consolidate hosting infrastructure from the Agency Edge locations into true on-premise or cloud data center services; identify potential internal and external risks; and consolidate end-user data, collaboration and productivity into the M365 services (OneDrive for Business and SharePoint) in order to retire on-premise, legacy and end-of-life file servers. **\$4,051,238**

#### **End User Services**

In support of the workforce mobility project, which will consolidate hosting infrastructure from the Agency Edge locations into true on-premise or cloud data center services; identify potential internal and external risks; and consolidate end-user data, collaboration and productivity into the M365 services (OneDrive for Business and SharePoint) in order to retire on-premise, legacy and end-of-life file servers. **\$2,651,020**

#### **Armis**

Funding will support the expansion of the Commonwealth's security incident and event management system across the executive branch to protect against cybersecurity breaches and implement best practices **\$3,487,236**

#### **SDC Buildout**

TSS invested \$2m in funding in FY25 to begin infrastructure upgrades on the Storage and Compute infrastructure in the Springfield Data Center (SDC). TSS intends to use a \$15M FY26 investment to replace the network infrastructure, including the Top of Rack switches, End of Row Switches, Aggregation Switches and Routers, Core Switches and Routers, Datacenter Firewalls and Internet Edge Switches, Routers and Firewalls. **\$2,000,000**

#### **MassVoice**

This project is being driven and managed in line with the Article 87 directive of standardizing systems, and bringing to the center, enterprise systems. This project updates the infrastructure (fiber and cabling) within the Executive Office of Public Safety and Security facilities. It also moves these facilities into the OneNetwork configuration and allows for moving the telecommunications services to the MassVoice cloud environment. **\$1,785,185**

#### **Replace Ciena routing network**

This program completes an ongoing initiative to re-design the Commonwealth's core networks and includes a state of good repair program for switches, routers and firewalls. This program is intended to consolidate hosting infrastructure from the Agency Edge locations and into true on-premise or cloud data center services. **\$1,300,000**

#### **Semperis AD Protection**

We have identified a solution with a 3-year cost of \$2m to procure to ensure that the access, authentication, and authorization infrastructure (both on-premise AD and Entra ID) is secure, and, if under attack, to allow us to recover quickly and cleanly, anywhere and anytime. **\$1,287,000**

#### **Hosting Services Program**

Evaluates on-premises infrastructure, platform, and application environments, prioritizing those in need of modernization and that are a strategic fit to migrate to appropriate hosting environments, cloud or otherwise **\$9,000,000**

#### **AI and Emerging Tech**

The AI & Emerging Technology program establishes a scalable, secure technology ecosystem to accelerate the adoption of artificial intelligence, quantum computing, and automation. **\$3,700,000**

#### **CIW Modernization**

In support of the Enterprise Analytics project to modernize the Commonwealth Information Warehouse. **\$3,240,617**

### **Centers of Excellence**

Expansion through implementation of enhanced governance systems, enterprise integration tools, and standardized operational processes. **\$800,000**

## **Executive Office of Energy and Environmental Affairs**

### **EIPAS - Environmental Information and Public Access System**

The Energy and Environmental Affairs (EEA) Information and Public Access System (EIPAS) is a Secretariat-wide Information technology modernization project which enables EEA to be more flexible and agile in providing capabilities to drive better public access, information gathering, improved organizational effectiveness and centralized business intelligence, reporting and analytics through the design and development of EEA's next generation technology platform. The EIPAS journey can be discovered here;

<https://eipas.jimdofree.com>. Completed milestones include: development of the Data Lake Data Portal with five interactive Dashboards and eight major topics for data search/export across multiple agencies, development of a Site Management System to manage Facilities, Regulated Entities, Classifications, and Contacts (Multiple agencies), release of DEP Annual compliance fees billing module, the DEP milestone tracker, DPU documents management application, and the MEPA Public Comments Portal, among other applications. This also includes development of shared services including a shared file management system, Centrify integration for EEA Internal Apps, and EEA Core entity model design. **\$1,300,000**

### **Application Rationalization and Innovation Strategy**

This program aims to identify critical legacy/end-of-life application footprint and strategically align to accomplish agency goals. Along with the application rationalization, this program aims at improving upon our agencies' business processes in support of increased efficiency and improved citizen engagement. These data-centric application solutions will operate on industry-standard and supportable platforms that enable EEA to manage permitting, licensing, compliance and enforcement activities. **\$1,500,000**

### **HR System of Record**

This capital project involves the planning, design, and implementation of a solution that gives EEA HR an electronic system of record that better meets their current and future needs as well as a much-needed Case Management System. **\$1,000,000**

### **Business Entities Compliance Submittal Portal**

Deploy new platform that supports external regulated entities to securely log-in and electronically sign, and upload reports/documents that are required by MassDEP. The solution will also Better orchestrate the ingestion of permits, certifications and other electronic forms that are now received through our established external facing platforms **\$1,200,000**

### **Grants Management**

Three key goals in scope: (1) Central storage, management, and reporting for grant data secretariat-wide, (2) Internal management tools for program managers secretariat-wide including application tracking and management, financial and budget tracking, deliverable tracking, and historic data, (3) An external portal for constituents where an applicant may apply for a grant, submit reports and expenses, and view grant history. **\$1,050,000**

### **MEP Cruiser Enhancements**

EEA-IT and TransCor are looking to address MA Environmental Police (MEP) connectivity challenges by moving to a "Connected Cruiser" model piloted by the MA State Police. This project deploys a dual active router configuration in each truck, with two mounted antennas to provide seamless connectivity statewide for all 110 cruisers. **\$546,616**

**DFW AV Upgrades**

The Division of Fisheries and Wildlife (DFW) has ideal locations for in-person and hybrid meetings for EEA and partner agencies, but the buildings have outdated AV solutions that don't allow for a proper hybrid user experience. Implementation of a state-of-the-art AV solution in the main conference rooms at DFW Westborough and the Division of Marine Fisheries (DMF) Gloucester will ensure the best possible collaboration, transparency and efficiency between users and constituents. **\$353,430**