

Technology Business Management

Last updated 12-19-2022

Technology Business Management (TBM) is a set of best practices for running IT like a business to effectively and consistently communicate the cost of IT along with the business services IT provides. A goal of TBM is to provide IT and business leaders the ability to have data-driven discussions about the cost and value of IT to best support business goals. Another goal is to use components in the program to support agency strategic and investment planning. This provides an ability to do “what if” scenarios within specific towers to understand the potential impact of strategic technology decisions.

The [state TBM program](#) is responsible for establishing governance, policies, standards, practices and processes needed to monitor IT investments on an ongoing basis. Links to TBM program policies and standards for agency guidance are registered under state IT Policy 113.

For reporting and modeling IT costs, the program uses a software product from Apptio.

Performance metrics:

- The TBM program is working with 22 of the 58 agencies (*see “Intended Customers” below*) to help them understand their agency application total cost of ownership (TCO) and business capabilities.
- Of the 22 agencies, 55% are actively working on the application TCO and 10% are completing the business capabilities work by the end of fiscal year 2023.
- Establish and update the TBM maturity performance metrics on the TBM website by July 2023.
- By June 2023, WaTech will complete the proof of concept related to the IT Planning and forecasting capabilities in the TBM software.
- In fiscal year 2024, the next group of 10 agencies will begin application TCO and business capabilities activities.
- By July 2024, 100% of all agencies in the program will be at the application and business capabilities level.

Intended customers

Any state agency can be a customer of this service. Currently, the TBM program stakeholders include the Legislature, the Office of Financial Management (OFM) and all executive branch agencies having IT investments totaling more than \$250,000 annually. By statute and policy, there are 58 agencies required to be in the TBM program. TBM program reporting is publicly available. The TBM Program supports all major IT projects under OCIO oversight. These projects are required to report their budget and actual expenditures on the public-facing IT Project Dashboard. The project’s financial reporting information is made available through the TBM program.

The program provides transparent reporting for public audiences.

Helpful information

Service category

Enterprise Programs

Service availability

24/7/365

Planned maintenance

Planned maintenance is performed after hours and initiated by the SaaS vendor. Service notifications are sent to affected customers in advance of change.

Related services

- [Decision Package Ranking](#)
- [Process Education and Consultation](#)
- [IT Portfolio Management](#)
- [Education and Consultation](#)
- [IT Project Oversight Services](#)
- [OCIO Statutory Reporting](#)
- [Project Management Partner Services](#)
- [State Strategic IT Plan](#)
- [Washington State IT Project Dashboard](#)

How to request service

The TBM Program contacts agencies that are required to be in the program. To request more information on the state TBM Program, submit a request through our [Customer Portal](#).

Service owner

Cammy Webster

Options available with this service

- This service is available to all executive branch agencies as identified in statute and state technology policy and not just those in the TBM Program.
- Agencies in the higher education, judicial and legislative branches of government are also welcomed to leverage this program to help mature their organizations' IT portfolio process.

Customer engagement

The state senior Technology Business Management Analyst (TBMA), at WaTech, holds recurring meetings with representatives from the 58 agencies in the TBM program. The program conducts regular customer engagements to solicit feedback, provide updates and inform agencies on emerging initiatives, advancements and industry changes. There are also individual recurring weekly and monthly meetings with agencies working on their application TCO and business capabilities.

Agencies may also contact the TBM program at OCIOTBMProgramOffice@watech.wa.gov to schedule consultations for the following:

- Maturing and advancing their individual TBM program.
- Assistance mapping their investments to the industry-approved TBM taxonomy.
- Making updates to their IT expenditure categorization at any point in the fiscal year to meet changes in the business.
- Agencies are responsible for the accuracy of agency-specific data.

Additional customer engagements include:

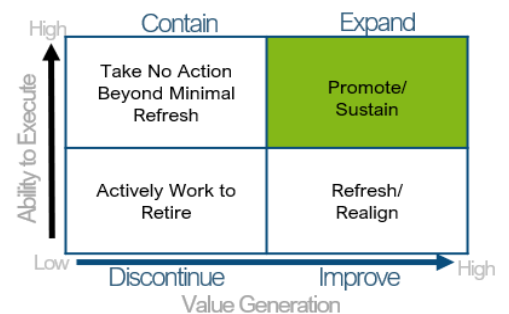
- Annual certification process and recurring TBM program meetings.
- Quarterly TBM program customer engagements to share and solicit feedback, provide updates and inform agencies on emerging initiatives, advancements and industry changes.
- Monthly Technology Management Council (TMC) and Business Management Council (BMC) meetings for agency CIOs and IT leaders to inform and sponsor enterprise strategy, policy and investments.
- Regularly scheduled meetings between customers and Business Relationship Managers (BRM) to connect, advise, address concerns and provide solutions.
- Weekly group calls for state CIOs and CISOs to provide updates on important and immediate issues and actions.
- Regular outreach to solicit feedback, provide updates and inform agencies on emerging projects, initiatives, and services.
- Requests for new consultations and modifications to existing applications.

The program also makes recurring presentations at governance groups such as the Business Management Council (BMC), Technology Management Council (TMC) and the Technology Services Board (TSB) to demonstrate reporting and advancements in the program.

Action plan

Current activity:

- Working with agencies that are advancing their agency TBM Program to identify the Application TCO level. This work starts with the Kick Start Track application.
- Working with agencies that are advancing their TBM program to the Business Capabilities level.
- Working with the One Washington team to integrate Apptio with the new core financial system (OneWA), and monitoring Cloud FinOps reporting to be prepared to support the Enterprise Cloud Computing Program (ECCP).

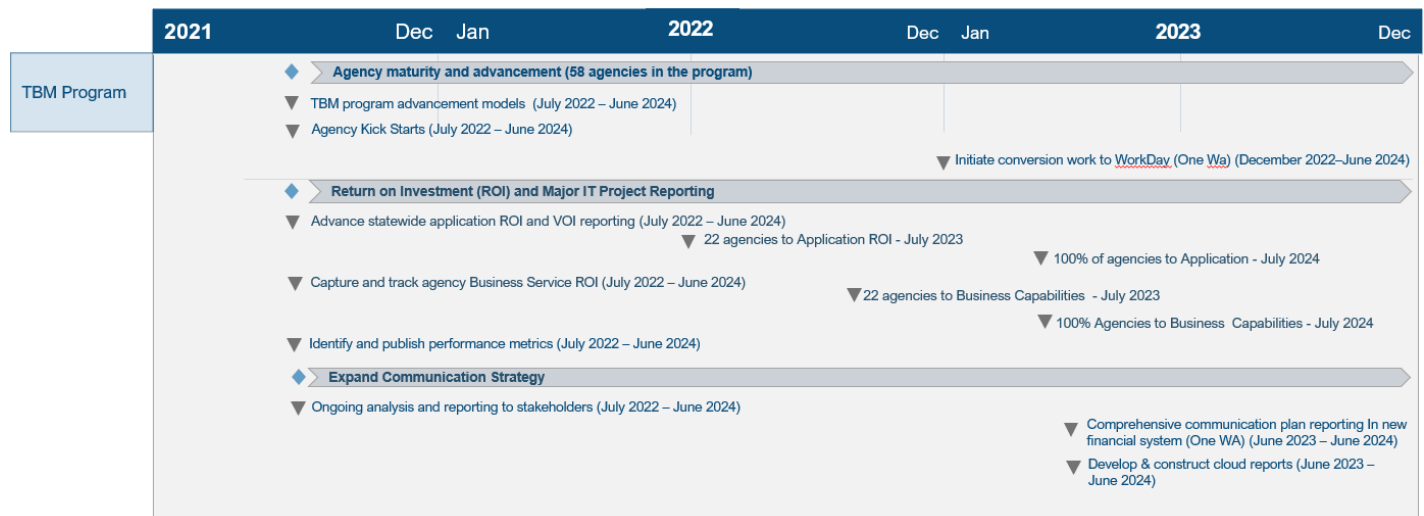


One- to two-year goals

- Advance up to 100% of the top 22 agencies through Application TCO and 12 agencies to the Business Capabilities level.
- Recruit for additional TBM Program consultants to expand maturity and provide ongoing support to over 90 executive branch agencies.
- By the end of two years all agencies in the program will be working on application and business capabilities.
- Complete the conversion of the core financial system (WorkDay) to Apptio.
- Initiate procurement activities for software that supports TBM reporting solution.

Three- to five-year goals

Advance all agencies in the program to the Application TCO and Business Capabilities level, and complete conversion of budget and vendor information to Apptio.



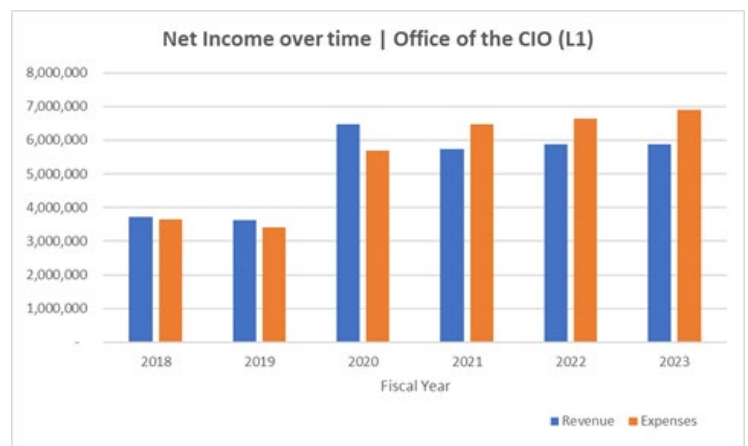
Service review and fully loaded service budget projection

Revenue source

The service is bundled and funded using revenue from the OCIO central service model.

Funding for the OCIO central service model is based on actual agency IT FTEs. OFM provides a count of actual IT FTEs. For higher education institutions (four-year institutions and the community and technical college system), only IT FTEs that support administrative functions of the institutions are counted. Instructional staff, hospital staff and other non-administrative portions of the agencies are exempted from the FTE counts. OFM maintains the source data for budgeted FTEs.

Net Income over time ¹



¹ Figures for FY 2018 through FY 2022 represent actuals. FY 2023 is based on projections.