

CONTENTS

Upgrade to Release 11.5.2..... 2

- The Dev environment was upgraded to Release 11.5.2 the weekend of Dec 20-21. 2
- We upgraded the STG environment to Release 11.5.2 the weekend of Dec 27-28. 2
- We will upgrade the PRD environment commencing at 3pm Wednesday 1/31. (System may be unavailable 1/2/15 as calculations complete). 2
- ACTION ITEM: 2

Managed Services CONTRACT SIGNED 3

- The First Items Apptio is working on thru early-mid January 3
- 1. Moving DVA and AGR into the Multi-Agency project. 3
- 2. Incorporating PSP into the multi-agency project. 3
- 3. ‘Audit’-ing of the agency-specific projects 3

How Does Managed Services Change the Agency TBMA Role?..... 3

- Security role and Expectation changes 3
- *ACTION ITEM: 4
- Summary: Agencies can only work directly with the Apptio consultants one of THREE ways 4
- 1) Under Managed Services. 4
- 2) Under a separate Statement of Work and Interagency Agreement. 5
- 3) Rare instances 5

How to Use the Managed Services Queue (OCIO cost) 5

Working with Apptio on Your Own Dime (Agency Cost) 5

Security Design Review Update 6

TBM Advisory Group approves Roadmap! 7

- 1) JANUARY-Mid-Feb: We’re convening an IT/Fiscal workgroup..... 7
- 2) Mid-Feb thru end-Mar (Estimated): talk about infrastructure data 7
- 3) Apr-June (ESTIMATED): Revisiting and revising the Application data 7

Release 4 Sprint 1 Kerika Board up/available for viewing 8

Apptio Local Area Users Group 8

TBM Conference Videos..... 9

2014 Deliverables!..... 10

Comings & Goings – Danika, Jillian, Jeremy.... 12

UPGRADE TO RELEASE 11.5.2

The Dev environment was upgraded to Release 11.5.2 the weekend of Dec 20-21.

- As part of the prep for this, Apptio (PJ) synced up Dev with Stg (meaning, if you had pending changes in Dev, they got copied over to Stg prior to the upgrade). This was essentially a safety measure in case something went wrong and we needed to fall back.
- Though CTS (Cammy) has uncovered a few issues, we were able to identify cause and/or workaround on anything major. CTS is, by far, the most active Apptio-using agency we have, and as such, it is most likely that if anybody will run into anything, it'll be Cammy. She's a great tester, and I very much appreciate her help (and patience) in this. Because of that, I've consulted closely with Cammy on the rest of the upgrade decisions.

WE UPGRADED THE STG ENVIRONMENT TO RELEASE 11.5.2 THE WEEKEND OF DEC 27-28.

- Cammy and Apptio continue to work through the issues thus far identified.

We will upgrade the PRD environment commencing at 3pm Wednesday 1/31. (SYSTEM MAY BE UNAVAILABLE 1/2/15 AS CALCULATIONS COMPLETE).

- This will allow the upgrade to occur and the recalculations to take place during the holiday (1/1). **These calculations may extend into Friday 1/2 – so don't expect the system to be available.**

ACTION ITEM:

The 11.5.2 look is slightly different than the 10.2 so if you have a number of end users in the product, you may want to pass on that 'heads up' when we upgrade PRD. Use your own wisdom in knowing how best to approach/communicate that in your agency.

IF YOU ARE USING FIREFOX, the first time you log in, you should clear your cache. Here's how: <https://support.mozilla.org/en-US/kb/how-clear-firefox-cache?redirectlocale=en-US&redirectslug=How+to+clear+the+cache>.

After that, you should log off. In 11.5.2, you'll notice there's no explicit LOG OFF button in the upper right corner anymore – instead, just close that tab of your browser. Once you log back in, the displays etc. will reset (combination of cache clearing and logging back in).

TBM PROGRAM – END OF YEAR 2014 NEWSLETTER

With 11.5.2, the problems of using IE as your browser have also been largely dealt with, so if you want to use IE – go for it. Please note that Apptio doesn't test IE on versions older than IE 8, however.

MANAGED SERVICES CONTRACT SIGNED

THE FIRST ITEMS APPTIO IS WORKING ON THRU EARLY-MID JANUARY

I'm working off the Managed Services queue that I shared with y'all prior to the November 6 'all hands' meeting (to refresh your memory, go check that calendar invite for the attachment). The only change I've made to it was to cross items off that have already been done.

We had quite a backlog of items, plus a lot of schedules were messed up with the holidays, and so, I effectively approved about 3 weeks worth of work for Apptio to get moving on, in hopes we could knock out some of the long-standing stuff and then face the rest when everybody's back in the office...here's what I chose.

1. **MOVING DVA AND AGR INTO THE MULTI-AGENCY PROJECT.** These agencies requested this move many many months ago and have been patiently waiting. I'll be in contact with these agencies after the move is done, and I'll also be testing it out to ensure it's pulling the right data according to the standard rules in place for the multi-agency project. Once we're sure it's all good – the DVA and AGR agency-specific projects will be deleted.
2. **INCORPORATING PSP INTO THE MULTI-AGENCY PROJECT.** Again, this was requested a long time ago – and when it's done, I'll let PSP know they're there.
3. **'AUDIT'-ING OF THE AGENCY-SPECIFIC PROJECTS** to better position us for the IT/Fiscal workgroup conversations, cross-training, striving towards standardizing approaches (or at least grouping 'like' agencies) – and then tackling the DFW and WSP requested items on the Managed Services queue (to revisit and potentially rebuild their agency-specific models). The outcome will be a grid, agency by agency, telling us:
 - How agencies are identifying IT spend out of AFRS
 - How agencies are allocating this IT spend into cost pools
 - How agencies are allocating this IT spend into IT resource towers and subtowers

HOW DOES MANAGED SERVICES CHANGE THE AGENCY TBMA ROLE?

SECURITY ROLE AND EXPECTATION CHANGES

- 1) Based on prior agreement, 5 of us will retain report creation rights within our project. This was based on a combination of need and expertise at the time; we may need or want to revisit

this decision as there has been some recent turnover in 2 of the 5 agencies selected. The agencies/individuals retaining report creation rights in their own projects at present are:

- Mary G (Global Reporting and someday, OFM projects)
 - Cammy W (CTS)
 - TBD (DSHS; Jeremy has accepted a position with ESD)
 - Jillian M (DOC; Jillian is assuming the role that Laura formerly filled)
 - James T (LCB)
- 2) All TBMA's in agency projects will retain rights to upload datasets.
- With this right comes responsibility and expectation that they'll be able and expected to supply the necessary data, update that data as appropriate (inclusive of working with DES to automate regularly scheduled data delivery) and, eventually without utilizing Apptio consulting assistance*, maintain the allocation methodologies used (e.g. to update %s allocated to IT Resource sub-towers, etc.).
- 3) We will be revising the security roles to ensure you all have the appropriate permissions.

***ACTION ITEM:**

One of the more immediate desirable outcomes from the Apptio Managed Services contract is to create some reusable and useful documentation that can help guide agency TBMA's in the 'more common' tasks that we envision them doing; I sent out a notice previously **asking for feedback/comments on what those 'common' tasks would be as well as what format would be most useful** (I haven't gotten any yet, so I repeat my plea).... Desired format may vary dependent on the topic/task. Some ideas: brief Word/PDF doc with screen shots and step by step instructions, recorded video, recorded WebEx, some combination of the above, other...

SUMMARY: AGENCIES CAN ONLY WORK DIRECTLY WITH THE APPTIO CONSULTANTS ONE OF THREE WAYS

It's super important that Dominic (our Apptio project manager) is able to plan for and schedule resources (like PJ and Arthur, as well as specialty folks for DataLink and/or Security etc.) to work on our account with some controls in place. They can't just get flooded with phone calls and emails because they also have other customers and they have no way of knowing which piece of work from State of WA is 'the priority'. So...here's the quick guide to your options to talk directly to or work with an Apptio consultant.

- 1) **UNDER MANAGED SERVICES.**
- See details below. Once the item is approved, Apptio will work directly with the requesting agency.

- One of the things we want to get pretty quickly out of Managed Services is documentation – that would help newbies know their way around better so that they're not answering the same questions over and over. To this end, we're talking about having a call somewhere around Jan 12 where Apptio will just take questions.....and I'm asking for agencies to let me know generally what areas they'd like documented or like some 'help' materials created for... (see above action item).
- 2) **UNDER A SEPARATE STATEMENT OF WORK AND INTERAGENCY AGREEMENT.**
- This is the method agencies have been using to-date for big and small items, and is still the way to go if you want to (at agency cost) bypass the Managed Services queue (and possible wait) OR if your project is very large (lots of hours). See details below. Apptio works directly with the requesting agency, and the only OCIO involvement is in the billing/reconciliation process.
- 3) **RARE INSTANCES**
- Examples are things like Cammy testing out the upgrade, or Danika not having access where I essentially refer folks directly TO Apptio because I can't fix it myself and it can't wait.

HOW TO USE THE MANAGED SERVICES QUEUE (OCIO COST)

- 1) As previously communicated, we've established a Managed Services queue that includes items requested from agencies, OCIO and Apptio (for purposes of reviewing and aligning our existing projects and reports to best practices, improved performance, and standardization as desired). To get your items on 'the list', please submit the following info to me (verbal, email, however you'd like initially...we'll try to work out a better process as we go):
 - a. Nature of the task
 - b. Anticipated deliverable (how will you be able to tell it's done, what specific outcomes are desired)
 - c. Date needed and why (driven by a hard date? Other things dependent on this getting done?)
- 2) I'll work with Apptio weekly to review the list and get estimates of how long each task might take, as well as whether some of them are similar and can be approached in bulk (an example of this is that both WSP and DFW have a desire to revisit their projects to better understand setup and revise as necessary – we can do some of the education/training together) and make decisions as to which tasks are approved for the 20-30 hours OCIO has agreed to pay for each week thru 6/30.
- 3) Dominic and I are working to make this list open and accessible for your review as well.
- 4) My expectation is that if you put something on the list, you're also committing to having agency resources available to work on the task as needed (e.g. both fiscal and IT staff will need to be involved in the DFW and WSP project review/revision). Once your agency task is underway, Apptio will be working directly with you – not thru OCIO.

WORKING WITH APPTIO ON YOUR OWN DIME (AGENCY COST)

TBM PROGRAM – END OF YEAR 2014 NEWSLETTER

- 1) If your item is too big for Managed Services (e.g. a really large project that would eat up all available hours for several weeks) or you need/want your task done and don't want to wait till your item hits the top of the priority list, you are free to use the existing contract/process to engage with Apptio. To do this you need to:
 - a. Ensure your agency has a signed Interagency agreement in place with OCIO so that the K1053 contract is extended.
 - b. Create a Statement of Work with Apptio so that you/they have agreed on the estimated number of hours as well as tasks and deliverables.
 - c. Work with Apptio to get the task completed.
 - d. The consulting hours used will be invoiced from Apptio to DES with supporting detail to show which agency has utilized hours; DES will pay the invoice and recover the appropriate cost from each agency for the hours used on their tasks.

SECURITY DESIGN REVIEW UPDATE

As I told you back in November, my plan was to have the Security Design Review completed and signed off on by CTS, one way or the other, by end December or mid January 2015 at the latest. This will let us know definitively whether Category 3 data is/is not 'okay' given the security controls in place for the Apptio product and environment.

We're still on track for this, I believe. Apptio spent about two months diligently answering questions for the Checklist, responding to me (who reviewed for completeness, despite not having a security background...) and then on 12/18, we met with a couple members of the CTS Security team to go over the submittal.

CTS staff had not gotten all the way through reviewing the Checklist, but we made it through 6 of the 7 sections with only a few areas where CTS was requesting that Apptio supplement the information provided. They did so in short order, turning it around in a week. This document is now, once again, under CTS review. We don't anticipate that another meeting will be necessary, and hopefully we'll have our answer by mid-January.

There remain a couple open questions on the State-side, even if Apptio is approved for Category 3 data:

- 1) Whether/not Data Sharing agreement(s) apply. I'm going to discuss with two guys named Michael (Cockrill and DeAngelo) as well as Scott Bream when the holiday vacations are over.
- 2) Which infrastructure data specifically is Category 3 data? Given that we're all on one big network...it feels to me like we need to agree on this as an enterprise rather than having each

agency make their own rules. I think we'll tackle this as we execute our Roadmap – but probably not until around mid-February timeframe.

Stay tuned.

TBM ADVISORY GROUP APPROVES ROADMAP!

Yes, I said roadmap. On 12/3, I emailed to the Apptio leads DL the notes/minutes and slidedeck from the 12/2 TBM Advisory Group meeting (so if you need to refresh your memory, check your inbox for that date). Also – on 12/16, I presented an update of this to those in attendance at the CIO Forum. The upshot is this:

- 1) **JANUARY-MID-FEB: WE'RE CONVENING AN IT/FISCAL WORKGROUP** to talk about definitions, GL code filtering and alignment to ATUM (the TBM council approved taxonomy).
 - Thanks to those who are ON the workgroup (whether they volunteered or were volunteered). Members of the workgroup (in addition to OFM/OCIO are:
 - i. Lynn Rostvold and Jerry Britcher from DSHS
 - ii. Dan Scavezze from ECY
 - iii. Evelyn Arnold from SEC
 - iv. Melisa Hoyt and/or Shelby Minchau from DOH
 - v. Joyce Miller from ESD
 - vi. James Tallman from LCB
 - vii. Danika Brazil from LNI
 - I'll be meeting with Don Charlton and Pat Sanborn of OFM Statewide Accounting and Regan Hesse of OFM Budget tomorrow (12/30) to talk about our goals and make sure OFM/OCIO are aligned – and then the workgroup will meet on 12/7 to better identify (narrow) scope and timelines for what we can realistically achieve. This may result in changes to draft policies (like the TBM, Biennial Reporting and Portfolio Management policy I've been floating around), to the Statewide Administrative and Accounting Manual (SAAM), to IT Cost Coding guidance for AFRS, and/or to the taxonomy our Apptio projects use (which in turn may impact your agency chart of accounts). Time is of the essence because those are the kinds of changes we would want to have time to put in place before 7/1 (the start of a new biennium).
- 2) **MID-FEB THRU END-MAR (ESTIMATED): TALK ABOUT INFRASTRUCTURE DATA** and what we need to load into the projects to be able to know things like 'are we moving to the Cloud?', 'are we moving to the SDC?', 'are we as virtualized or as standardized as we want to be?'. This will also help us start layering up the model so that we can fulfill part 3 (next line).
- 3) **APR-JUNE (ESTIMATED): REVISITING AND REVISING THE APPLICATION DATA** so that we can know total cost-of-ownership as well as track our progress at addressing those

pesky legacy systems, or note our change in deployment methods (more SaaS? More PaaS?) over time...

- We do already have application inventories, as a result of the exercise of creating the [Legacy Modernization Report](#) (linked here, if you have trouble sleeping and/or want to know how your data was used). If you want to find it again, and don't have the link handy – go to the [OCIO website](#), scroll to the bottom of the page and click on 'Reports' and you'll see it [at the top of the list](#) (till I produce the next OCIO report, at which time it'll move lower ☺...). This gives us a head start, however....we know this can be drastically improved on....and so...
- On Dec 8, 9 and 15th I met with about 20 people (in person and online) who responded to my request for a 'retrospective' to discuss the good, bad and ugly about the data gathering related to the legacy report. My goal was to find out what things agencies would prefer us to gather/track (or not to) about applications – what would be helpful, what would make the problematic stuff less problematic etc. Thank you so much to those of you who participated; I think there were some great discussions and definitely some recurring themes. I'm in process of compiling consolidated minutes to share with that group – and if any of you are interested, let me know and I'll share with you too. As we get closer to revisiting the application data, I hope to make many improvements – and I'll be asking for more feedback along the way.

RELEASE 4 SPRINT 1 KERIKA BOARD UP/AVAILABLE FOR VIEWING

I was so swamped in October-December that I barely had time to breathe, and I certainly didn't have time to create/update the Kerika boards that I use to try to keep y'all informed (and me on track and focused). However – early December after the TBM Advisory Group approved the roadmap, I met with Michael DeAngelo and we laid out what we think it should be. There are a few tasks on there that aren't necessarily TBM-y (did I mention I was working on some other legislative reports?), but they were significant enough pieces of 'extra' work that I needed to put them on the Sprint to effectively block out some time for them.

I've made the Kerika board public this time, so you can just go look at it without having to sign up for a Gmail id or anything – or at least, that's the plan. Here's the URL: <https://kerika.com/m/YxFg>

As we hit February (and sprint 2), the URL will change, and I'll try to keep you updated....

APPTIO LOCAL AREA USERS GROUP

TBM PROGRAM – END OF YEAR 2014 NEWSLETTER

On December 10, Apptio held it's first Seattle-area local users' group meeting and four of us from the State attended (me, Cammy Webster (CTS), Danika Brazil (LNI) and Jillian Murphy (DOC)). Cammy and I presented; I gave an overview of how we have been or hope to use it at the enterprise level and Cammy showed off some of what she's been doing at CTS to help save hours and dollars.

Fair to say our presentations were well-received (the State of WA taxpayers in that room were impressed by as well as not envious of the barriers we face), and I know that all four of us very much enjoyed the user group meeting. It was interesting to see what other companies are using the tool and how they are using it, and reassuring to know that they, like us, face similar challenges (executive sponsorship, definitional problems, data quality problems, etc.). I know I got some good ideas of things I'd like to do, and folks I'll be reaching out to (Microsoft already tracks their own movement out of data centers and into the cloud, Starbucks tracks end-user computing costs (desktop/laptop refresh cycles etc.), and the Gates Foundation did a cool Scavenger hunt 'see who can look at these reports and find money we can save' activity).

I wasn't sure it would be a useful meeting and I didn't want to necessarily encourage a lot of State employees to trek to Seattle to meet with each other and two other local area users – but if that first meeting was any indication, I will highly recommend that we all attend future meetings and I think Cammy, Danika and Jillian would all concur.

You can see the presentations (most of them, the one about the upcoming product features is strangely absent) at this site: <http://apptio.wrapfire.com/9b91f1f5-3eab-4290-930a-c9feff92e85c>

password: seattle

TBM CONFERENCE VIDEOS

As you know, Michael DeAngelo and I attended the TBM Conference. There were some great sessions. Thankfully, they videotaped most of these sessions and they are available online for you to check out if you desire. Just go to the conference website: <http://tbmconference.org/2014/videos/>

FWIW, my top 3 recommendations would be: Beyond Shadow IT, How is Your Executive Board Discussing the Value and Performance of Technology, and The New Style of IT.

You have to download them and provide your name, which is kind of a pain; I'll check with Apptio to see if there's a way around that...so let me know if you're interested in knowing what I find out.

2014 DELIVERABLES!

Because of that whole ‘end of the year’ thing, I felt the need to go back and check out the deliverables this program has thus far produced – at least those I’m aware of. I also tried to put together a ‘wall’ showing visible results – even though we all know the data isn’t where it needs to be yet.

Of course, none of these are possible without you guys since it’s YOUR data (and the efforts to gather it, clean it, etc.) that is being reported on – I’m just putting it together and trying to encourage you and remove barriers that I can.

I’m sure at least some of you could put together similar lists at the agency level, and I know Cammy wrote up a story for the [July 2014 Governor’s LEAN performance report](#) as well about saving 25-30 staff hours monthly; check out pages 25-26. She had another project that’s in process with similar or even better results – so I know stuff is happening (at least at CTS)....We tried doing a ‘Shop Talk’ section on the OCIO website that talked about successes agencies are having, and Will Saunders is hoping to do a blog about Open Data-related successes so....it’d be kinda cool to be able to capture some of these and report them out. I might try and do that in upcoming months, you know, in my spare time.

Anyway, here’s the list I came up with:

2014 TBM Deliverables to Date
Release 1: Transparency & Benchmarking (Sep 2013-Feb 2014)
<p>Completed</p> <ul style="list-style-type: none"> • Twenty-four (24) more agencies in Apptio via creation of Multi-Agency Project • Establish Change Management and Contracting/Billing Templates and Processes • Automated Delivery of Global Data from HRMS, AFRS, CAMS via DataLink <p>Partially Completed</p> <ul style="list-style-type: none"> • Create OFM agency-specific project - <i>Some progress made; OFM account coding is less consistent than hoped for; deferred to future release</i> • Get DOR, ESD, DOT, WSP, AGR, DFW, and DOH costs allocated to IT Resource subtower level - <i>DOR and ESD completed this task; other agencies deferred to future release</i> • Create Benchmark Reports for Five Categories, showing agency comparisons to each other and industry ‘government/non profit’ sector benchmark. <i>Reports in draft mode at end of release; finalization and promotion to production deferred to next release. Categories are:</i> <ul style="list-style-type: none"> • Data Network as percentage of IT Spend • Help Desk as percentage of IT Spend

- Application Development as percentage of IT Spend
- Security & Compliance as percentage of IT Spend
- IT Management as percentage of IT Spend
- Create Overall Benchmark Report for IT Spend as percentage of Agency Spend.
Report completed but need further analysis and assistance of agency and OFM fiscal to determine appropriate filtering for numerator and denominator.

Release 2: Application Inventory & Expanded Transparency (Open Data)

(Apr - Jun 2014)

Completed:

- Application inventories from all agencies provided; first iteration uploaded into respective Apptio projects
- DOT costs mapped to subtower level (deferred from prior release)
- Five benchmark reports finalized and in production (deferred from prior release)

Partially Completed:

- Scripting in place to gather data elements from multiple agencies in MAP for availability on Apptio reporting surface; *report development deferred to future release along with expansion of scripting to make application attributes related to legacy available in Global project*
- Revised Draft Portfolio Management policy/standard as well as newly created Draft Biennial Reporting and TBM policies completed. Agency stakeholdering through TBM Advisory group, Apptio lead group, EA group, Portfolio Manager's group, App Inventory submitters is underway

No Progress:

- No data was made 'open'; *agencies still not comfortable enough to publish data and doing so prematurely would set back program.*

Release 3: Governance & Operational Efficiency (Jul - Dec 2014)

Completed:

- Received TBM Champion award at TBM Conference late October 2014.
- Presented at First Seattle-area Apptio local user's group December 2014.
- TBM Advisory Group established and Top 3 goals established; joint IT/Fiscal workgroup volunteers identified
- Legacy Modernization Report completed and transmitted to Legislative fiscal committees (fed by TBM-bound data and written by TBM program manager)
- World Tour materials with Apptio and Legacy inventory data supplied to State & Deputy State CIO (fed by TBM-bound data and written by TBM program manager)
- Governor's IT Budget Appendix produced with charts (Apptio or AFRS) for all agencies. Narrative drafted for OFM review/revision. (Budget Appendix likely published by OFM by 1/1/15)
- Managed Services Contract in place; expected to ease concerns about agency resource availability and improve standardization/performance
- New release tested and approval to upgrade given; Dev environment upgrade was completed on 12/22/14; Stg upgraded 12/29/14; *Prd environment to be upgraded beginning 1/31/14*

Partially Completed:

- Results WA base measures for Online Services and Mobility provided to OCIO staff; *unsure of plan for ongoing usage/update or evolving definition*
- Updated application inventories provided by agencies; *have not yet been updated in Apptio projects – 1st submittal is in*

- Security Design Review process underway; meeting held 12/18/14; requested revisions returned and under CTS review; *meeting re: DSA's scheduled for 1/12/15.*
- Skeleton outline of State Data Center legislative report completed and under review (OCIO, OFM, CTS) – TBM program manager is primary author; *beginning actual report construction.*
- In process of data gathering for IT Cost Efficiencies Allotment Reduction report for legislature – TBM program manager is primary author; *responses due back 12/26 at which time actual report construction will commence.*

COMINGS & GOINGS – DANIKA, JILLIAN, JEREMY....

Last but not least, some turnover news

Jeremy Chenvert (DSHS TBMA) has accepted a job offer at ESD as a supervisor (non-TBMA position), and he'll be starting there January 2015. That's a big loss for our program and DSHS, and a win for ESD. Until they figure it out, Jerry Britcher (DSHS Deputy CIO) will be trying to stay on top of it...

Sue Hollowell (LNI TBMA) has moved on to another position within that agency, closer to her Project Manager roots/heart. **Danika Brazil is now the new TBMA at LNI – please welcome her.**

As you know, many months ago, several individuals at DOC that were heavily involved in their TBM program left and went to CTS (the DOC CIO, Doug Hoffer + the DOC Enterprise Architect Mark Quimby + the DOC TBMA Laura Humphrey). **Jillian Murphy of DOC stepped up to be the new TBMA at DOC – please welcome her as well.**
