

## Technology Business Management

The Technology Business Management (TBM) initiative, sponsored by the Office of the Chief Information Officer (OCIO), will transform the way decision-makers plan, fund, and report IT spending in Washington. It will do this by providing TBM applications that Washington State agencies will use to help create transparency and accountability. Legislation directs the OCIO to develop a statewide IT budget beginning in fiscal period 2013-2015.

The initiative is shared among 46 agencies and institutions, which have been broken into "waves" for purposes of launching the applications. Enterprise Services, Consolidated Technology Services and the Department of Social and Health Services (Information System Services Division) are "wave 0" - the earliest adopters.

The overarching purpose is to ensure that agencies – and the state as a whole – better manage IT portfolios using solid financial and technical data. The TBM applications will provide data to make informed decisions by:

- Aiding in transparency.
- Helping determine the total cost of ownership for IT services.
- Helping model potential efficiencies.
- Using live data mapped into industry-standard definitions, allowing us to benchmark and avoiding "one-off" data-gathering efforts.

### It's about transparency

The TBM applications will enable agencies to improve transparency in IT spending. Agencies will build IT financial models using available financial and technical performance information.

The goals of the TBM initiative include:

- Identifying IT asset-saving and efficiency opportunities across state agencies.
- Using less of the IT budget to run operations, allowing agencies to leverage IT resources across broader areas.
- Launching applications that will help agency CIOs learn more about their IT spending and drive improvements.
- Supporting agencies' best practices in their management of IT spending.
- Supporting rate setting for IT services.
- Enabling agencies to forecast demand and estimate future IT budgets.

### More about the TBM applications

[Apptio](#) is the provider of TBM applications for Washington. The applications allow flexibility in how cost and technical performance information are allocated according to common statewide requirements and unique agency needs.

A standard set of reports is being developed for all agencies to use, and a set of "roll-up/enterprise" reports will be developed for the OCIO. Each agency will see only their own data, unless they choose to share it with other agencies. Agencies will also be able to create reports that support their unique needs.

---

To help reduce the burden on agencies using the TBM applications, Enterprise Services will provide data from certain enterprise systems (such as AFRS, HRMS, CAMS and ITPMS/Clarity) and other sources to Apptio.

The TBM applications will allow IT leaders to answer commonly asked questions:

- How much does it cost to produce and operate our services?
- Are we competitive?
- How can we reduce cost and improve quality?
- How can we ensure supply is aligned to demand?

### **When will this happen?**

An Enterprise Services TBM team was established in June 2012, and the deployment is quickly paced. Since July, the team has been identifying and mapping data.

Personalized information (January 2012 forward) will be available to each agency when they launch the TBM applications. The goal of phase 1 is to have a cost model for each agency, which drives the first set of reports for a few categories. These reports will likely show where data is weak, and help drive processes to make it more comprehensive.

The budget tracking and forecasting portion of the applications is anticipated to be in place by the 2013 budget cycle. CTS will adopt a "Bill of IT" (a rate building model to set the value of IT services) in phase 1. Enterprise Services hopes to learn from their experiences and draft a Bill of IT soon after.

Phase 2 will begin in November 2012 and be finished in April 2013. During that time, Enterprise Services will add more categories and services to help agencies analyze cost. Agencies can add usage data from server logs or help desk tickets to get a sense of whether service use needs improvement.

January 4, 2013