

CONTENTS

Change in Statewide Program Leadership 1

State of WA TBM UserGroup..... 2

Infrastructure Data –Status (Formerly known as Release 4)..... 4

 Survey of Agencies – Tools Used for Infrastructure & Security Sensitivity..... 4

 Discussions of Best Practices/Standardized Approach to Data Provision 4

 Gather of Agency Data Center Information 4

Application Data – Status (Formerly Release 5)..... 5

Potential Change In Architectural Implementation in Apptio 5

 Current Architecture 5

 Content vs Platform Upgrades 6

 Identifying Requirements and Options 6

 Option A: All Agency Project Approach 7

 Pilot Project 7

TBM Sharepoint Site and OCIO Website Updates 7

Contract Status and Funding Update 8

TBM Conference 2015 - Chicago 8

 IT COST Commission..... 9

Comings & Goings 9

 At the strategic level:..... 10

 At the operational level (Agency TBM Leads and Analysts): 10

CHANGE IN STATEWIDE PROGRAM LEADERSHIP

On 12/23/15, I - Mary Groebner (OCIO) sent out the following note to the WA State TBM community:

“Dec 31st will be my last day at OCIO. It has been an honor and a privilege to work with you in support of a program I personally believe in. Together, we have done great work. We have improved:

- Policy/process alignment across multiple domains (thank you OFM partners!)
- Operational processes,
- Data quality,
- Program communications, and the
- TBM community.

I take great pride in our achievements, the [2014 TBM Council award](#) and continued acknowledgment by other TBM practitioners who know this is a heavy lift across a federated enterprise. It takes a village. I am grateful for your contributions and wish you all continued

success in this important program.

I look forward to seeing some/all of you in my new role, working with my new team (WaTech/CTS Business/Finance) as we use data to help inform decisions, and further improve communication and transparency for the services we provide to other state agencies.”

Effectively, I'm giving up the role of [cat herder](#) (herding 45 agency cats alongside our OFM policy partners) for being one of the 45 cats ☺. With the business/finance team, I'll be building out an effective TBM program and practice at the agency level using data gathered-to-date. I'll miss working in the statewide role, but will still be active in the community. And I'm really looking forward to producing measurable and tangible improvements internally (to our agency), externally (to our customers) and doing my part to ensure that WA State tax dollars supporting IT enterprise services are both well-spent and transparent.

STATE OF WA TBM USERGROUP

Because those of us who had attended the Dec 2014 Local Area Apptio Users Group meeting in Seattle had been inspired, and because we need to build a stronger TBM community of practice that includes our fiscal partners as well as report audiences in the agencies, we began planning for a State of WA TBM Usergroup.

Planning activities began in May when Mara Tallman from DOL started working a draft agenda with Arthur Nez, one of our Apptio consultants. From this, Mary Groebner (OCIO statewide TBM program manager) gathered Mara as well as the TBM Analysts from CTS (Cammy), DOC (Jillian), LNI (Danika, Natalie, Ed) and Mara from DOL for a meeting with several individuals from Apptio (Carolyn Anderson, Kevin Teets, Chris Levitt and Dominic Calvert-Lee (phone) to continue the planning efforts and more fully determine best approach. We greatly appreciate the help of our TBM vendor in the planning and execution of this event.

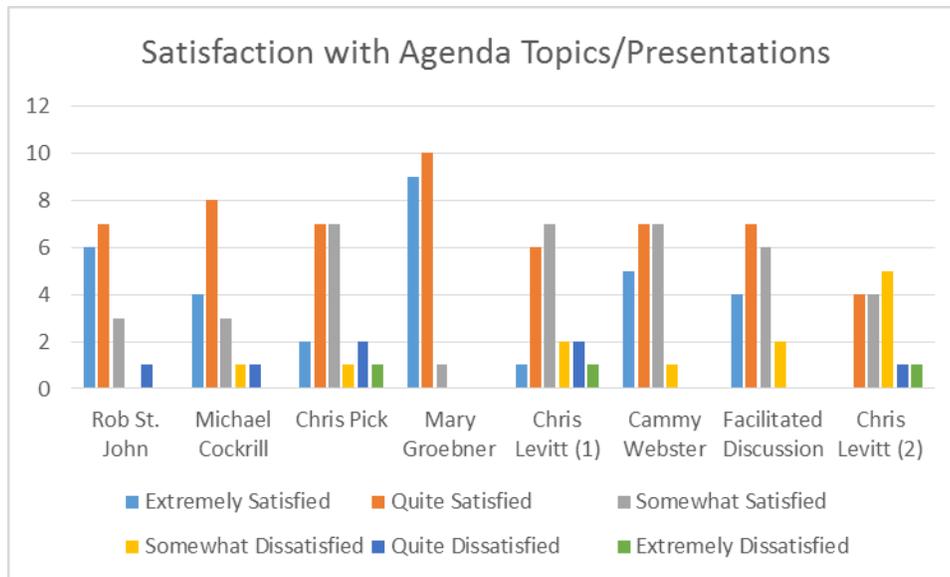
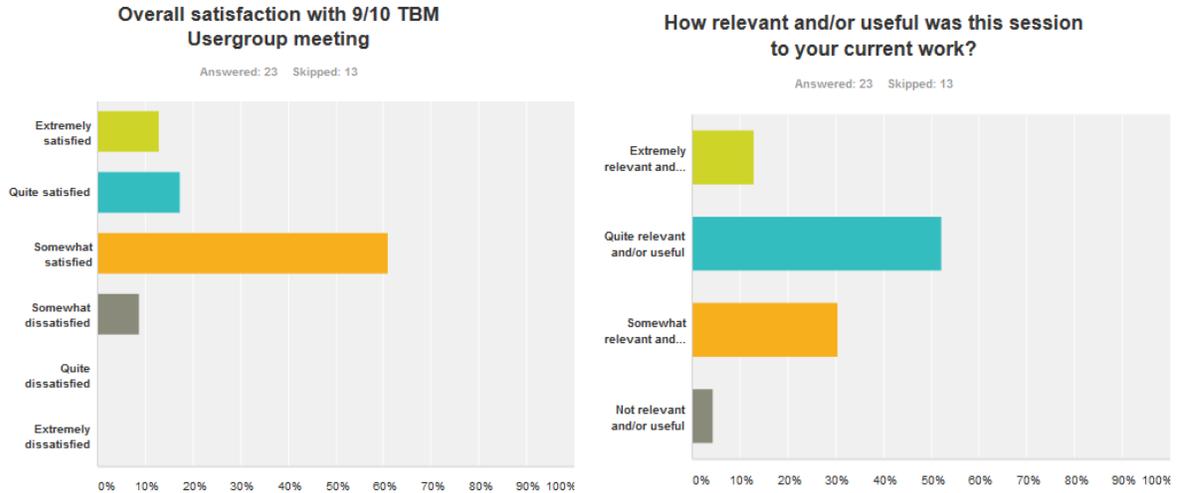
The user group meeting was held on September 10 at the DOC headquarters in Tumwater (thank you Jillian Murphy and Tom Parma of WSDOT for helping with the facility), and because it was our first meeting, it was an all-day event. We had a fabulous turnout with approximately 65-70 attendees on hand for the morning sessions and around 40 staying for the entire day. It was a diverse group, including agency fiscal staff, CIOs and CFOs as well as the hands-on TBM analysts.

The agenda included:

1. Welcome & Introductions (Rob St. John, OCIO Director)
2. Why TBM is Important to the State (State CIO Michael Cockrill)
3. The Value of TBM (Apptio Chief Marketing Officer Chris Pick – thanks to Callie Sherrard)
4. Where We Are Now (Mary Groebner, OCIO & Statewide TBM Program Manager)
5. Best Practices for Using Reports (Chris Levitt, Apptio)
6. WaTech Billing & Utilization Reports (Cammy Webster, WaTech/CTS TBM Analyst)
7. OCIO-provided Networking Lunch
8. Facilitated Conversation: How Do We Get to More Value from the TBM Program (Facilitated by Mary Groebner and Jillian Murphy, DOC TBM Analyst)
9. Art of the Possible with TBM (Chris Levitt, Apptio)

We conducted a survey after the meeting to determine how well the usergroup was received and the desired frequency and topics of future meetings (to improve based on feedback). The survey results

can be viewed at this link: [2015 TBM UserGroup Survey](#) for those interested. We got some pretty impressive results. Thirty-six individuals responded; approximately 65% of those attended the meeting.



Attendees also indicated a desire for future meetings to be held quarterly, but only be half day in duration and for more information from policy makers as to how/where the program fits in the larger scheme of things and future directions, as well as product information and best practices.

In the facilitated conversation, it became very clear that training, turnover, inadequate resources at OCIO and agency level were the biggest barriers. There was also strong interest and support for further work on aligning and improving data quality from the systems of record like AFRS (General Ledger) and HRMS (HR system) so that the data in Apptio would be of improved value.

Thanks so much to all who assisted in the planning and prep for this event, and to all who attended and contributed valuable feedback.

Output of the facilitated discussion as well as the ‘Where are We Now’ deck, agenda, and exported survey results can be found on the internal TBM Sharepoint site.

INFRASTRUCTURE DATA –STATUS (FORMERLY KNOWN AS RELEASE 4)

Getting infrastructure data into the tool and building up the model was going to be Release 4 (while we were still using Releases in the TBM program).

This proved to be incredibly problematic and has been delayed for a variety of reasons. What HAS been accomplished to-date:

SURVEY OF AGENCIES – TOOLS USED FOR INFRASTRUCTURE & SECURITY SENSITIVITY

Agencies with agency-specific projects were surveyed as to the tools that they have available in-house from which to get the data about their servers and storage devices. All but one agency has responded to this survey.

- Regarding provision of data: We do not have an enterprise level CMDB, nor do most agencies have agency CMDBs which is where much of this data would normally be housed. This means that getting the data would rely on a mix of automated tools (APIs or scripts that pull the data from server monitoring tools etc.) and manual effort. There’s a wide variety of tools in use by the agencies, and they are at varying levels of maturity in use of those tools. \
- Regarding security of data: We asked the agencies about their desire to guard/protect various data elements (singly, or when combined with other data elements) from widespread display/dissemination on reports. At present, there is no enterprise wide agreement on this topic, and opinions vary widely across agency security administrators. Because this data will ‘light up’ some of the standard out-of-the-box reports in Apptio, more internal discussion and agreement on how these reports (or custom reports using this data) should be secured and to whom before loading more of the data into the tool is needed.

DISCUSSIONS OF BEST PRACTICES/STANDARDIZED APPROACH TO DATA PROVISION

We had some preliminary discussions on how we could group ‘like’ agencies (agencies using similar tools) together to leverage a single best-practice approach on how to provide data using that tool. Apptio has also recently started a [Data Connect contest](#) that asks other customers for their approaches, and State of WA will ultimately benefit from the availability of scripting etc. that other customers have written. The link above is available on the [TBM Connect website](#), which serves as the portal for both the TBM Council community and the Apptio customer community; registration is free.

GATHER OF AGENCY DATA CENTER INFORMATION

To support a separate but related effort (the legislatively required State Data Center Plan Update), Mary Groebner (OCIO) also surveyed agencies for the remaining agency data centers (based on the agreed upon definition of datacenters in the TBM 113.30 taxonomy standard). Consequently, this dataset is available to load into Apptio when we determine appropriate security (by that time, it should be re-verified with agencies as it was initially gathered in spring-summer of 2015).

APPLICATION DATA – STATUS (FORMERLY RELEASE 5)

Last year (2014), OCIO was tasked with producing a report for the legislature on the prevalence of legacy application systems across the state enterprise and the likely cost for modernizing these systems. Your TBM program manager (Mary G) was assigned the report, as this data would be useful later in our TBM program. Since we had not yet built up our models to the application level, and the legislature and OFM were interested in some information about applications that was not part of the TBM Council approved Apptio TBM Unified Model (ATUM) master dataset, we created a relatively custom data ask to produce this report. The report ([Modernization of Legacy IT Systems](#)) was well-received, and in the future, OCIO hopes to track strategic goals such as increased use of SaaS and corresponding decrease of in-house developed code to meet business needs through the TBM program.

After submission of the report, Mary held retrospective meetings with agency data submitters to gain feedback on data attributes they had particular problems supplying due to unclear definition etc. as well as suggestions on attributes that agencies would find useful to know about applications and their desired frequency for refresh of this data. As with other data in the TBM program, OCIO intends to develop an associated standard that will mandate minimum requirements that all agencies must follow.

This feedback in combination with the master data for applications suggested in ATUM formed the basis for discussions on State of WA requirements for application data and subsequent drafting of an associated standard. Four meetings have been held to-date, with the first two focused almost entirely on the thorny question of 'what constitutes an application'. Meeting minutes and the draft standard are available on the internal TBM Sharepoint site.

At this time, there are only a handful of additional data attributes/elements to gain agreement on before the standard can be completed and continue on its' path through the approval process to the Technology Services Board. The target date for this is the March 2016 meeting.

POTENTIAL CHANGE IN ARCHITECTURAL IMPLEMENTATION IN APPTIO

CURRENT ARCHITECTURE

Our current Apptio architectural implementation (and reflection in OCIO policy) consists of two levels of participation:

- 1) An Agency-specific project (required for those agencies spending over \$10m annually on IT)
- 2) The Multi-agency project (required for agencies spending between \$250K and \$10m annually on IT; these agencies can opt to have an agency-specific program if they want more accuracy)

The [TBM Program Agencies In Scope](#) page explains which agencies are in which level of participation.

There is also a Global Reporting project which aggregates data from all of the agency-specific and multi-agency projects to facilitate enterprise level reporting.



Where Are We Now? Current Architecture & Data Availability



Data movement and synchronization across and between projects and environments (Dev, Stg, Prd) is complex and time-consuming. Agencies vary widely in TBM staffing and skills, and therefore not all projects are using best practices or kept up-to-date. The same standard out-of-the-box report may have been customized differently in different agency projects.

CONTENT VS PLATFORM UPGRADES

We had upgraded from our very old Release 10 to Release r11.5 in December 2014-January 2015 timeframe, but that upgrade was just a platform upgrade and not a content upgrade. Increasingly, we realized that the Apptio training and the cool new reports we would see were simply not available to use.

Around May we learned that our complicated federated architecture combined with our customization of standard out-of-the-box reports was holding us back from receiving full value from our TBM product, Apptio. While we are able to receive platform upgrades (the performance improvements behind-the-scenes), we aren't able to receive content upgrades (the cool new functionality and reports that end users as well as TBM analysts see). While we are one of very few Apptio customers who are in a federated environment, there are a few more (early customers) who, like us, customized and are facing the same quandary.

IDENTIFYING REQUIREMENTS AND OPTIONS

Working with the TBM Analysts of the agencies, I (Mary) put together a standard requirements document for Apptio, who then used that document to identify several options that State of WA could pursue. Requirements had changed a little from when we first started on this journey back in 2012; at that time, agencies had strong resistance to visibility into each other's data even though this data is publicly disclosable. The product architecture and approach had also changed greatly since 2012, including ATUM (Apptio TBM Unified Model) as well as additional functionality such as the ability to import invoices from cloud providers like AWS and Azure. We wanted to be able to take advantage of these and more improvements.

The options that Apptio came up with, along with cost, time to implement, other ramifications and pros and cons were presented to us in October, and we elected to set up a pilot project that would prove out (or not) the efficacy of what is known as ‘Option A’ or ‘All Agency Project’.

OPTION A: ALL AGENCY PROJECT APPROACH

Option A would create a single project that all agencies would reside in. This would simplify administration and easily allow for enterprise level reporting. Rather than customizing the standard reports, we would instead copy those we wanted to use and simply add an ‘agency slicer’ so that each agency could see only their data in that report.

Option A would theoretically allow each agency to still have their own agency-specific filtering criteria, allocation methodologies and of course agency-specific datasets all within a single project.

It would be maintained by 1-2 TBM Analysts staffed at CTS/WaTech (or possibly within OCIO), freeing up the agency TBM leads and analysts to focus on identifying the business rules (filtering, allocation strategies), identifying the supporting agency-specific datasets, and working with the end users in their agency to foster usage and adoption of the standard reports as well as creation of custom reports that would be created centrally (or, potentially by exporting the data from Apptio into other reporting tools that the agency may have standardized on). This would also allow the central staff to keep up on and stay consistent in use of best practices across various agencies.

PILOT PROJECT

The following agencies have agreed to participate in a pilot project to assess whether Option A will really work as proposed. An additional item to be proven out in Option A would allow the data about use of CTS/WaTech services by agencies (e.g. CTS/WaTech may host servers for LNI) to be accessed by the agency who is paying for the service.

There are many things to be proven in the scope of this pilot project, which is expected to take up to 6 months. Agencies that have agreed to participate in the pilot are: the Department of Corrections (DOC), Department of Labor and Industries (LNI), Liquor and Cannabis Board (LCB), and the State Treasurer’s Office.

The high level State project plan as well as the detailed activities which are presently being crafted into a Statement of Work that includes dates and more detailed estimates for each phase of the project was created by myself (Mary). Cammy will assume lead on this effort (there might be a delay until she comes up to speed).

Stay tuned. If this works out, it will dramatically improve our ability to gain value while reducing staffing and administration complexity. If it doesn’t, we’ll have to revisit the options proposed and try for the next best.

TBM SHAREPOINT SITE AND OCIO WEBSITE UPDATES

Around September, we created an internal (open to all agencies) TBM Sharepoint site and started migrating some of the less interesting for the public content from the OCIO public website to the internal site. Additionally, we use the site to house meeting agendas and minutes, working documents, drafts, etc.

TBM PROGRAM – 2015 MAY-DEC NEWSLETTER

The [OCIO public website](#) has been updated to provide a more overall view of the program, while the TBM sharepoint site is the nuts and bolts behind-the-scenes.

Both of these will support the incoming TBM statewide program manager as she learns the role.

Some of the cooler updates to the OCIO public website are around the [rhythm of business just to keep this program running](#). As noted above in the pilot project section, our federated architectural implementation has a lot of moving parts, and coordinating and aligning policy, definitions, etc. across many statewide agencies (45) as well as the Office of Financial Management policy areas for Statewide Accounting, Budget and HR is no small task.

The OCIO public website also has a calendar that shows the [intended accomplishment of various strategic initiatives in 2016](#). This was the plan when there was no intended transition of duties and based upon the skillset/experience/familiarity with tasks of the outgoing program manager. As with the pilot, it will take the incoming program manager some time to come up to speed and it is likely that some/all of these tasks will at least be delayed.

CONTRACT STATUS AND FUNDING UPDATE

The K1053 contract (software licensing as well as the arrangement for consulting hours at a specified rate wherein those hours get billed back (cost recovered by CTS/WaTech) to the requesting agency) was renewed in late June 2015. It is in effect until 6/25/16 with a 3% price increase as per agreement.

- Funding for consulting hours paid through this contract has always been at the discretion of the agency. Agencies need to have an Interagency Agreement (IAA) with CTS/WaTech in place, and an agreed-upon Statement of Work (SOW) between the agency and Apptio in order to utilize.
- All previously existing agency-OCIO IAAs were allowed to expire.
- IAA template was revised to reflect merger of OCIO into CTS/WaTech. At this time, only two agencies (LNI and DOC) have an IAA in place for use of this contract.
- CTS/WaTech Office of Legal Services (OLS) has requested a change to the SOW template such that the agency and Apptio will both sign; this work is pending.

The K1609 (consulting hours at a slightly lower rate billed to OCIO and usable by requesting agencies often referred to as 'Managed Services') auto-renews unless OCIO or Apptio opt to terminate.

- Thru 6/30/15, there was funding available from variance in the OCIO budget for these hours.
- Effective 7/1/15, no funding was available and this contract was placed 'on hold' (as agreed by Apptio) until such time as the agency finances were sorted enough to identify funding level/availability.
- In mid-August 2015, Rob St. John authorized \$10K in funding to meet demand until such time as more funding was made available.
- In mid-late September 2015, the decision was made to fund this contract at 20 hours per week thru the end of the biennium (6/30/17) for approximately \$120K. Update: This funding may be diverted to support the Architecture Pilot Project cost, however.

TBM CONFERENCE 2015 - CHICAGO

Danika Brazil (LNI), Jillian Murphy (DOC) and myself (Mary Groebner, OCIO) attended the 2015 TBM Conference which was held in Chicago IL Oct 26-29. All attendees felt the conference was extremely worthwhile and inspiring, and encourage the state CIO and CFO community to consider attending future conferences. There was a mixed audience at the conference including CEOs, CIOs, CFOs and hands-on TBM analysts and the presentations were similarly mixed.

On the [TBM Connect website](#), the TBM Council has posted the various presentations and in some cases, videos. This site is free to register for, and I'd encourage any interested parties to seek out this content. Once on the TBM Connect website, go to: TBM Council, Conferences and Summits, then TBM Conference.

IT COST COMMISSION

Of particular interest to WA State, one of the presentations at the conference included various CIOs from Federal Government agencies who were discussing their launch of their own TBM program under the moniker of IT Cost, Opportunity, Strategy and Technology (IT COST) Commission. Per the TBM Council:

What is the Federal IT COST Commission?

The Federal IT COST Commission is the first-ever joint public/private sector initiative focused on maximizing the value of the government's technology investments through transparency into spending. This CIO advisory council is composed of the world's largest enterprise organizations and Federal CIOs, led by the TBM Council. This initiative aimed at leveraging private sector best practices in technology cost management and applying them to the Federal setting to ensure taxpayer money is being used as efficiently as possible.

As part of this effort, the Commission will define a set of best practices and standards for Federal CIOs to measure and communicate the cost of infrastructure, applications, projects and IT services.

This commission is executing in parallel along 4 workstreams that track closely to the work WA State has been engaged in over the past 3 years:

- Federal IT Cost Taxonomy (similar to our work on our OCIO TBM 113.30 TBM Taxonomy)
- Financial Framework (similar to our work aligning our taxonomy across various policy areas and into financial policies and standards)
- Investment Framework (at present, this work remains a bit disconnected from our TBM program because we have not yet built our model up to include application and business services, but there is increased legislative focus on it)
- Reporting & Data Requirements (alignment across various policy areas)

Mary attended the October (in person, at the TBM conference) and November monthly IT COST Commission meetings. The next meeting is slated for January when draft recommendations will be presented. Final recommendations are expected by the end of March. We would expect some of these recommendations to benefit our statewide program, and eventually the Federal Government may mandate alignment to their taxonomy for grants, etc.

COMINGS & GOINGS

The TBM program continues to be impacted by significant turnover in the agencies. Since April 2015 (last prior newsletter in this format)....

AT THE STRATEGIC LEVEL:

OFM/OCIO and the DES Enterprise Technology Solutions division both merged into the agency legally known as Consolidated Technology Services (CTS) but now referred to as WaTech (Washington Technology Solutions).

Statewide TBM Program Manager

- Mary Groebner is exiting this role to become the CTS/WaTech TBM Program Manager; Cammy Webster, who was formerly the CTS/WaTech TBM Lead will become the Statewide TBM Program Manager.

Changes to the TBM Advisory Group:

- The TBM Advisory Group has been put on hold effective December 2015 while OFM Budget and OCIO assess group membership and purpose. Stay tuned.

Changes at CIO Level of TBM Participating Agencies since

- DSHS: Daniel Knutsen-Bradac retired Oct 2015; Wayne Hall became the DSHS CIO November 2015
- DOH: Jennifer McNamara was named DOH CIO June 2015
- DOL: Melisa Spencer exited state service in September 2015; Ann Bruner was named DOL CIO November 2015
- DFW: Rod White exited state service in August 2015; Scott Emry was named DFW CIO November 2015 (Paul Cox served as interim)
- DOC: David Switzer exited state service May 2015; Ira Feuer was named DOC CIO August 2015 (Lee Baublitz served as interim)
- OFM: Denise Doty assumed IT director status July 2015
- LCB: Heidi Geathers began a position at CTS/WaTech July 2015; Mary Mueller was named LCB CIO in November 2015 (Pasha Naini served as interim)

AT THE OPERATIONAL LEVEL (AGENCY TBM LEADS, ANALYSTS AND KEY STAKEHOLDERS):

Note: Most of the individuals noted below have part-time TBM responsibility. The only exceptions are some DSHS and LNI personnel.

- DSHS: Lynn Rostvold, Candy Hoelsing and Anh Curran assumed TBM responsibility April 2015 with Candy and Anh reporting to Rhonin Powers. Marie Finn was named backup to Candy and Anh. Since that time – Lynn Rostvold and Rhonin Powers both exited the agency (September 2015) and Marie Finn has assumed other non-TBM responsibilities (November 2015)
- ECY: Bernadette Williams assumed a TBM role April 2015
- LNI: Natalie Krisko assumed a TBM role June 2015
- DOL: Danielle Blanchard assumed a TBM role September 2015; Tim Gallivan became a key stakeholder at DOL September 2015

- DFW: Tim Gallivan exited DFW August 2015; their TBM role has been vacant since. Additionally, Paul Cox was a key stakeholder; he exited the agency December 2015
- HCA: Paige Waters exited her TBM role to assume other duties November 2015; Val Terre assumed the TBM role December 2015
- COM: Joyce Miller has joined COM effective December 2015 as a key stakeholder in their effort
- DRS: Katie Gamble exited her TBM role in November 2015; Nick Doughty assumed this role
- DOT: Lara Pete filled the vacant (since October 2014) TBM role at DOT in November 2015
- DES: Ben Guyer exited this role at DES; the role has been vacant since November 2015
- OFM: Ben Guyer has assumed TBM duties as part of his new role at OFM effective November 2015
- WSP: Eric Vonderscheer received a promotion at WSP and vacated his key sponsor role November 2015; with his departure, Scott Jamron and Glenn Briskin will fill the key stakeholder/sponsor role
- CTS: As noted above, Cammy Webster is exiting this role and Mary Groebner/Debbie Holcomb are assuming it effective January 2016