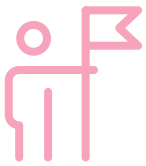




State of Washington: Achieving Modernization Through the Technology Business Management Framework



Challenge

Much like federal government, Washington's state government is a federated system in which each agency operates with significant autonomy. But the CIO and the state legislature wanted more insight into how agencies were spending taxpayer dollars on IT, and better information on the value that taxpayers were receiving in return.

To improve accountability and transparency, agencies at all levels of government are promoting the Technology Business Management (TBM) framework, in coordination with the CIO Council and OMB.

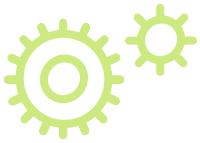
TBM is a set of best practices for running IT like a business. The primary goal of TBM is to empower IT and business leaders to have data-driven discussions about cost and value of IT to best support business goals.

The largest public-sector TBM implementation to date is in the Evergreen state. By using TBM, Washington improved IT spending data, increased accountability and made a better case for IT modernization.

"[In 2010], the state was unable to answer questions about what we'd achieve with the IT we purchased," said Cammy Webster, Senior Program Manager for TBM in Washington's Office of the CIO. "The process started with multiple surveys and a total cost of ownership study that was performed by Gartner. That prompted our legislature to put legislation through that required TBM."

Initially in 2012, the implementation hit roadblocks because of a lack of a standard taxonomy, decentralized reporting and disparate configuration of the enterprise software reporting applications across agencies.

The challenges were so significant that the entire cost transparency initiative had to be re-architected and restarted in 2016. As a result, the state started consolidating its data collection approach, expanding the TBM office within the Office of the CIO and using a single enterprisewide reporting software configuration.



Solution

“What we opted to do was centralize and standardize TBM into a single, statewide implementation,” said Derek Puckett, Technology Business Consultant. “We templated that process for the agencies and the individual stakeholders within them as well. We had all 44 agencies migrated to a single enterprise solution.”

As of 2017, Washington state can report IT spending by cost pools and IT towers – the first two levels of the TBM taxonomy. Financial data is collected via the state’s centralized accounting system. This accounting system categorizes IT expenditure data in three ways: IT acquisitions, IT maintenance and operations, and data processing services. Cost pool data is then rolled up for statewide IT spend and IT tower data is provided for 44 state agencies with annual IT spend greater than \$250,000.

“We now have 100 percent compliance for the state and the agencies take full ownership of the data,” Webster said.

Enabling agencies to take full ownership of their technology through the TBM program was a big priority for Webster and Puckett. “That really helps agencies control their own narrative,” Puckett said. “Since they have defensible IT spend numbers they can stand behind, they know what their possible improvements are. That really helps when the legislature is looking at the statewide IT trends. Then, the agency can defend their IT spend and speak to the why.”

For example, one agency discovered a gap in their IT attributes when they miscoded about \$9 million worth of spend that was missing IT coding attributes. They tracked the data, found the error and made a change in policy to improve the process going forward that corrected the numbers in their future reporting.



Tips for Success

1. Start small and scale up

Start with smaller projects so you can provide quicker turnaround value. That way, you can justify TBM for larger projects later.

2. Identify what questions you want to answer

What do you want to discover? Who are your audiences? What data are you going to use? Don’t be afraid to discover the “ugly” data that reveal shortcomings in your agency’s IT.

3. Include all stakeholders

Talk with private-sector and executive counterparts. Get leaders’ support by clearly laying out the entire vision of your IT modernization project and how TBM will help.



Project Outcomes

\$9
million

worth of spend discovered to be missing IT coding attributes

44
agencies

on centralized accounting system

100
percent

compliance with state legislation requiring TBM