



Q4 FY23 Strategic Roadmap Dashboard

September 2023

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Overview

WaTech began its strategic planning in 2019, developing the 2019-2022 Strategic Roadmap and publishing it on Aug. 1, 2019. The Strategic Roadmap is the blueprint that guides the agency's strategic goals and initiatives.

[The 2021-2023 Strategic Roadmap](#) was updated and expanded in late 2021 and takes a more comprehensive view to include all WaTech's external facing initiatives across key domains. Cybersecurity and cloud computing policies, risk and security protection/management, and the expansion, decommissioning and modernization of WaTech services are key drivers.

With the 2021-2023 Strategic Roadmap in place, WaTech will be able to accelerate the state's cloud architecture, modernize and expand services and delivery, and establish stronger security and privacy protections.

This quarterly dashboard provides progress updates on the projects and initiatives identified in the Strategic Roadmap.

Projects & Initiatives (See [Appendix: Strategic Roadmap Projects & Initiatives](#))

- Agency Privacy Framework
- Enterprise Cloud Computing Program (ECC)
- Enterprise IT Governance
- GIS Natural Hazards Mitigation (GeoPortal 2.0)
- Identity Access Management (IAM) Modernization
- IT Project Oversight Transformation
- Resident Portal/AccessWA Transformation
- Security Operations Center (SOC) Modernization and Enterprise IT Security Risk Management
- Security standards and policy
- Small Agency IT Service

Progress Updates: Q4

Project	April 2023	May 2023	June 2023
Agency Privacy Framework	<ul style="list-style-type: none"> Created and hosted webinar on the Family and Educational Rights Act. Reviewed and assisted in drafting the Data Sharing Agreement of new GIS hazard portal. Reviewed and consulted on Privacy Impact Assessment for the Washington Student Achievement Council Performance Insights project. Lead Privacy Community of Practice Meeting. Monitored legislative session bills and presented session updates to governance councils (TMC, BMC, ESG). Presented on panel for Information Processing Management Association regarding artificial intelligence (AI). 	<ul style="list-style-type: none"> Conducted two-day virtual privacy-primer workshop for state and local privacy professionals. Presented to Northwest Summit on fraud prevention, lessons learned from breaches, and AI considerations. Conducted State Agency Privacy Forum quarterly meeting. Continue to review scripts and content for Web Based Training on Privacy Framework. Produce monthly Privacy Points blog with updates. Created Privacy Threshold Analysis dashboard for PTA tracking. 	<ul style="list-style-type: none"> Presented on privacy breaches and notification law for the Government Lawyers Bar Association. Presented memo to state executive leadership with CIO about recommendations for state approach to AI. Presented at National Initiative for Cybersecurity Education (NICE) on privacy and digital equity initiatives in Washington. Presented Facial Recognition Webinar. Review Privacy Impact Assessment for DSHS. Lead Privacy Community of Practice meeting.
Enterprise Cloud Computing Program (ECC)	<ul style="list-style-type: none"> Hired Cloud Architect. Completed moving the Cloud Capability Model from PowerPoint to Sharp Cloud. Began work on the Cloud Government Network project. Drafted SOWs for Cloud Project Director and Training and Readiness Project Manager. 	<ul style="list-style-type: none"> Published state of Washington Cloud Strategy. Completed data collection for the Cloud Capability Model. State HR partners drafted 12 training personas based on IT Professional Structure job categories. Drafted SOW for Cloud Training and Readiness. 	<ul style="list-style-type: none"> Hired contractors to fill Project Director and Training and Readiness Project Manager positions. Review of training personas by Training and Readiness Subcommittee. Closed Cloud Capability Model 2.0 project.

<p>Enterprise IT Governance</p>	<ul style="list-style-type: none"> • Launched the Innovation and Modernization Program, which will be overseen by the new Information Technology Investment Board (ITIB). • Held first meeting of the new ITIB occurred on April 20 to plan charter, review and approve project templates, and discuss project evaluation criteria. • Launched the IT Enterprise Governance SharePoint site. 	<ul style="list-style-type: none"> • ITIB met on May 26 and finalized the charter, project templates and project evaluation criteria. • Notified agencies on May 31 to submit project proposals, with a submittal due date of June 20. 	<ul style="list-style-type: none"> • ITIB held a meeting on June 29 to hear 12 project proposals from nine agencies. The board members finalized scoring and decided to recommend funding for five projects. • Funding for the five projects will be recommended for approval by the Technology Services Board at the July 13 meeting.
<p>GIS Natural Hazards Mitigation (GeoPortal 2.0)</p>	<ul style="list-style-type: none"> • Further review and updates to the Data Sharing Agreement (DSA) template with the Privacy team. • Completed the Maintenance and Operations review. • Completed the End User documentation review. • Completed the Readiness Assessment. • Completed the Quarterly QA report. 	<ul style="list-style-type: none"> • Completed the DSA documentation and submitted the tech budget for Gate 4. • Began closeout activities. • Began the Legislative Progress Report. • Completed the end user documentation. 	<ul style="list-style-type: none"> • Submitted final legislative report. • Completed project on schedule and within budget. • Moved project into Maintenance and Operations, expanding into other areas beyond natural hazard mitigation due to customer demand.
<p>Identity Access Management (IAM)</p>	<ul style="list-style-type: none"> • Presented project briefing to governor's executive team. • Developed high-level approach for additional stakeholder engagement supporting Notice of Intent. • Completed funding decision supporting organizational change management (OCM) statement of work, and submitted statement of work for approval. 	<ul style="list-style-type: none"> • Identified Pre-Notice stakeholders. • Developed draft Notice of Intent Memo and Pre-Notice Content. • Kicked off OCM track. • Refined and socialized reference architecture, including Enterprise Architect Committee refinement of vendor demo approach to mitigate Notice of Intent impact. • Integrated schedule into Teams to drive ownership and collaboration. 	<ul style="list-style-type: none"> • Completed and documented Notice of Intent response period. • Approved evaluation framework by IAM Subcommittee and steering committees. • Approved IAM Subcommittee charter. • Developed presentation content for awareness campaign. • Project manager Agile certification in response to 701.

	<ul style="list-style-type: none"> Established approach and targets for filling identity data management vendor gap. Aligned working group on target architecture. Identified agency nominees for IAM subcommittee. 		<ul style="list-style-type: none"> Completed five of eight evaluation team training courses.
Oversight Transformation - Phase 2	<ul style="list-style-type: none"> Reviewed Initiative 1 (I1) Process Design deliverable by Enterprise Security Governance. Planned for workstreams I4 (Awareness) and I7 (Deployment) planning for workstreams I5 (Governance) and I6 (Org Review). 	<ul style="list-style-type: none"> Kicked off Oversight Transformation (OT) whiteboarding session with sponsors for workstreams I4 (Awareness) and I7 (Deployment). Kicked off workstreams I5 (Governance) and I6 (Org Review). Closed out I2 (Op Model). Closed out I1 (Process Design). Onboarded new Business Analyst for I3 (Salesforce). 	<ul style="list-style-type: none"> Finalized Policy 121, Tiering, and Policy 132, Quality Assurance, language based on community feedback. Closed out Tiering pilot and identified learnings and next steps. Organized OT tasks into Jira backlog, including prioritization and resourcing.
Resident Portal/AccessWA Transformation	<ul style="list-style-type: none"> Drafted Health & Human Services (HHS) service finder wireframe and team is reviewing. Drafted statement of work for organizational change management (OCM)/business analyst (BA) resource. 	<ul style="list-style-type: none"> Completed Labor Review for OCM/BA resource. Developed wireframe for communications with HHS Coalition. 	<ul style="list-style-type: none"> Created new organizational structure and obtained approval by sponsors. Drafted initial hiring documentation to hire a Web Service Supervisor and application developer. Continue to work with HHS Coalition to be the initial services in the Service Finder.

<p>Security Operations Center (SOC) Modernization and Enterprise IT Security Risk Management</p>	<ul style="list-style-type: none"> • Held Enterprise Security Governance (ESG) meeting April 6. • Ongoing support of WAVE 1 Managed Security Service Provider (MSSP) onboarding. • Conducted staff and resource planning for Security Operations staffing. • Onboarded Interim Deputy CISO for Security Operations. 	<ul style="list-style-type: none"> • Held ESG meeting May 4. • Begin close out for WAVE 1 MSSP onboarding. • Development and drafting of Vulnerability Management position description. • Developed enterprise engagement planning. 	<ul style="list-style-type: none"> • Held ESG meeting June 1. • Begin WAVE 2 MSSP onboarding coordination support. • Completed and approved Vulnerability Management Specialist position description. • Began open office hours socialization efforts.
<p>Security standards and policy</p>	<ul style="list-style-type: none"> • Completed Vulnerability Management Standard. • Completed Data Backup and Recovery Standard and Asset Management Policy. 	<ul style="list-style-type: none"> • Completed Vulnerability Management Standard. • Completed Data Backup and Recovery Standard, Asset Management Policy, and Firewall Policy. 	<ul style="list-style-type: none"> • Adopted Firewall Policy, Asset Management, Data Backup and Recovery Standard policies. • Adopted Media Sanitization and Disposal Standard.
<p>Small Agency IT Services</p>	<ul style="list-style-type: none"> • Prepared for upcoming Small Agency IT Service assessment workshops. • Continued working with agencies interested in joining the Small Agency IT Services. 	<ul style="list-style-type: none"> • Held three workshops to assess the Small Agency IT Services. The workshops included over 40 IT and business leaders from 30+ agencies and generated more than 600 ideas. • Continued working with agencies interested in joining the Small Agency IT Services. 	<ul style="list-style-type: none"> • Held two workshops for the Small Agency IT Services. Workshops focused on prioritizing areas for enhancement of Small Agency IT Services. • Continued working with agencies interested in joining the Small Agency IT Services.

Appendix: Strategic Roadmap Projects & Initiatives

Agency Privacy Framework

Description

The Privacy Framework for State Agencies was developed based on the NIST Privacy Framework and other privacy program best practices. It is intended to be a flexible and scalable starting place for agencies of varying size handling personal information of varying sensitivity. Agencies should use this framework to build out more agency-specific resources that form a privacy program skeleton to be expanded and adapted over time. Not all agencies will have all the components in place but using this framework can help identify and prioritize risks and opportunities.

Goals/objectives

- Champion Governance & Accountability
 - Strengthen IT Architecture/Security
-

Enterprise Cloud Computing Program (ECC)

[Visit the project page.](#)

Description

The Enterprise Cloud Computing Program (ECCP) was created by WaTech to provide leadership, governance, guidance, and resources to accelerate the strategic adoption of cloud technologies across Washington state government.

The overall mission of the ECCP is to accelerate efforts to modernize and transform the state information technology services that Washingtonians require by embracing cloud technology. This is an integral part of WaTech's efforts to create a "connected government" where residents and visitors can access state government services more easily and directly, whether it's getting a license, accessing public health resources, or bidding on a government project.

Goals/objectives

- Strengthen IT Architecture/Security
 - Transform Service Delivery
-

Enterprise IT Governance

[Visit the program page.](#)

Description

The Enterprise IT Governance framework brings together the IT and business leadership in the state to shape technology enterprise strategy, policy, standards, and investments. The governance groups also drive innovation through the collaboration and sharing of technology solutions to solve business problems and transform agency services.

Goals/objectives

- Champion Governance & Accountability
-

GIS Natural Hazards Mitigation (GeoPortal 2.0)

[Visit the project page.](#)

Description

WaTech was tasked by the Legislature to develop a common data-sharing platform for public organizations in Washington to host and share sensitive natural hazards mitigation geospatial data. This project will provide consistent natural hazards data for use by state, local and higher-education organizations to support state hazard risks and resilience mapping and analysis. The data platform is expected to be available by June 30, 2023.

Goals/objectives

- Establish a reusable framework, methods and processes on future state priorities that require data sharing across agencies.
 - Implement a secure common platform for organizations to share natural hazards mitigation data.
 - Identify, categorize, and publish standardized data, and establish data management and governance.
-

Identity Access Management (IAM) Program

(Phase 1 - Resident IAM Modernization)

[Visit the project page.](#)

Description

There is a recognized need across the enterprise to modernize the state's Identity Access Management (IAM) capabilities to better manage access to systems and services in a secure and seamless way. The current situation requires users to manage multiple portions of their identity across disparate state systems.

The vision of the IAM program is that Washington residents can access state digital services efficiently with confidence that their information is protected, and privacy is respected. The state reduces risk by verifying all users and authenticating all transactions while increasing digital equity and access to state services.

Goals/objectives

Phase 1 of this program will complete a successful technology Proof of Concept resulting in contracts with technology and service providers necessary to modernize IAM technology and processes for the state of Washington.

IT Project Oversight Transformation

[Visit the project page.](#)

Description

This project aims to transform WaTech's IT Project Oversight program. This transformation seeks to unlock the value, engagement, and expertise of the oversight consultants for agencies to maximize project success and mitigate risks for projects in the state's IT portfolio.

This will be accomplished by refining the OCIO oversight process to enable scalability, higher value oversight for more complex, higher risk projects, reduced time and cost for lower risk projects and allocation of resources for highest value and maximum efficiency.

Goals/objectives

- Champion Governance & Accountability
- Transform Service Delivery

Resident Portal

Description

For Washingtonians, the visible face of a connected government will be easier, more equitable access to state services through a resident portal. Instead of navigating a maze of agency websites to access services, residents will be able to sign into a single page using one set of credentials and access any service they need.

Goals/objectives

- Focus on services that will help residents of Washington engage with state government.
- WA.gov is a starting point and will be continuously upgraded until it reaches the vision of a connected government.
- Partnering with agencies to enhance the content and functionality offered on WA.gov.
- Working with the Health and Human Services Coalition (HHS) pilot project to build an anonymous HHS Service Finder.
- Looking for opportunities to host state services on the resident portal instead of agency websites.
- Engaging with underserved communities to ensure the vision for the resident portal meets their needs.

Security Operations Center (SOC) Modernization and Enterprise IT Security Risk Management

Description

The SOC Modernization program will follow industry best practices by applying layered security to mitigate potential threats. This program will update the SOC team's equipment and skills and ensure continuous education to address the evolution of threats, modifying and adjusting the approach of daily operations.

The Enterprise IT Security Risk Management program will apply industry frameworks to enable agencies to identify IT security risks impacting their missions and to prioritize mitigation strategies. The goal of this program is to allow inter-agency sharing of risk indicators and information in a meaningful way.

Goals/objectives

- Champion Governance & Accountability
 - Strengthen IT Architecture/Security
-

Security standards and policy

Description

141.10 update. Restructure and update state security polices and standards to align with industry security program and risk mitigation frameworks. This is underway, but not complete.

Goals/objectives

- Strengthen IT Architecture/Security
-

Small Agency IT Services

[Visit the service page.](#)

Description

The WaTech Small Agency IT Services is a service tailored to small agencies within Washington state who do not have the technical staff to manage and administer technology needs and requirements. Through this model, small agencies can benefit from a centralized service that provides core technical support, equipment, and administration. This service is currently available to agencies who pay the Small Agency IT Support Allocation. There are currently 17 agencies included in this program.

Goals/objectives

- Provide cost-effective IT services to all state small agencies in a standard support model that includes a full spectrum of IT skills.
-