

Joint Information Technology (IT) Strategic Plan 2025-27 (Fiscal Year 2025)

Mission and Priorities

- Secure and protect agency data and applications.
- Provide access to agency data and applications for agency staff, partners, grant sponsors, and the public.
- Provide technical support of mission-critical agency systems and train agency staff.
- Understand, recommend, purchase, and implement new hardware, software, applications, data, or services with consideration of emerging, maturing, and aging technologies and business needs.
- Improve procedures, leadership, and management, and develop staff.
- Develop and follow agency and IT plans: strategic, budget, investment portfolio, continuity of operations, incident response, disaster recovery, and security.
- Ensure agency compliance with federal and state laws, and the policies and standards of the agency, Washington Technology Solutions (WaTech), the Department of Enterprise Services, and the Office of Financial Management. Help maintain IT-related agency policies, procedures, standards, and forms.

Vision

Sponsors, agency staff, and the public have access to the information and tools needed for their work in a secure, open and transparent, mobile, and modern environment.

Values

- Teamwork and Leadership
- Communication
- Customer Service
- Integrity
- Innovation and Problem Solving
- Agency, Program, Project, and Individual Perspective
- Self-Management and Interpersonal Relations
- Continuing Technical and Professional Development

Staffing

As the agencies and their IT and Geographic Information System (GIS) needs grow, and as the complexity of technology and cybersecurity increases, the IT staffing plan upgraded two customer support/journey-level positions to system administrator/journey-level and added a customer support/entry-level position to support the Puget Sound Partnership. The plan also proposes upgrading the customer support/entry-level position to the journey level, upgrading two journey-level system administrators to the senior/specialist level. And adding an application developer/journey-level position to increase GIS capacity of data and application development across both agencies.

In 2019, the Office of Financial Management and the Department of Enterprise Services reviewed position descriptions of all IT staff in state government and reallocated staff classifications from Washington General Service and Washington Management Service into the IT Professional Structure. The goal of the structure is to use industry job families and levels of responsibility to improve recruitment and retention, align with vendor contracting, and help manage staff professional development and succession.

The Office of Financial Management publishes a statewide breakdown of job families and levels each year (summarized below). Most state agencies have 5-15 percent of their total staff in IT positions, depending on how much they support mission-based application systems, and job levels aligned for succession. Our goal for a healthy IT program is to align closely with the state distributions below. In our small to medium-sized agency, an IT staff member must cover multiple job families but only the primary job family accounts in the distribution.

State Job Families Distribution

Application Developer	21%
System Administrator	20%
Customer Support	14%
Business Analyst	10%
Data Manager	8%
Network Telecommunications	6%
Project Manager	5%

State Job Levels Distribution

Manager	6%
Expert	1%
Senior/Specialist	30%
Journey	50%
Entry	13%

Architectural Strategies

1. **Align with business.** Decisions align with state priorities and strategic plans and enable organizations to reach their long-term goals. Improve business results by focusing on agency business needs.
2. **Manage data as a strategic asset.** Data is one of the state's most valuable resources. Data that is well-managed, governed, and protected results in informed decision making and more efficient operations with improved service delivery. Inventory and improve business access to information by consolidating and centralizing agency (reorganizing) digital documents, data, and databases. Improve data access and security, and application performance by segregating edit databases and read-only data warehouses.

3. **Protect digital trust.** Systems are reliable, information is credible, security is strong, and people can trust how information is used and governed.
4. **Deploy sustainable systems.** Enable long-term organizational resilience by considering continuous maintenance and support capabilities. Reduce costs and commitments by limiting the number of similar systems used by the agency. Do not deploy new applications without compelling business reasons.
5. **Leverage existing systems.** Reuse existing systems, processes, and tools that align with the organization's strategic plans to meet business needs, promote consistency, reduce costs, or accelerate service delivery.
6. **Buy before build.** Procure solutions that meet business requirements before creating custom solutions. Reduce development costs by renting applications before buying and configuring no- or low-code systems before developing custom systems. Reduce staff infrastructure commitments by using hosted cloud, virtualized machines, managed data centers, and/or collocated facilities. Reduce architectural complexity.
7. **Adapt and scale.** Systems, processes, and workforce strategies adapt to change, grow with demand, and support both current and future business needs. Reduce costs and expectations by following the 80/20 percentage rule of function to cost—fit the business to existing commercial-off-the-shelf products. Stay away from latest technologies. Use the golden version of products (the version that works the best).
8. **Promote digital equity.** All individuals fully participate in digital spaces and services through ongoing state investment in infrastructure, technology, and skills development.

Work Plan Priorities and Tasks

IT staff develop work plans for each agency and align common tasks between the agencies. Tasks on the work plan are numbered in priority order. Tasks related to cybersecurity and IT infrastructure are exempt from public disclosure, redacted, and listed as "Confidential Security (redacted)." Tasks may be RCO-only, notated as (RCO), PSP-only, notated as (PSP), or jointly completed for both RCO and PSP, notated as (RCO/PSP). The objective for completing each task may be the target year notated as [2025], ongoing [Ongoing], continuing from a prior year [Ongoing/2024], cancelled [Cancelled], on hold [Hold], or done [Done].

RCO IT Work Plan

1. Maintain a stable digital mobile working environment. (RCO/PSP) [Ongoing]
2. Maintain a stable digital working environment at the Natural Resource Building office. (RCO) [Ongoing]
3. Confidential Security (redacted).
4. Support PRISM and Salmon Recovery Portal application development, SQL Server database, security, and operations. (RCO) [Ongoing]
5. Oversee and coordinate application and data programs. (RCO/PSP) [Ongoing]
6. Support ArcGIS Online application and enterprise geodatabase. (RCO/PSP) [Ongoing]
7. Administer and support State of Salmon in Watersheds website. (RCO) [Ongoing/2024]
8. Align agency policies to WaTech policy changes. (RCO/PSP) [Ongoing/2024]
9. Confidential Security (redacted).
10. Develop plan and budget for new Environmental Systems Research Institute (ESRI) licensing model and GIS in position descriptions. (RCO/PSP) [2025]

11. Confidential Security (redacted).
12. Confidential Security (redacted).
13. Confidential Security (redacted).
14. Confidential Security (redacted).
15. Confidential Security (redacted).
16. Confidential Security (redacted).
17. Move folders and documents from file server to Teams channels. (RCO/PSP)
[2025]
18. Recommend staffing levels for agency growth and revise staffing plan. (RCO/PSP)
[2023]
19. Confidential Security (redacted).
20. Support intern program. (RCO/PSP) [Ongoing]
21. Develop business and IT governance processes. (RCO/PSP) [2024]
22. Support relevant policy projects—Recreation Economics, Snake River Dam study.
(RCO) [2024]
23. Improve training, make videos, and write tips. (RCO/PSP) [Ongoing]
24. Upgrade ArcGIS Pro from 3.1.3 to 3.3. (RCO/PSP) [2024]
25. Upgrade ArcGIS Server from 10.9.1 to 11.3. (RCO) [2024]
26. Automate ArcGIS Server and ArcGIS Online administration. (RCO/PSP) [2025]
27. Support Washington State Trails database (RCO). [Ongoing/2024]
28. Support development of recreation facilities inventory. (RCO) [Hold]
29. Confidential Security (redacted).
30. Confidential Security (redacted).
31. Confidential Security (redacted).
32. Confidential Security (redacted).
33. Confidential Security (redacted).
34. Confidential Security (redacted).

35. Review and reduce shared mailboxes to save money. (RCO) [2025]
36. Confidential Security (redacted).
37. Confidential Security (redacted).
38. Replace conference room telephones with Teams Telephony devices. (RCO) [2025]
39. Onboard CoPilot Artificial Intelligence services. (RCO/PSP) [2025]
40. Investigate WaTech's Enterprise Automation artificial intelligence service for PRISM. (RCO) [2025]
41. Investigate migrating WordPress websites from Windows/IIS to another vendor or a WaTech-hosted LINUX/Apache server. (RCO/PSP) [2024]
42. Test websites and applications for accessibility and privacy. Prioritize and resolve issues. (RCO/PSP) [Ongoing/2023]
43. Develop a strategy to deploy artificial intelligence to support grant management services, PRISM, and Salmon Recovery Portal. (RCO) [2024]
44. Update staff tasks and expenditures for WaTech Technology Business Management. (RCO/PSP) [Ongoing/2023]
45. Manage growth of storage and database. Determine whether and how to store drone imagery. (RCO) [Ongoing/2023]
46. Train staff on cloud platforms. (RCO/PSP) [Ongoing/2023]
47. Administer agency tenant in WaTech Microsoft 365 service. (RCO/PSP) [Ongoing]
48. Administer, maintain, support, and develop websites. (RCO/PSP) [Ongoing]
49. Administer, maintain, support, and develop Intranet site. (RCO/PSP) [Ongoing]
50. Support Public Lands Inventory and Land Acquisition Forecast apps. (RCO) [Ongoing]
51. Support and maintain Open Data Portal and publish authoritative open data. (RCO/PSP) [Ongoing]

PSP IT Work Plan

1. Maintain a stable digital mobile working environment. (RCO/PSP) [Ongoing]
2. Maintain a stable digital working environment at Capitol Court and Tacoma offices. (PSP) [Ongoing]
3. Confidential Security (redacted).
4. Confidential Security (redacted).
5. Confidential Security (redacted).
6. Confidential Security (redacted).
7. Support Box.com, Miradi.com, SmartSheet.com, Monday.com, and other applications. (PSP) [Ongoing]
8. Oversee and coordinate application and data programs. (RCO/PSP) [Ongoing]
9. Develop a plan and budget for new ESRI licensing model. Include GIS tasks in position descriptions. (RCO/PSP) [2025]
10. Support ArcGIS Online application and enterprise geodatabase. (RCO/PSP) [Ongoing]
11. Develop a business governance process for IT investments. (RCO/PSP) [2024]
12. Support rebuild of Puget Sound Partnership website in WordPress. (PSP) [2024]
13. Administer and support State of the Sound website. (PSP) [Ongoing/2025]
14. Upgrade ArcGIS Pro from 3.1.3 to 3.3. (RCO/PSP) [2025]
15. Automate ArcGIS Server and ArcGIS Online administration. (RCO/PSP) [2025]
16. Align agency policies to WaTech policy changes (RCO/PSP) [Ongoing/2024]
17. Confidential Security (redacted).
18. Confidential Security (redacted).
19. Confidential Security (redacted).
20. Move folders and documents from file server to Teams channels. (RCO/PSP) [2025]
21. Recommend staffing levels for agency growth. (RCO/PSP) [2023]

22. Confidential Security (redacted).
23. Confidential Security (redacted).
24. Confidential Security (redacted).
25. Confidential Security (redacted).
26. Confidential Security (redacted).
27. Migrate WordPress websites from Windows/IIS to another vendor or a WaTech-hosted LINUX/Apache server. (RCO/PSP) [2024]
28. Test websites and applications for accessibility and privacy. Prioritize and resolve issues. (RCO/PSP) [2023]
29. Manage data and records to support agency culture and knowledge base on G: drive and Box.com Governance. (PSP) [2023]
30. Confidential Security (redacted).
31. Deploy Microsoft InTune Suite for remote admin, reporting, privilege management, and application management. (RCO) [2024]
32. Manage clients, users, admin, and reporting with Microsoft InTune portal. (RCO) [2025]
33. Confidential Security (redacted).
34. Confidential Security (redacted).
35. Confidential Security (redacted).
36. Update IT-related staff tasks and expenditures for WaTech Technology Business Management. (RCO/PSP) [Ongoing/2023]
37. Onboard CoPilot Artificial Intelligence services. (RCO/PSP) [2025]
38. Onboard Azure Information Assistant Artificial Intelligence services. (RCO/PSP) [2025]
39. Train staff on WaTech Community Cloud platforms. (RCO/PSP) [Ongoing]
40. Administer agency tenant in WaTech Microsoft 365 service. (RCO/PSP) [Ongoing]
41. Improve training, make videos, and tips. (RCO/PSP) [Ongoing]

- 42. Administer, maintain, support, and develop websites. (RCO/PSP) [Ongoing]
- 43. Administer, maintain, support, and develop Intranet site. (RCO/PSP) [Ongoing]
- 44. Support intern program. (RCO/PSP) [Ongoing]
- 45. Support Puget Sound Info System and National Estuary Program Project Atlas. (PSP) [Ongoing]
- 46. Support PSP SQL Server database schema. (PSP) [Ongoing]
- 47. Support Department of Social and Health Services colocation remote Seattle office with tech support by WaTech and site management by Department of Social and Health Services. (PSP) [Ongoing]
- 48. Publish public information as open data. (RCO/PSP) [Ongoing]

Internal Capacity

Strengths

- Dedicated staff
- Technical knowledge, skills, and experience
- Executive support
- Teamwork
- Interns, growth, succession
- Fiscal support–accountability, reporting
- Quality contract developers
- Staff support of parallel RCO and PSP IT programs supports staff redundancy

Weaknesses

- Service responsiveness
- Workload
- Communications to staff
- Minimal cross-trained IT staff

- No internal developer
- Finding time for technical training
- Increasing storage needs
- Multiple databases, duplicate data entry, dispersed business information
- Multiple applications, duplicated development effort
- Business IT Governance for Investments

External Forces

Opportunities

- New/improved technologies—Copilot AI, Microsoft 365, Office 365, Mobile Device Management, InTune/AutoPilot, Azure Cloud, WaTech cloud, WaTech Security Vendors, ArcGIS Online, GeoAI
- WaTech Governance Business Management Council (deputies), Technology Management Council (chief information officers), Enterprise Security Governance (chief information security officers)
- WaTech oversight consulting
- WaTech Office of Cyber Security consulting and services
- WaTech Enterprise Services support
- Department of Enterprise Services purchase and contract consulting
- Additional funding from Legislature

Threats

- Hiring IT out of agencies
- Changing ESRI license model
- Changing and proliferating technologies—hardware, network, security, software, many SaaS applications
- WaTech, Microsoft-managed technologies

- Increasing security threats with Artificial Intelligence
- Increasing complexity
- Increasing/changing IT laws, policies
- Updates and security patches disrupting staff time
- Less Department of Enterprise Services vendor review

Performance Metrics

1. Uptime exceeded 97 percent (sixty-two hours/year downtime) target.
2. Employee Engagement Survey (Office of Financial Management/Human Resources)
 - 88 percent positive I have access to the resources (e.g. materials, equipment, technology) I need to do my job effectively. (2024)
 - 84 percent positive I have the training I need to do my job effectively. (2024)
 - 97 percent positive I am satisfied with my telework and remote work opportunities. (2024)
 - 100 percent positive Jira Service Desk Ratings (2024).