

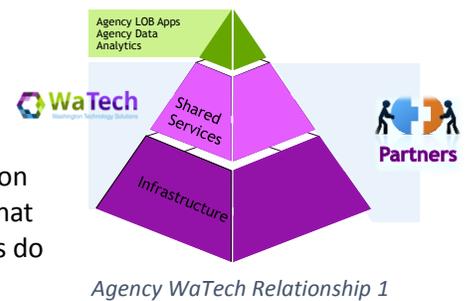
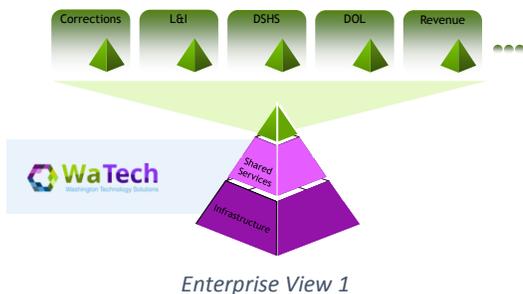
WaTech Strategic Plan 2017-19

1 Introduction

Distinct from the enterprise strategic plan, the WaTech strategic plan focuses on the next three to five years with actions for the next biennium. It lays out the specific, actionable areas that define where the operations of WaTech will focus.

2 Long Term Vision

The long term vision for WaTech as a central services agency is to focus on the infrastructure and shared services that substantially all agencies use. The goal is to allow the IT teams in the agencies to focus on the **mission** of the agency. The specific line of demarcation between what WaTech does and what agencies do is around an agency's "Line of Business" application and its data analytics.



To enable this vision, WaTech must partner with the IT industry to provide a very broad line of services. Some of these services WaTech will provide; others we will rely on partners to provide. In all cases, the vision is to be less a 'Provider' of IT services and more a 'Broker' of IT Services.

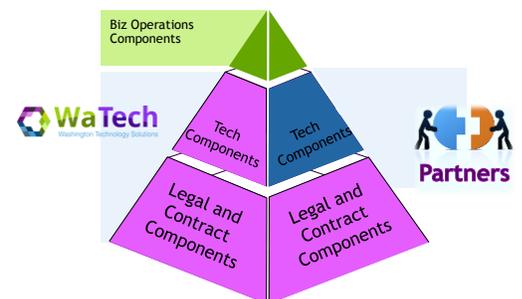
3 Becoming a Broker

Being a Broker means that, in addition to having world class technical skills, we also provide the legal and business aspects of dealing with a technology solution. Today, if more than one agency needs to access a technology platform (e.g. web hosting), each agency has to do an evaluation, run an RFP, contract with a vendor, etc. As WaTech takes over the business parts of technology, we eliminate the need for agencies to create, maintain and pay for that duplicative expertise.

In this world, WaTech deals with the business part of all shared services and the technology part of those services that are so strategic that the state must maintain them itself.

The criteria we use to choose what we do ourselves and what we rely on partners for is the essence of the technology strategy for WaTech. These are the questions we ask ourselves:

- In a 5-7 year time frame, what things are so strategic to the state that we must control them ourselves?
- Where do we think it is critical to develop technical competency for our people moving into the future?



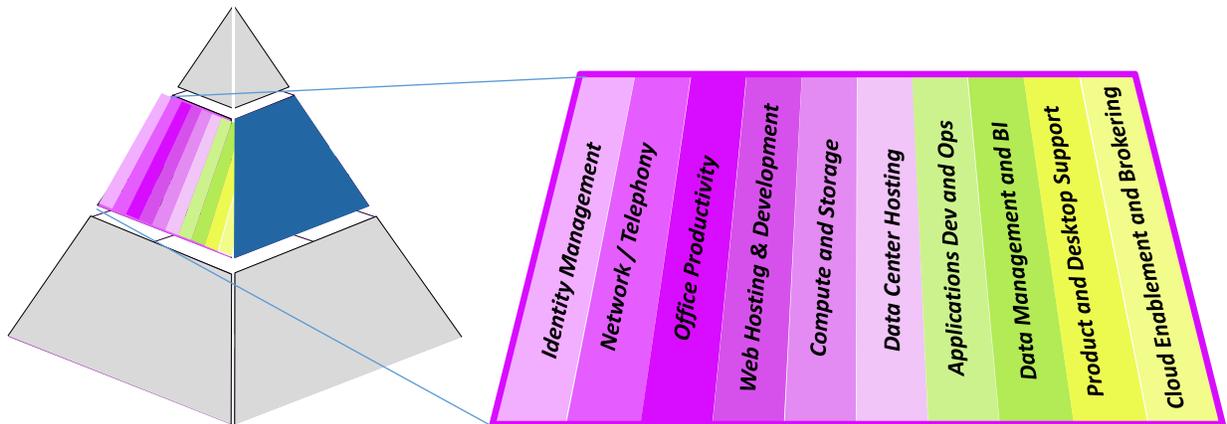
- What do the preponderance of agencies use that we can operate more cost effectively than we can outsource?

In answering these questions, we come up with the following areas of strategic focus:

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|-------------------------------|---|
| 1 Identity Management | 6 Data Center Hosting |
| 2 Network / Telephony | 7 Applications development and Operations |
| 3 Office Productivity | 8 Data Management and BI |
| 4 Web Hosting and Development | 9 Product and Desktop support |
| 5 Compute and Storage | 10 Cloud Enablement and Brokering |

4 Areas of Technology Focus

Below is a brief description of each of the areas of technology focus for WaTech in over the next 5-7 years.



4.1 Identity Management

Identity Management (IDM) one of the most important areas of focus in the long term. IDM is core to maintaining the security of our data and network and critical to our long term plans for connecting people to applications, and applications to applications on both sides of our firewall.

As our identity management strategy evolves, WaTech will explore the following areas:

- Harmonize IDM strategy for citizens SecureAccess Washington (SAW) and SAW Enabled Agency Portal (SEAP) government employees (Active Directory) and applications (various)
- Expand the strategy to include cloud based authentication for citizens, employees and applications
- Unify the IDM team to consolidate human expertise and education in a single group

4.2 Network / Telephony

Owning and controlling the State Government Network (SGN) remains a strategic imperative. The long term direction is to continue to invest in the resilience, redundancy and performance of our network so that we can keep our data secure and deliver services in both the steady state and times of emergency. We need to minimize reliance on third party providers for the health and maintenance of our network.

To succeed economically at this, the state must layer onto the network as many Internet Protocol (IP) based applications (e.g. telephony, messaging, etc.) as is feasible.

4.2.1 Network

In the 2017-19 biennium we will strive for the following:

- Continue to enhance our focus on network security
- Substantially decrease times to bring up new network circuits
- Continue to centralize network growth (more of the network managed in the allocation)
- Deprecate the IGN and the LGN

4.2.2 Telephony

While it is clear that traditional telephony is going away, IP Telephony remains an important and financially critical application on the core network.

In the 2017-19 biennium we will:

- Move towards Session Initiation Protocol (SIP) based trunking, routing, and phones
- Deprecate all non-IP based telephony as soon as practicable

4.3 Office and Desktop Productivity

Nearly all state knowledge workers have at least one computer assigned for their personal use. Keeping that desktop environment secure, up to date, and productive is a critical success factor for nearly everyone in the state.

In the next biennium we will create an organization focused on

- Office 365
- License management
- Brokering computer purchasing
- Virtual desktop technology

WaTech currently does complete desktop management for WaTech, DES, OFM, the Governor's office, and a collection of small agencies. We will expand this offering to include other small and medium agencies on an optional basis.

4.4 Web Hosting and Development

Every agency has a web presence; many agencies use the web as a delivery platform for their services. Creating a shared platform that allows these agencies to focus more on their presence and less on the technology underpinning their presence is a strategic priority.

WaTech will continue to invest in developing a web hosting platform and development capacity to provide the following capabilities:

- Web Hosting
- Web application development
- Usability services
- Accessibility consulting and testing

4.5 Compute and Storage

Shared services for compute and storage are now and will continue to be a strategic priority. We will continue to develop our hybrid cloud solutions as well as dedicated storage and compute platforms.

4.6 Data Center Hosting

Filling the data center and making it economically viable is a long term strategic driver from both an economic and technology perspective. In the next biennium we will focus on:

- Expanding our Co-location services to include disaster recovery
- Standing up a remote hands service
- Getting our Security Operations Center (SOC) 2 Type II certification

We will also look very closely at marketing these services to other governmental entities like cities and counties.

4.7 Applications Development and Operations

Maintaining and evolving the states Enterprise Resource Planning (ERP) complex (Core Financials, Human Resources, Budgeting, etc.) is a critical part of the WaTech operational goals. In the next biennium, WaTech will:

- Work with OFM on planning for the implementation of a new ERP system for the state
- Create a strategic staffing plan to maintain AFRS
- Continue to organize more clearly around portfolios
- Put more detailed governance and reporting processes into place
- Create a strategic plan for each portfolio in partnership with the business owners

4.8 Data Management and Business Intelligence

Data is the currency of government and perhaps our most under-invested asset. WaTech currently operates a complex data management environment but has limited funding resources and nearly unlimited Business Intelligence requests. Investing in this platform and the people to operate it is a strategic imperative that is currently in danger.

4.9 Product and Desktop Support

There are approximately 2000 large applications operating at the State. All of them need support. WaTech currently operates a support center for the applications we manage. We are currently in the early stages of exploring the idea of providing these services to a much broader audience.

4.10 Cloud Enablement and Brokering

The strategic direction for the entire enterprise is to appropriately move some of its infrastructure to The Cloud. However, "The Cloud" is too often all things to all people. To support the strategic direction WaTech is building the technology, business, and consulting infrastructure to support agencies to make this move.