

CONTENTS

Release 4 (Foundational Alignment & Infrastructure Data) Update ..... 1

- The Sprints (detailed tasks) ..... 2
- The OCIO Website ..... 2

Foundational Alignment portion of Release 4 ..... 2

- Cross-Agency Fiscal/IT Workgroup Overview ..... 2
  - Members:..... 3
  - Results/Recommendations:..... 3
- Yearly Taxonomy Discussions ..... 5

Infrastructure Data portion of Release 4 ..... 5

- Security Design Review Update..... 5
- Infrastructure Data ..... 6

Additional Operational Improvements (a component of EVERY release) ..... 6

- Upgrade to Release 11.5.2..... 6
  - Upgrade of production environment complete ..... 6
  - Upgrade-related items To Be Aware Of..... 7
- Managed Services ..... 7
  - Deliverables To Date ..... 7
  - Outstanding Items and Moving Forward..... 8
- Training, Documentation and Community ..... 9
  - Why is there such a need? ..... 9
  - 2/25 In-Person Training ..... 9
  - Yearly Training Pass Option ..... 10
- TBM Policy and Standards Development and Adoption ..... 10

Next Meeting of TBM Advisory Group..... 11

Comings & Goings ..... 11

- At the strategic level:..... 11
- At the operational level: ..... 11

RELEASE 4 (FOUNDATIONAL ALIGNMENT & INFRASTRUCTURE DATA) UPDATE

Based on the last newsletter, you know we established (with approval of TBM Advisory group) a 6-9 month roadmap that essentially goes like this:

- 1) Release 4: Foundational Alignment & Infrastructure Data
- 2) Release 5: Application Data

## TBM PROGRAM – 2015 JAN-FEB NEWSLETTER (AKA RELEASE 4 UPDATE)

As you can see, we're still trying to organize work in Releases and sprints.

This newsletter will mostly focus on updates of tasks necessary to get Release 4 and Sprint 1 in the books.

### THE SPRINTS (DETAILED TASKS)

There is a [Release 4 Sprint 1 public Kerika board](#) (URL was provided in the prior newsletter). Please note: we may change tools...

- Sprint length: Unlike past sprints – this one has dragged on. So effectively, it's a 2 month 'sprint' (yes, that is crazy, it's hardly a 'sprint' if it's that long!). I hope to get back to 1 month sprints for March and April.
- Included non-TBM items: If you do go look at the sprint, you'll see we've let non-TBM work into the mix. This is to accommodate that I (Mary) routinely have other assignments that have a tangential, if any, connection to the TBM program and they do sometimes take a significant amount of my time. One example is the State Data Center (SDC) Plan Update. It does have a connection to TBM, as part of the outcome of putting infrastructure data in the tool will allow us to have an easy dashboard or other report that we can then reference (rather than reconstructing the wheel over and over again with separate data asks of agencies) to track our progress towards migration of infrastructure to either the SDC or the Cloud.

We're still trying to figure out how to make such things visible – to show progress in the program and the impact of 'other' work, and to make it all transparent. If you have suggestions for improvements – please let me know.

### THE OCIO WEBSITE

The OCIO website was updated to [close out Release 3](#) (effectively converting that page from a 'here's what we hope to accomplish' to a 'here's what we DID and did not accomplish' page), and create a [Release 4 goals](#) page. This is not intended to get down to the task detail level, but just provide general overviews for interested observers.

In the future, as time allows, the website will be additionally updated to take some of the information presented in the last newsletter (about how agencies work with Apptio, and expectations etc.) and update the relevant portions of the [Operational Info for Agencies section](#). Stay tuned for that – in the meantime, the newsletter is also available on the website (as this one will also be) by just looking at the [TBM Timeline page](#).

## FOUNDATIONAL ALIGNMENT PORTION OF RELEASE 4

### CROSS-AGENCY FISCAL/IT WORKGROUP OVERVIEW

As authorized by the TBM Advisory group, we solicited volunteers to participate in a cross-agency fiscal/IT workgroup to focus on improvements that could/should be made with respect to definitions (in TBM/Apptio taxonomy or in the Statewide Accounting Administrative Manual (SAAM)), or supporting materials and processes such as 'which GL codes should be included' etc. Effectively, this group was chartered with trying to make agencies more confident in their Apptio spend data and to take forward any recommendations to the TBM Advisory group, and then if supported, to implement them.

I had a pre-meeting on 12/30 with OFM Budget (Regan) and Statewide Accounting (Don & Pat) to talk about the goals, and an additional pre-meeting with OFM HR (Angie & Kamaron) to talk about aligning this work as well as the TBM program to the work currently underway regarding possible changes to IT classifications.

On 1/7 and 1/27, the Fiscal/IT Workgroup met. (Minutes are available upon request for these meetings; they were e-mailed to workgroup participants following the meetings). A summary will be provided below.

At the 1/27 meeting, those in attendance unanimously voted in favor of disbanding the workgroup; no objections were voiced from the members not in attendance and so, the remaining meetings have been canceled. Some activities remain (taking recommendations to TBM Advisory, and follow-up from Statewide Accounting to specific agencies).

Also as an action item from the 12/30 pre-meeting, I met with Tom Jensen of the Legislative Evaluation and Accountability Program (LEAP) to discuss if/how they might be using IT expenditure reporting. They receive a filtered (only specific General Ledger codes) dataset of AFRS data and report out on x/y at the agency level to legislators. As part of this discussion, I gave Tom an Apptio overview. This was continued in a meeting with OFM Budget (Jay & Regan), OCIO (Mary and Michael D) and Tom on 2/12 to identify desired outcomes of the TBM program. All were provided read only access to the production environment.

---

MEMBERS:

- 1) Lynn Rostvold, Pat Marsh, Candy Hoesling and Chad Marsh (DSHS)
- 2) Dan Scavezze (ECY)
- 3) Evelyn Arnold (SEC)
- 4) Melisa Hoyt and Shelby Minchau (DOH)
- 5) Joyce Miller (ESD)
- 6) James Tallman (LCB)
- 7) Danika Brazil (LNI)
- 8) Don Charlton & Pat Sanborn (OFM Statewide Accounting)
- 9) Regan Hesse (OFM Budget)
- 10) Mary Groebner (OFM OCIO)

---

RESULTS/RECOMMENDATIONS:

AGENCY CHART OF ACCOUNTS - RECOMMENDATIONS:

1. **Agencies (with agency-specific projects) that have not yet identified a method to map from their agency-specific chart of accounts into IT resource towers need to do so.** (This does not apply to those agencies in the multi-agency project; their IT spend is currently identifiable only thru use of x/y coding).
2. When we do the fiscal core systems portion of One Washington (aka ERP), we need to carry forward the requirement of an account code element to denote appropriate IT resource subtower; **at that time**, all agencies will be standardized in approach.

---

EL/EB CODING WITHIN AFRS – OPTIONS FOR RECOMMENDATIONS:

Currently, SAAM and IT Cost Coding guidance advises agencies to not code EL/EB as x/y in AFRS. This is to prevent double-counting for enterprise reporting (i.e. agencies paying DES/CTS for services and DES/CTS also reporting the cost to provide those services) and shows a favor toward accurate reporting at the enterprise level.

OCIO guidance advises agencies to include EL/EB in their Apptio cost models, with a favor shown to accuracy at the agency level (the level at which we budget, expend and benchmark).

To alleviate this problem we could:

- Option 1: elect to include EL and EB in x/y coding; this would require update to SAAM and IT Cost Coding.
- Option 2: leave as is, but potentially redesign reports in Apptio to clearly distinguish IT spend that includes or excludes EL/EB to facilitate easier cross-verification to AFRS.

The fiscal/IT workgroup did not seem to have a preference; we will ask TBM Advisory for their guidance at the 3/25 meeting.

---

#### REQUESTS FOR CHANGES TO HRMS

1. DSHS requested that the Market Segment field (currently optional) in HRMS be made mandatory as a way to consistently tag positions as 'IT'. (If the TBM Advisory body agrees, this suggestion would still have to go through the HRMS governance process to be potentially implemented).
2. DSHS also requested that HRMS be modified to facilitate a single position doing work for more than 12 account codes.

---

#### REVISITING THRESHOLDS FOR INCLUSION IN TBM PROGRAM AND UTILITY OF MULTI-AGENCY PROJECT

OFM Budget requested education from OCIO on utility of multi-agency project and workload placed upon agencies in it, as well as a conversation about the threshold of \$250,000 for inclusion in the TBM program. A meeting between OFM Budget (Regan & Jay) and OCIO (Mary & Michael D) to discuss both has been scheduled for 2/26 to discuss.

---

#### SPECIFIC AGENCY-OFM STATEWIDE ACCTG FOLLOW-UP ACTIONS ON GL CODES

Currently, IT Cost Coding guidance specifies that only three General Ledger (GL) codes should be used when identifying IT spend (6505, 6510, 6560). Data for these codes are also sent to LEAP for their use in reporting out IT spend (which they do at the agency level).

During discussion of which GL codes were or were not appropriate for use in identifying IT spend, the following questions were raised:

- 1) Many agencies are also using GL code 6511; is this appropriate/desirable?
- 2) DES is additionally using GL code 6525; is this appropriate/desirable?
- 3) CTS is using a lot of additional GL codes; we do not know if they are using them to identify IT spend or to use Apptio as a broader reporting mechanism. Some follow-up is needed.
- 4) HCA has requested to use GL code 0159; some follow-up is needed to determine if this is appropriate. (Note: this request has been sitting for a long time; public apology to HCA for

the delay but we really want to make sure it's the right long-term move before we request a change to the existing extract).

I created some materials for use by OFM Statewide Accounting to facilitate discussions between the appropriate agency liaison and agency fiscal personnel. These discussions will occur after return of a key individual (Pat) at Statewide Accounting in early March. Dependent upon outcome of these discussions, we may elect to modify the IT Cost Coding guidance and the subset of data provided to LEAP.

#### YEARLY TAXONOMY DISCUSSIONS

Last year, we agreed to a yearly revisit of the taxonomy to continuously improve on either the categories or the definitions. A series of 4 meetings (every other week starting 2/20) has been scheduled to do this. Additionally, OCIO would like to more closely align to the ATUM (Apptio TBM Unified Model) taxonomy approved by the TBM Council as it brings us close to industry standard.

I sent out a prep document mid-January detailing where the ATUM taxonomy differs from ours and asked for feedback from the agencies. Feedback was received from CTS, LCB, DOR (and ECY through the fiscal-IT workgroup discussed above).

The first taxonomy meeting was held on 2/20. After the taxonomy meetings have concluded, the recommendations will go forward to the TBM Advisory group for adoption, written into OCIO standard, and agencies would need to revise their agency processes and Apptio projects as necessary. (One outcome of the first meeting was a request for a non-compliance dashboard that would indicate agency level of compliance).

#### INFRASTRUCTURE DATA PORTION OF RELEASE 4

##### SECURITY DESIGN REVIEW UPDATE

As of the last newsletter, there were 3 items remaining in order for Apptio to be given the official 'ok' as far as OCIO Security Policy with respect to housing Category 3 data. (Some of our infrastructure data may be Category 3 so this is a prerequisite for getting infrastructure data in the tool).

These items are:

- 1) Apptio must complete deployment of their Key Management Solution (KMS).
  - a. This is slated to occur no later than 3/31 and I am checking on status with them every two weeks.
- 2) OCIO must satisfy the Data Sharing agreement requirements of the OCIO Security Policy.
  - a. I met with Michael Cockrill, Michael DeAngelo, and Scott Bream on 1/12 to discuss this issue. Based on that discussion, Scott Bream reviewed the existing K1053 OCIO-Apptio contract language to ensure adequate wording. As well, since OCIO only owns its' data within Apptio, and agencies own THEIR data, we need to ensure that the necessary Interagency Agreement (IAA)s are in place to extend contractual protection to agency data. This effectively takes the place of what would also be done with a Data Sharing Agreement (when between agencies or an agency and an external partner using the data for secondary use) for satisfying the OCIO Security Policy (section 4.2).

- b. I am currently working with Bonnie Lindstrom of OFM Contracts to process the (very minor) amendment needed to the main contract, as well as determine the best approach for the IAA. To-date, only those agencies who have contracted with Apptio for agency-paid consulting hours have IAAs in place. We *may* need to modify those IAAs and create them for agencies who do not yet have them, **OR** we *may* decide to do an additional single IAA that covers all agencies in Apptio (multiple signatories). Stay tuned.
- 3) After the above 2 requirements are met, the only outstanding requirement CTS had for approval of Apptio for housing Category 3 data was that OCIO inform agencies that it was not approved for Category 4 data. **AGENCIES: Apptio is not approved for Category 4 data.** (I will repeat that announcement when the above 2 items are completed).

#### INFRASTRUCTURE DATA

Around mid-January, I sent to agency Apptio leads the list of required and recommended infrastructural data elements (for inclusion of data about storage and servers) so that they could review, discuss with their agency security folks (to identify elements that are believed to be Category 3 either alone or in conjunction with other data elements) and their infrastructure folks (to assess how easy it'll be and competing priorities for being able to provide this data to Apptio).

My goal: to come up with a schedule so we can set expectations and start work on this, trying to use Apptio Managed Services to help us. If we don't get this done by 6/30, it may have to be at agency fiscal expense.

To-date only 3 agencies (CTS, LCB and DOR) have responded though DOL has begun internal inquiry and indicated that due to SDC move, they would be unlikely to be able to focus on this until after that move was completed.

#### **Other agencies: I need your responses ASAP. Specifically:**

- 1) **Which of these data elements do you have 'at the ready' or do you see a barrier to gathering?**
- 2) **Which of these data elements does your security person classify as Category 3?**
- 3) **If you see barriers, give me some insight into what they are (e.g. some agencies may not have server monitoring systems in place for some/all of their servers, some agencies may have other infrastructure projects going on and therefore have limited staff availability to make necessary changes to server monitoring systems to create output file, etc.)**
- 4) **What is the earliest date your agency would commit to have this data ready for input into the tool?**
- 5) **What, if anything, could OCIO do to move that date forward?**

#### ADDITIONAL OPERATIONAL IMPROVEMENTS (A COMPONENT OF EVERY RELEASE)

#### UPGRADE TO RELEASE 11.5.2

UPGRADE OF PRODUCTION ENVIRONMENT COMPLETE

- The upgrade of the production environment began on New Year's Eve and this allowed necessary recalculations to occur on the holiday, though some extended into Friday 1/2. The production environment was upgraded and fully available by the afternoon of 1/2.

---

#### UPGRADE-RELATED ITEMS TO BE AWARE OF

- This information was sent to the Agency TBMA's and/or Apptio contacts (inclusive of Multi-Agency project) on 1/5 but is repeated here for completeness and ease of access.
  - The 11.5.2 release notes were attached to that email; because we upgraded from 10.2 and bypassed many other versions/releases, these notes do not capture all of the changes from 10.2 up. However, on page 5 of the release notes, there are supported browser/screen resolution notes (upshot: you can now use IE).
  - There is no longer an explicit 'logoff' option available to you in the upper right hand corner. Instead, when you close out the browser (or the browser tab that you have opened Apptio in), you are automatically logged off.
  - For some of you who have been in the product a lot, you might notice some weird leftover display issues. This has shown up on the functionality 'ribbon' in Studio mode (for those of you who only look at reports, this is not applicable) as well as the open project dropdown (and there may be other places). The 'fix' we found for this is to do a cache clear and then logoff (close the window) and log back in again. In Firefox, here's how to do the cache clear:
    - If you have not done so since the upgrade, please clear the cache in Firefox, you can follow these procedures from the Mozilla website to do so:
    - <https://support.mozilla.org/en-US/kb/how-clear-firefox-cache?redirectlocale=en-US&redirectslug=How+to+clear+the+cache>
  - We are aware of one problem ticket that has still not been resolved which impacts those of us using tabbed reports within Apptio. In the new release, when you export a tabbed report, some of the tabs may show up as empty on your Excel spreadsheet with a note that says something like 'Ad Hoc Query Not Calculated'. The workaround is this:
    - When you open that report up, you need to visit EACH tab of the report before you go to export it. If you do that, the export will work correctly. You don't need to hang out on the tab long enough for everything to calculate, you just have to click on the tab briefly, just once.

---

#### MANAGED SERVICES

---

##### DELIVERABLES TO DATE

Currently, the Managed Services queue is maintained in an online tool called Smartsheet, and Mary discusses weekly with Dominic, the Apptio project manager to identify which items have authorization. In a separate weekly call, we include the Apptio consultants (Penjor aka PJ and Arthur) to talk about status on the tasks they're currently working on or about to begin.

As noted in the last newsletter, the first things I authorized Apptio to work on in the Managed Services queue were as follows:

- 1) Moving DVA and AGR into the multi-agency project.
  - a. This was because both agencies expressed that they just did not have the agency resources to maintain an agency-specific project at this time, and because neither agency spends more than \$10 million per year on IT there was not a requirement for them TO maintain an agency-specific project.
  - b. Apptio has completed this work; waiting on me to verify and communicate to agencies for their verification prior to deletion of the agency-specific projects.
- 2) Adding PSP into the multi-agency project.
  - a. This was requested by Greg Tudor, who is the IT director for both RCO and PSP. RCO was required to be 'in' (but not required to have an agency-specific project); we simply added PSP to the list of agencies to include as well.
  - b. Apptio has completed this work; waiting on me to verify and communicate to the agency for their verification.
- 3) Summary review of all existing projects.
  - a. This was a grid identifying how each agency (or multi-agency) project identifies IT spend, IT labor and allocates/maps each (or IF they do). It was meant to be a starting point to identify problematic areas (that might adversely impact aggregation of data into the global/enterprise project) and/or highlight opportunities for improvement (the standardization, simplification and/or performance improvements that we hoped Apptio could make to our projects as part of Managed Services)
  - b. Apptio has completed this work; it has already proven useful in the Fiscal/IT discussions and development of task-based training for agency TBMA's.
  - c. They (Apptio) are in process of adding Managed Service queue items to improve performance, standardization or simplification.
- 4) Developing/delivering task-based TRAINING for agency TBMA's
  - a. More on this in the section immediately below. This is anticipated to be a recurring task as we identify specific topics we want/need training on.
  - b. On 2/4, we (Mary from OCIO, Danika from LNI, Jillian from DOC and Apptio consultant Arthur) conducted a training conference call to run through some proposed documentation and identify how well it worked or didn't. Based on this, we re-grouped and decided to modify the documentation as well as offer an in-person training.

---

## OUTSTANDING ITEMS AND MOVING FORWARD

The outstanding requests from agencies for items to be placed on the Managed Services queue are:

- 1) Training/education (LCB) on relationship of transform datasets to master datasets
- 2) Review/reconfig of projects for DFW and WSP (DRS and DOT have also indicated a desire to revisit their project setup).

It is my belief (hope) that these items will be effectively taken care of within the training effort described above and in the next section.

It's important to note that at present, we don't have funds allocated in the Governor's budget for OCIO payment of Managed Services hours beyond 6/30 – but truthfully, we didn't have the funds we are currently using for Managed Services allocated (we found variance and used it). This is one reason we'd like to get as much simplification, training, standardization and model build-up (e.g. to include infrastructure data) done prior to 6/30 as possible at no additional cost to agencies.

TRAINING, DOCUMENTATION AND COMMUNITY

WHY IS THERE SUCH A NEED?

We have undergone a dramatic amount of turnover in agency TBMA's and/or their fiscal agency counterparts. Of the 17 agency-specific projects:

- i. 5 TBMA's are brand-new (DOC, ESD, LNI, DRS, DFW),
- ii. 2 are vacant and have backup fiscal folks filling in (DSHS and DOT),
- iii. 1 agency is about to switch to new TBMA (DES),
- iv. 2 are in process of involving a new individual (IT or fiscal) in their effort (DOL and DOH)
- v. 4 have TBMA's who are either relatively new, have had limited experience in the role and may or may not have ever received formal training (COM, WSP, HCA, DOR)

What this means is that effectively, CTS, EGY and LCB are at present the most stable agencies with respect to Apptio.

We all know that when you walk into a new role it is very rare that you are handed any documentation or guidance as to how to pick up where your predecessor left off – and this particular role as TBMA, in the odd intersection of IT and Fiscal is especially problematic in that there hasn't really been much of a relationship between the two previously. Additionally, in this role – it becomes VERY CRITICAL for the agency to really document why and how their project was setup as it was. That has to be an agency responsibility.

Given all that, developing some task-based training and documentation to help the new folks, and provide it in a way that would help you form a community seemed ESSENTIAL and of great priority.

2/25 IN-PERSON TRAINING

While the Apptio consultants are not technical writers or trainers, they've been most gracious in working with us to give it a shot – and they'll be onsite 2/25 to try to train the assembled crowd (at a graciously provided training room from DOH) on some of the basics. This will provide you the starter kit that you can then append with your agency-specific documentation. We decided to do it onsite so that you would realize that you are not in this alone, and hopefully, you can start to build a community of practice with your other agency counterparts.

The topics we plan to cover on 2/25 are:

- 1) How do I find out how my project is identifying IT spend (or IT labor) and how do I change it if it needs update?
- 2) How do I see the mapping of how IT spend or labor is assigned to a Cost Pool or an IT Resource subtower and how do I change it if it needs update?
- 3) How do I see the allocations (what % or what weights) on the assignment of IT spend or labor go to which Cost Pool or IT Resource subtower, and how do I change it if it needs update?

If we have additional time (unlikely), we will talk about the work involved in making changes to the taxonomy (like adding or removing a subtower, tower or cost pool) and/or agency responsibilities with respect to providing the infrastructure data and what Apptio will do then to 'wire it into your model'.

We will use Managed Services (or possibly other OCIO-paid for hours) for additional training if necessary thru 6/30.

---

#### YEARLY TRAINING PASS OPTION

Another option your agency has for training is to sign up for the \$2500 all the training you can stand yearly pass from Apptio. This information was emailed out last summer – if you want me to find it and re-send, please let me know.

Those of you who took the 3 day training class know that it does provide you with a broad overview of the model and reports, navigating around in the tool, etc. – but in the Managed Services world, we want Apptio doing most of the modeling and report work. Agencies simply are not staffed enough to maintain proficiency in these areas when for almost all agencies, the TBMA role is a part-time gig combined with the fact that Apptio is a complicated product to use and there's a big difference between initial set-up and ongoing tweaking that is necessary.

Most of the available Apptio training may be either too generic to be helpful and/or training you on things we're not currently anticipating you to be responsible for while we are still building up our maturity – but it may be useful dependent on your agencies' intent for use of the product. Several agencies (DOC, LNI, and LCB) have signed up for this pass; these agencies have all gone beyond the basics in their agency projects.

#### TBM POLICY AND STANDARDS DEVELOPMENT AND ADOPTION

Previously we had shared a draft TBM policy for review and feedback. Since that time, OCIO has drafted a potential new process for policy approval, as well as a desired structure of policies. We'd like to use the review/adoption of the TBM policy and related standards as the guinea pig for this new process and structure. Additionally, there are some items that remain to be resolved before we can complete the draft of the policy and standards, specifically:

- 1) The policy will specify inclusion/exclusion and related thresholds. As noted above, there will be a meeting between OCIO and OFM Budget on 2/26 to discuss. We'd like to come to agreement before drafting this into policy.
- 2) The policy will be brief, but it will tie to a set of related standards. We'd like a set of standards rather than a single standard because it's easier to get smaller, more focused segments through a review/approval process AND it allows us to be more agile, making continuous improvements only on the segment of standard or the policy we need to change. The related standards are expected to be:
  - a. Taxonomy will be coded into a standard; this standard will also specify requirements for categorizing cost/labor into this taxonomy (e.g. 'at subtower level' or 'monthly')
  - b. Required infrastructure data and frequency of provision will be coded into a standard (as noted above, we are still in process of taking agency feedback to create the desired set of required vs recommended or optional)
  - c. Required application data and frequency of provision will be coded into a standard (this will be part of Release 5)

Our anticipated process will be to re-draft the policy and the standards for 2a and 2b above, take them to the TBM Advisory Group meeting on 3/25 and hopefully gain approval, before opening them for a 2-week general comment period, revising them based on the feedback (quickly) and then

## TBM PROGRAM – 2015 JAN-FEB NEWSLETTER (AKA RELEASE 4 UPDATE)

hopefully taking the resultant policy and 2 accompanying standards to the Technology Services Board Portfolio/Policy subcommittee on 4/8 for approval.

If the feedback we get during the general comment period represents significant change, we might have to delay and regroup with the TBM Advisory group.

---

### NEXT MEETING OF TBM ADVISORY GROUP

The TBM Advisory Group is slated to meet next on 3/25. This meeting will be scheduled for a quarterly basis for 1.5 hours and will allow call-in.

There's been some turnover in the strategic level positions/agencies participating in this advisory group as well; I am still awaiting final determination from one agency (ESD) as to their participants. The OCIO website contains the updated list of [names of TBM Advisory Group members](#).

So far, the agenda is slated to include:

- 1) Consideration of the draft TBM policy and standards (discussed above)
- 2) Consideration of recommendations emanating from:
  - a. the cross-agency Fiscal/IT workgroup (discussed above)
  - b. the operational TBM/Apptio members (re: taxonomy meetings discussed above)
- 3) Proposal for allowance of read only access to all projects for end users (discussed above)

---

### COMINGS & GOINGS

As noted above, there's been some turnover. Here are some details.

#### AT THE STRATEGIC LEVEL:

- Sue Langen exited the DSHS CIO role, and her role on the TBM Advisory group. Jerry Britcher, DSHS Deputy CIO will be assuming that TBM Advisory role.
- Tam Dang exited DOH and his role on the TBM Advisory group; Brian Richardson will be assuming this role.
- Paul Heying exited ESD and his role on the TBM Advisory group; ESD has not yet verified the replacement in this role.

#### AT THE OPERATIONAL LEVEL:

- Ben Guyer will be training in to assist David Boyle in his TBMA role for DES.
- Tim Gallivan will be training in to assist Paul Cox in his TBMA role for DFW.
- Gary Wilkinson retired, and left Neal VanDeventer alone in his TBMA role for COM.
- Melissa Hoyt is the new fiscal support for the TBMA (Cole Deming) at DOH.
- Mara Tallman will now be working with the TBMA (John Tafejian) at DOL.
- Lynn Rostvold (and others) will be temporarily taking on the TBMA role at DSHS until filled.

- Beth Craig, Lisa Kissler and Mary Mueller at ESD will be taking on either the strategic or operational TBM roles.
  - Katie Gamble will be the new TBMA at DRS, working with existing Darrell Davenport.
  - Tom Parma is helping in the DOT TBM arena, after the Oct 2014 death of Thelma Smith who was filling the TBMA role. Bob Loveless continues to provide fiscal TBM support.
-