



# Q3 FY23 Strategic Roadmap Dashboard

June 2023

# Table of contents

Overview .....	2
Progress Updates: Q3 .....	3
Appendix: Strategic Roadmap Projects & Initiatives .....	8
Agency Privacy Framework.....	8
Enterprise Cloud Computing Program (ECC) .....	8
Enterprise IT Governance .....	8
GIS Natural Hazards Mitigation (GeoPortal 2.0) .....	9
Identity Access Management (IAM) Program .....	9
IT Project Oversight Transformation .....	10
Resident Portal/AccessWA Transformation .....	10
Security Operations Center (SOC) Modernization and Enterprise IT Security Risk Management .....	10
Security standards and policy.....	11
Small Agency IT Services .....	11

## 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: Q3

Project	January 2023	February 2023	March 2023
<b>Agency Privacy Framework</b>	<ul style="list-style-type: none"> <li>• Continued to refine Agency Privacy Framework Supplemental Guidance.</li> <li>• Reviewed Privacy Threshold Analysis (PTA) and major project review (in progress).</li> <li>• Planned/launched Privacy Week activities for Jan. 23-27 event with Communications, Governor's Office, Attorney General's office, and external partners.</li> <li>• Completed update of Privacy Community of Practice and Enterprise Security Governance on launch of Privacy Threshold Analysis with Security Design Review.</li> <li>• Initiated internal adoption of privacy framework as test use case for WaTech (in progress). Drafting model privacy policies for WaTech based on Washington State Agency Privacy Principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued education of launch of Privacy Threshold Analysis and Privacy Impact Assessment (PIA) process.</li> <li>• Led Privacy Community of Practice (Feb. 8).</li> <li>• Presented to Information Professional Management Association (IPMA) on Privacy considerations for Data Lakes.</li> <li>• Led the State Agency Privacy Forum; covered PTA/PIA launch.</li> <li>• Participated in Digital Equity Forum.</li> <li>• Prepared materials and curriculum for two-day in-person Privacy Primer Workshop (scheduled March 2-3).</li> <li>• Prepared for formal webinar in March on PTA and PIA process.</li> </ul>	<ul style="list-style-type: none"> <li>• Created content with contractor and taught, led and facilitated two-day virtual workshop for state agency privacy professionals. Content included:               <ul style="list-style-type: none"> <li>○ Privacy foundations.</li> <li>○ Privacy program development.</li> <li>○ Privacy risk Assessment.</li> <li>○ Incident response.</li> <li>○ Current privacy law/initiatives.</li> </ul> </li> <li>• Update Office of Privacy Strategic Plan to include Privacy Framework initiatives like the web-based training.</li> <li>• Led Privacy Community of Practice (March 8).</li> <li>• Presented on Privacy Principles for state agency risk managers (March 23).</li> <li>• Held webinar on Privacy Threshold Analysis and Privacy Impact Assessment integration with the Security Design Review Process (March 29).</li> <li>• Presented at OCS Summit on privacy overlap with security (March 28).</li> </ul>

<p><b>Enterprise Cloud Computing Program (ECC)</b></p>	<ul style="list-style-type: none"> <li>Completed Cloud Strategy document 2.X revisions.</li> <li>Interviewed Cloud Data Analyst and Cloud Vendor Specialist Roles; worked on external resource acquisitions.</li> <li>Completed WaTech Azure Enterprise Cloud Readiness Project Wrap up.</li> <li>Executed Cloud Capability Model 2.0.</li> <li>Drafted Cloud security pattern development.</li> <li>Completed Cloud Center of Excellence Portal Prototype.</li> </ul>	<ul style="list-style-type: none"> <li>Socialized and collected feedback on Cloud Strategy document 2.X.</li> <li>Hired Cloud Data Analyst. Interviewing for Cloud Vendor Specialist and Cloud Workforce Specialist.</li> <li>Executed Cloud Capability Model 2.0.</li> </ul>	<ul style="list-style-type: none"> <li>Drafted Cloud Strategy document 2.X revisions.</li> <li>Interviewed for Cloud Vendor Specialist and Cloud Workforce Specialist.</li> <li>Moved Cloud Center of Excellence prototype to WaTech SharePoint tenant.</li> <li>Executed Cloud Capability Model 2.0 and exploring SharpCloud.</li> <li>Developed Apptio proof of concept for Cloud spending reports.</li> </ul>
<p><b>Enterprise IT Governance</b></p>	<ul style="list-style-type: none"> <li>Completed action plan to finalize governance of SharePoint site for February release.</li> <li>Completed action plan to continue Accessibility Committee meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Held Accessibility Committee meeting on Feb. 6.</li> <li>Developed action plan to stand up IT Investment Board, which will have the responsibility to manage the Innovation and Legacy Modernization Fund.</li> </ul>	<ul style="list-style-type: none"> <li>Launched IT Investment Board planning committee on March 2.</li> <li>Launched <a href="#">Information Technology (IT) Enterprise Governance SharePoint site</a> March 30, where all state government staff can find information on all the governance boards, councils and committees.</li> </ul>
<p><b>GIS Natural Hazards Mitigation (GeoPortal 2.0)</b></p>	<ul style="list-style-type: none"> <li>Completed readiness review checklist.</li> <li>Received final OCS design review approval.</li> <li>Updated the End User material</li> <li>Updated data sharing agreements (DSA) and process.</li> <li>Created draft tsunami hazards profile (in process).</li> </ul>	<ul style="list-style-type: none"> <li>Developed draft DSA documentation and planned next steps.</li> <li>Met with Privacy office regarding DSAs.</li> <li>Prepared and executed the February Steering Committee meeting.</li> <li>Completed readiness checklist.</li> </ul>	<ul style="list-style-type: none"> <li>Met and discussed DSAs with Records Management team and tested discovery.</li> <li>Completed draft DSA template.</li> <li>Drafted Tech Budget for Gate 4.</li> <li>Prepared for submission of Tech Budget.</li> </ul>

<p><b>Identity Access Management (IAM)</b></p>	<ul style="list-style-type: none"> <li>• Completed and finalized guiding principles.</li> <li>• Finalized procurement approach.</li> <li>• Completed requirements deliverable; extended to allow additional input, given that update procurement approach takes this off critical path.</li> <li>• Completed two-day Interagency Requirements workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed guiding principles.</li> <li>• Collected interagency requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Translated requirements to solution capabilities for vendor demonstrations.</li> <li>• Identified 11 vendors to consider and those we should not consider.</li> <li>• Assessed procurement of available contract vehicles.</li> <li>• Approved resource extension for IAM consultant.</li> <li>• Reached decisions on governance and biometrics.</li> <li>• Drafted initial logical architecture using Resident Portal and Employment Security Department (ESD) as examples.</li> </ul>
<p><b>Oversight Improvement - Phase 2</b></p>	<ul style="list-style-type: none"> <li>• Continued/progressed on work sessions.</li> <li>• Completed project charter.</li> <li>• Finalized project schedules.</li> </ul>	<ul style="list-style-type: none"> <li>• Progressed on Initiative 1 (Process Design) and Initiative 2 (Op Model).</li> <li>• Initiated Organizational Change Management (OCM) work.</li> <li>• Planning Initiative 3 (Systems and Tools) project activities.</li> <li>• Planning Project Management Office intake for Initiatives 4 (Awareness) and 7 (OCM deployment).</li> </ul>	<ul style="list-style-type: none"> <li>• Continued progress on Initiative 1 (Process Design) and Initiative 2 (Op Model).</li> <li>• Initiated/combined organizational change management work for Initiatives 4 (Awareness) and 7 (OCM deployment).</li> <li>• Planned Initiative 3 (Systems and Tools) project activities.</li> </ul>
<p><b>Resident Portal/AccessWA Transformation</b></p>	<ul style="list-style-type: none"> <li>• Submitted UAF request.</li> <li>• Met with Health &amp; Human Services (HHS) Coalition.</li> <li>• Added Resident Portal to Technology Management Council's (TMC) agenda in May.</li> <li>• Drafted Statement of Work (SOW) with Anthrotech.</li> </ul>	<ul style="list-style-type: none"> <li>• Created one-page talking points for HHS Coalition meeting.</li> <li>• Reviewed G2 presentation on Resident Portal.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with HHS Coalition to be the initial services in the Service Finder.</li> <li>• Presented to HHS Coalition G2 on Resident Portal.</li> </ul>

<p><b>Security Operations Center (SOC) Modernization and Enterprise IT Security Risk Management</b></p>	<ul style="list-style-type: none"> <li>• Conducted Enterprise Security Governance (ESG) meeting Jan. 5.</li> <li>• Commenced CIO/CISO calls for 2023 Jan. 19. Completed operational updates and solicited community input.</li> <li>• Progressed on conducting architecture reviews for security stack optimization.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted ESG meeting Feb. 2.</li> <li>• Began Managed Security Service Provider (MSSP) project planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted ESG Meeting March 2.</li> <li>• Began Next Generation Firewall project engagement for IPS migration.</li> <li>• Began MSSP onboarding.</li> </ul>
<p><b>Security standards and policy</b></p>	<ul style="list-style-type: none"> <li>• Reviewed the following documents during Jan 26 Business Management Council meeting - approval in process: <ul style="list-style-type: none"> <li>○ Risk Management Policy.</li> <li>○ Risk Assessment Standard.</li> <li>○ Data Classification.</li> <li>○ Data Sharing Policy.</li> <li>○ Encryption Standard.</li> </ul> </li> <li>• Progressed on review of policy workgroup plan: <ul style="list-style-type: none"> <li>○ Firewall Standard.</li> <li>○ Media Sanitization and Disposal Standard.</li> <li>○ Vulnerability Management Standard.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed the following documents at the Security Subcommittee: <ul style="list-style-type: none"> <li>○ Risk Management Policy.</li> <li>○ Risk Assessment Standard.</li> <li>○ Data Classification.</li> <li>○ Data Sharing Policy.</li> <li>○ Encryption Standard.</li> </ul> </li> <li>• Reviewed the following documents at the WaTech Executive Team meeting: <ul style="list-style-type: none"> <li>○ Media Sanitization and Disposal.</li> <li>○ Vulnerability Management.</li> <li>○ Firewall Standard.</li> </ul> </li> <li>• Reviewed the following documents at the Policy workgroup review: <ul style="list-style-type: none"> <li>○ Backup and recovery standard.</li> <li>○ Security logging standard.</li> <li>○ Configuration Management Standard.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Approved the following documents at the Technology Services Board meeting: <ul style="list-style-type: none"> <li>○ Risk Management Policy.</li> <li>○ Risk Assessment Standard.</li> <li>○ Data Classification.</li> <li>○ Data Sharing Policy.</li> <li>○ Encryption Standard.</li> </ul> </li> <li>• Reviewed the following documents at the WaTech Executive Team meeting: <ul style="list-style-type: none"> <li>○ Asset Management Policy.</li> <li>○ Security Logging Standard.</li> <li>○ Backup and recovery standard.</li> <li>○ Configuration Management.</li> </ul> </li> <li>• Reviewed the following documents at the Policy workgroup review: <ul style="list-style-type: none"> <li>○ Acceptable Use Policy.</li> <li>○ Remote Access Standard.</li> </ul> </li> </ul>

**Small Agency IT Services**

- Continued working with prospective agencies to join service (in progress).
- Completed presentation to Technology Management Council.

- Continued working with prospective agencies to join service (in progress).
- Started planning for Small Agency Workshops.

- Continued working with prospective agencies to join service (in progress).
- Started planning for Small Agency Workshops with consultant.



## 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 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 their 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/AccessWA Transformation

### **Description**

WaTech, in partnership with other agencies and the public, seeks to transform WA.gov into a 'one-stop shop' resident portal which will provide secure and equitable access to government services and benefits to all users. The AccessWashington portal was redesigned, upgraded and rebranded as WA.gov in summer 2022 and will be continually enhanced to offer more content and features until it reaches the ultimate vision of a connected government experience.

### **Goals/objectives**

- Vision for the Resident Portal includes a simple service finder, an authenticated user experience and integration with agency systems while providing an easy-to-use and accessible interface.
  - Focus on services that will help residents of Washington engage with state government.
- 

## 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.
-