

# Washington State Strategic Information Technology Framework



## Purpose of this Framework

- Unify vision & strategic direction of state IT
- Guide Investment priorities
- Improve identifying & measuring outcomes
- Increase transparency & accountability of the OCIO

<https://ocio.wa.gov/washington-state-strategic-information-technology-framework>

## A Primary Duty

The Office of the Chief Information Officer (OCIO) is legislatively mandated to prepare and lead the implementation of a strategic direction for information technology (IT) in state government. This framework sets forth Washington's strategic IT direction and enterprise architecture along with an incremental implementation timeline. Follow the table-of-contents links in the left-hand navigation box on this page to click through the framework.

For a brief visualization of the framework, view the Prezi below.

<https://ocio.wa.gov/washington-state-strategic-information-technology-framework>

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## Letter from the State CIO

*Michael Cockrill, March 2015*

If it's true that *The Strategic Plan is Dead*—a phrase that delivers more than 11,000 responses when Googled—then the strategic information technology (IT) plan is in serious trouble. In a world where Internet time has amped up to a universal heart rate of more than 8,000 tweets per second, strategic IT plans risk flailing like zombies trying to reanimate every couple of years. That doesn't mean we don't need to plan. But it might make sense to reimagine how we do it.



Washington State law mandates the Office of the Chief Information Officer (OCIO) prepare and lead the implementation of a strategic direction for IT in state government. That's one solid reason we need to plan. Here's another. The 2014 Digital States Survey conducted by the Center for Digital Government gave Washington state IT an overall grade of B+, up from C- in 2012. While headed in the right direction, we know we can do better. We are the technology state: We should do better. Given the security concerns any government faces, we must do better.

Instead of a traditional state strategic plan that attempts to figure out IT for the next half decade, this is a streamlined yet ambitious framework. It is intended to unify our state's technology vision, set strategic priorities and to engage our state IT community in a future-ready trajectory. With this framework, the OCIO commits to greater transparency and accountability. As stewards of state IT, the OCIO takes ownership of a set of strategies that the office will enact to help agencies succeed.

In collaboration with the Office of Financial Management (OFM) and the agencies we serve, the OCIO has built a solid foundation for this framework. For example, the Modernization of Legacy IT Systems Report gives detailed views into the enterprise-wide problem of legacy systems. The rigorous OCIO process for prioritizing IT budget requests fosters stakeholder engagement in decision making. That process along with the Agency IT Budget Detail and the Major IT Investment Summary Report provide deep views into the state IT spend. The OCIO's IT security policies and work with the State Auditor's Office (SAO) on the Security Performance Audit (produced by the SAO) drives durable security practices and fosters a necessarily strong security agenda. These and other bedrock works represented in the appendices provide the footings of this framework.

While we dream about perfection, we're aiming for swift, incremental improvements. This framework is an experiment, one that we think is a leaner, more nimble way to work. I look forward to building on our success, to improving the public experience of Washington State services through the use of technology and to working with the great people in this state who make IT happen.

## Purpose of this Framework

The purpose of this framework is four-fold:

- Unify the vision and strategic direction of state IT (in support of Governor Inslee’s goals) for our stakeholders—the Governor’s Office, the Office of Financial Management, the agencies and institutions we serve and support, the Legislature, the people of Washington, and the private sector vendor community.
- Guide investment priorities as well as strategic decisions about technology solutions, new initiatives and policy, and provide context for agency-specific IT agendas.
- Bolster the state’s ability to identify and measure outcomes/return-on-investments.
- Increase the transparency and accountability of the OCIO.



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## Developing the IT Framework

Along with incremental improvement, three principles guided the evolution of this framework:

- Listen to smart people
- Learn from what's working well
- Work for the public good

### **The OCIO is surrounded by smart people.**

This framework went through five iterations in as many months, each increasingly enlightened by feedback from the [Technology Service Board](#). In addition to input from the state IT community through our CIO Forum, we are grateful to a representative group of IT leaders from our customer agencies who brought their insights to the framework. Further, the evolution of this framework was inspired by the [IT alignment effort to unify central IT policy and services](#) which is underway in the legislative session.

### **We started by examining what's working well.**

Rather than focusing entirely on problems, we asked: What's working well? We've leveraged the OCIO's experience of prioritizing IT related budget requests - a process that has evolved over the past three years. Annually, the OCIO generates and publishes decision criteria it uses to weight, score and rank all the state's IT budget requests. The OCIO has conducted the prioritization process in increasingly transparent ways. This state IT framework benefits from the attendant strategic thinking and stakeholder engagement that helped shaped that process.

### **Public service is fueled by passionate people.**

This strategic framework is also inspired by the collaborative efforts of our IT colleagues across the state who've engaged in a number of important enterprise-wide programs and initiatives. While some initiatives are led by the OCIO, such as Technology Business Management (TBM), Washington Business One Stop (WABOS), the Washington Geographic Information Council (WAGIC), the Open Data Initiative, and Washington OneNet, others are self-organized communities such as the enterprise architecture group, SEART. In each case, the strength of the work issues from diligent public servants who make IT happen.

## Vision

### Imagine

Anytime, anywhere, on any device—  
public service—open, responsive,  
inclusive, and secure.

### State IT's *Raison d'être*

Continually improve Washington  
State public service through the use  
of IT and by the people who make IT  
happen.

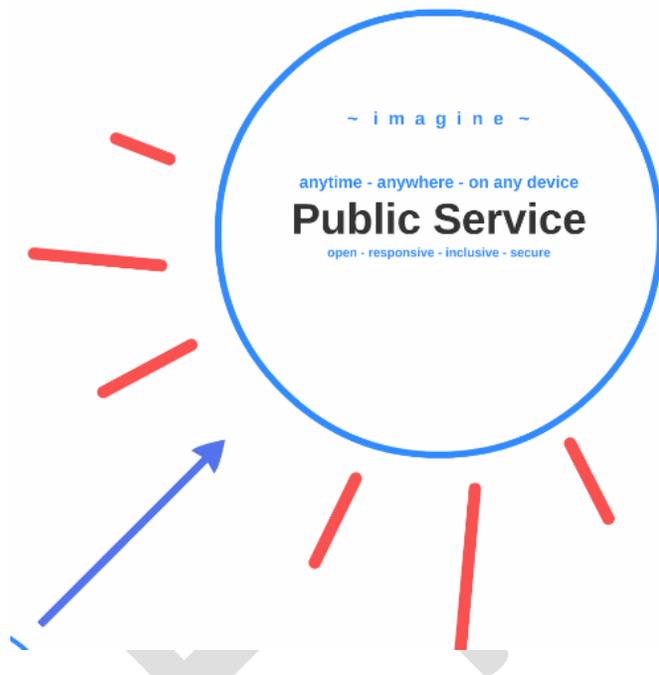
### Guiding Precepts

As state IT leaders we want our actions to reflect that we value:

- Public service
- Our customers
- Incremental improvement
- Adapting to change
- Empowering employees
- Collaboration and partnerships

We want to be known as:

- Wise stewards of tax payer dollars
- Bold enough to make a difference
- Adaptive because we embrace and leverage a changing world
- Smart risk takers who experiment wisely with new technology and services
- Transparent and inclusive in our operational and financial priorities
- Technology leaders who people trust because we exceed expectations
- Advocates who promote and celebrate the successes of our state IT community



## Two Primary Goals

Using innovation and best practices we want to:

1. Personalize Government | Improve the direct, publicly-facing information and services of Washington State government.
2. Optimize Government | Improve the foundational IT infrastructure and systems that state government information and services depend upon and perfect the transparency of IT maintenance and operations costs.

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## Nine Key Objectives

### *The Sphere of State Agencies*

The key objectives are derived from a process that has worked well for the state—a prioritization process of ranking technology-related budget requests according to decision criteria established by the OCIO in response to state business needs and changing technologies. The decision criteria are published annually as part of the budget instructions the OCIO prepares to ensure agencies have a clear understanding of the state IT priorities by which funding requests will be evaluated.

The OCIO encourages agencies to measurably advance the goals of this framework through focusing their work in the following areas:

1. Business Alignment | Advance the missions of state agencies through technology investments, maintenance and operations.
2. Security | Improve the overall security posture of the state through technology investments, maintenance and operations.
3. Modernization | Replace legacy systems with contemporary technology and with a bias toward cloud-first solutions.
4. Mobility | Increase access to public services on mobile devices and improve public workforce performance through mobile technology.
5. Open Data | Increase and improve access to public data from state agencies.
6. Transparency | Provide increasing insight into the costs and performance outcomes of technology investments, maintenance and operations.
7. Agile Value | Produce customer-facing value quickly and incrementally.
8. Cultural Readiness | Build organizational strength through proven leadership and successful projects, and by fostering creative problem solving.
9. Interoperability | Build systems that operate across organizations.

## Six Transformation Strategies

### *The Sphere of the OCIO*

The OCIO is uniquely authorized to bolster the work of the agencies and the key objectives. To that end, the OCIO will:

1. Reimagine Governance | Establish enterprise-wide governance that is customer focused, aligns with the business needs of state agencies, and harnesses and emboldens the passion and aspirations of state IT workers.
2. Strengthen Enterprise Architecture and Policy | Support the key objectives by formalizing the approach to and the framework for the state's enterprise architecture work.
3. Create Incentives | Prioritize budget requests that directly support the key objectives and advance the goals of this framework.
4. Remove Barriers | Establish resources that help agencies make progress on key objectives, such as creating purchasing vehicles to hire resources, supporting legislation that enables productive change.
5. Build Capability | Create and support communities to foster peer-to-peer learning where agency staff can share ideas, challenges and solutions.
6. Promote Success | Accelerate momentum in leading change by documenting, promoting and celebrating the progress and success of agencies.

These six strategies comprise a robust transformational toolkit through which the OCIO can improve its overall performance in supporting the key objectives and facilitating the work of agencies.



## **Evolving the IT Framework**

Designated OCIO stewards for the goals, objectives and strategies will form an implementation task force. The OCIO task force will engage IT leaders from other agencies, conduct retrospectives after each release, provide updates to the State CIO, the Technology Services Board, and CIO community.

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## Timeline

2015

- |           |  |
|-----------|--|
| March     | Release 1  |
|           | <ul style="list-style-type: none"><li>• Published</li></ul>  |
| June      | Release 1.2:   |
|           | <ul style="list-style-type: none"><li>• Key objectives revised/synched with decision package criteria</li><li>• OCIO steward roles and expectations defined</li><li>• Stewards assigned by State CIO</li><li>• Expectations of agencies defined</li><li>• First iteration of report matrices created</li><li>• CIO Forum briefed</li><li>• TSB briefed</li></ul>   |
| September | Release 1.3:   |
|           | <ul style="list-style-type: none"><li>• Stewards have engaged agencies</li><li>• Expectations of agencies refined</li><li>• Performance report matrices refined with agency input</li><li>• Agency activities inventoried in report matrix for key objectives</li><li>• OCIO activities inventoried in report matrix for transformation strategies</li><li>• CIO Forum briefed</li><li>• TSB briefed</li></ul> |
| December  | Release 1.4: Metrics Set   |
|           | <ul style="list-style-type: none"><li>• Baseline data on metrics has been gathered from agencies and OCIO</li><li>• Reporting policies and standards in place</li><li>• CIO Forum</li><li>• TSB briefed</li></ul>  |

2016

- |           |             |
|-----------|-------------|
| March     | Release 2   |
| June      | Release 2.2 |
| September | Release 2.4 |
| December  | Release 2.4 |

## State Performance Reports

### Reporting Progress on the State Strategic IT Framework

The OCIO will build on current reporting practices and will collaborate with agencies to articulate a uniform process by which agencies and the OCIO report traction on the implementation of the strategic IT framework. Performance report policies and standards will be developed incrementally.

### Traction by Agencies on Key Objectives Linked to Goals

Agencies will report progress made toward implementing the state strategic IT framework, including activities and measures that advance the key objectives and goals. The focus will likely be on the following:

- What agencies currently do that advance the key objectives - an assessment
- What agencies will do to measurably advance the key objectives – initiatives, programs and projects that are underway and/or planned
- What agencies will measure – outcome measures
- How agencies did – performance results

### Traction by the OCIO on Transformation Strategies Linked to Objectives Linked to Goals

The OCIO will report its progress and performance on each transformation strategy, examining:

- What we (the OCIO) currently do that supports the agencies' sphere of work – an assessment
- What we need to do to better support the agencies' sphere of work – policies, processes, programs, initiatives that we need to undertake
- What we will measure – outcome measures
- How we did – performance results



## Appendices

### Appendices

Modernization Report

State Data Center Report

Security Performance Audit

Enterprise Resource Planning

Enterprise Content Mgmt

OneNet/FirstNet

Budget Decision Criteria

SaatyMetrics White Paper

GIS Plan

Open Data Strategy

Cloud Strategy

Project Portfolio Mgmt Strategy

Dashboard: IT Projects

Technology Business Mgmt