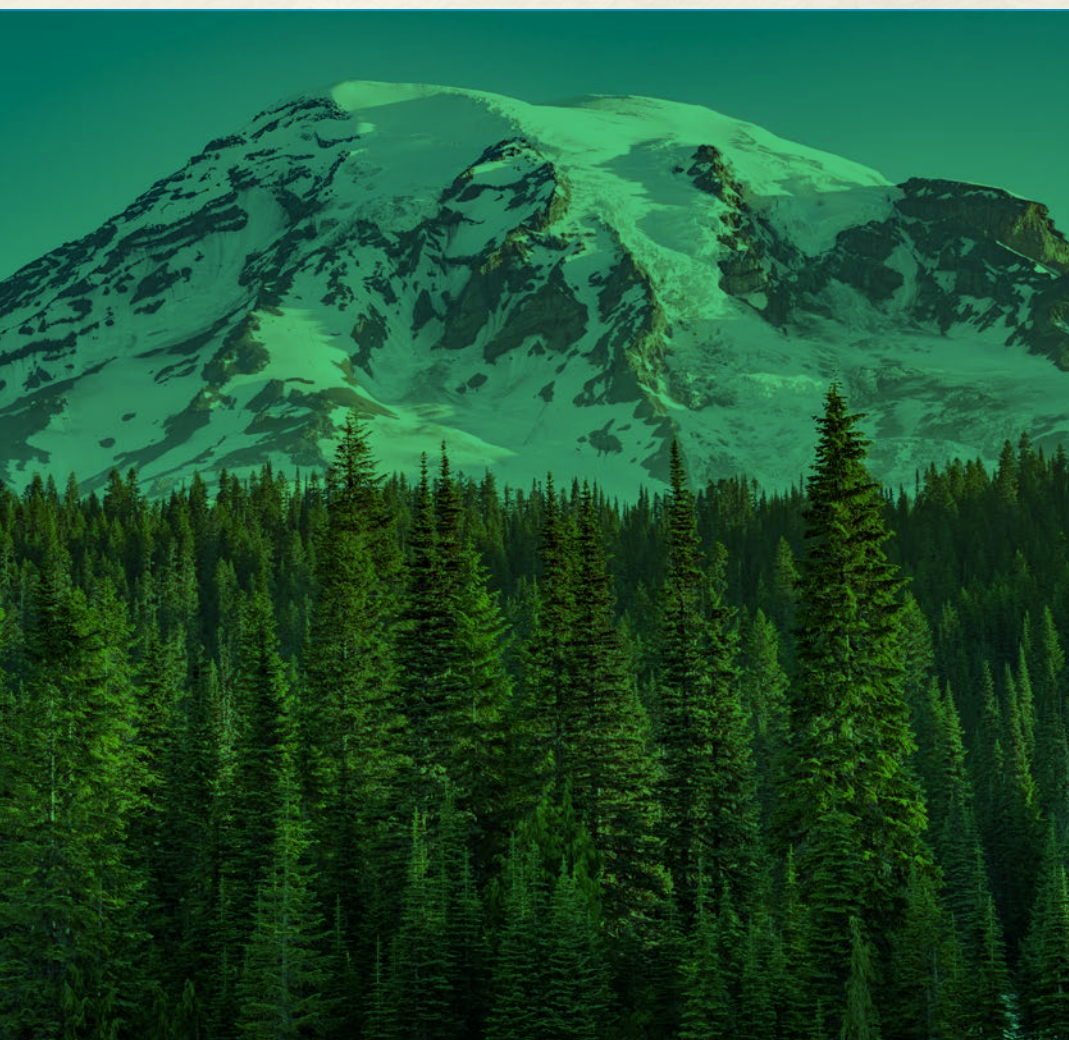




WASHINGTON'S 2025 - 2028 IT Strategic Plan



August 2025



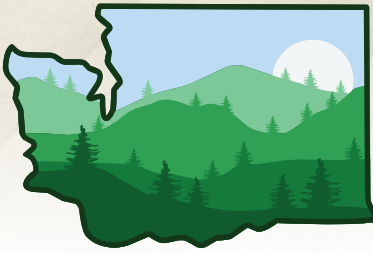
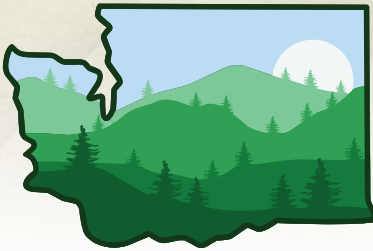


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Letter from the Executive Sponsors

We are pleased to share Washington's 2025–2028 IT Strategic Plan, an update to the 2023–2025 Enterprise IT Strategic Plan that provided the foundation for this work.

This plan reflects the work of leaders and teams from across state government who came together with a shared goal: to improve how we serve the people and communities of Washington. It builds on what we've learned, centers on the experiences of those who interact with government and sets a clear direction for where we go next.

Technology is essential to how we deliver services, connect with the public, and operate as one government. But success is not just about tools or systems. It requires working together, changing mindsets, and making intentional choices that keep people at the center of everything we do.

The goals in this plan are not abstract. They speak directly to what our state needs. We must

improve the resident and business experience. We must use data more effectively to gain valuable insights that guide our decisions. We must focus on the technologies that matter most. And we must create a culture that attracts top talent and builds a workforce that is ready and equipped for the future.

As we move forward, this plan will guide how we align priorities and investments, modernize services, and deliver results. It sets the foundation for related efforts in data, security, and enterprise architecture. Most importantly, it reflects our commitment to serve with purpose, with equity, and with impact.

We are grateful to everyone who contributed to this work and the diverse perspectives you brought to the forums. Your voices and ideas have shaped a plan that reflects the needs of Washington today and will guide our work for years to come. Thank you for your leadership, your partnership, and your continued commitment to building a better Washington.



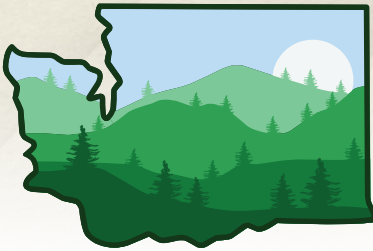
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WaTech Director and State Chief
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Strategic Planning Process Overview

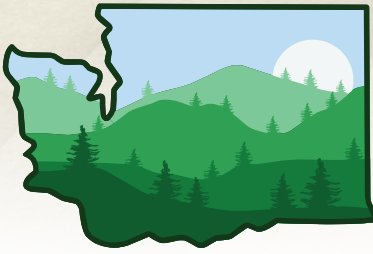
Washington Technology Solutions (WaTech), under [RCW 43.105.220](#), is responsible for preparing a statewide strategic information technology plan that establishes the mission, goals, and objectives for the use of IT across state government.

For the 2025–2028 update, WaTech led an inclusive and collaborative planning effort grounded in joint planning with input from across state government. A Strategic Advisory Group made up of WaTech leaders, state agency executives, and technology and business representatives from across Washington’s government guided engagement and shaped the strategy.

Discovery and Exploration | Workshops | Co-Creation

By June 2025, WaTech had hosted two in-person planning workshops and one virtual webinar. More than 200 public sector participants from state agencies, higher education, and local government were invited, with over 80 leaders from both business and technology roles contributing to the conversation. These sessions generated more than 900 unique ideas and over 100 strategic themes. Additional insights were gathered through surveys and agency governance meetings, adding 50 more ideas into the planning mix. This effort reaffirmed the enterprise’s four long-standing goal areas.





Strategic Planning Process Overview

Washington's IT strategic planning process by the numbers

2 Strategic Planning Workshops Completed

1 Statewide Webinar Hosted

80+ Agency Business and IT Leaders

900+ Ideas Across 100+ Themes Created

4 Goal Areas Reaffirmed

Moving to Action | Goal Teams

As the plan moves from development to implementation, four Goal Teams will drive progress across each strategic goal. These cross-agency teams will operate in six-month cycles, co-led by WaTech and state agency leaders, and aligned with statewide governance forums. Their work will focus on delivering tangible outcomes, surfacing enterprise needs, and ensuring Washington's IT strategy remains connected, collaborative, and centered on impact.





WASHINGTON'S IT STRATEGIC PLAN

2025 - 2028

Working Together for a Connected Washington

Goal #1

Create a Government Experience that Leaves No Community Behind

Goal #2

From Insight to Impact: Improving Lives Through Data



Goal #3

Relentlessly Pursue Relevant Technology to Improve Services

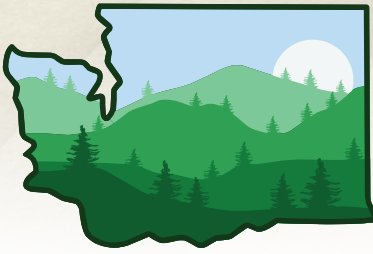
Goal #4

Transform How We Work to Enable Strategic Modernization

Principles: Security and Privacy | Equitable Experiences and Outcomes | Trust & Transparency
Statewide Collaboration | People-Centered by Design

Our Goals





Goal 1: Create a Government Experience That Leaves No Community Behind

A trusted digital government experience for everyone who interacts with public services, no matter who they are or where they live.

Government services in Washington should be easy to find, simple to use, and work for everyone. Residents and businesses should be able to get what they need without confusion, delays, or barriers.

Improving the experience of government will take collaboration, with state agencies working together to build shared tools, standards, and platforms that support consistent, high-quality services. A statewide resident portal will serve as a single-entry point, and enterprise strategies will help close access gaps for communities that have been left out or underserved.

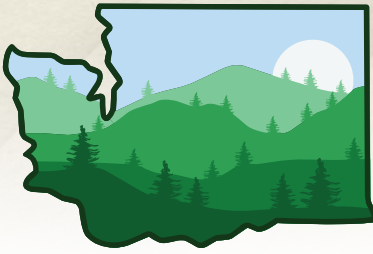
By working as one government and keeping people at the center, Washington will raise the bar for how services are delivered and ensure every community is supported.

Core Objectives

- Establish a connected, statewide approach to delivering digital services that are intuitive, equitable, and centered on community needs.
- Embed the voice of the community and inclusive design practices as foundational elements of how Washington plans, builds, and improves public services.

Supporting Strategic Priorities

- Deliver and maintain shared statewide technology systems and platforms, including templates and tools that support faster, more consistent delivery of accessible government services.
- Establish statewide guidelines for designing and running online services that guide how agencies design, build, and manage public-facing services.
- Launch a statewide service equity initiative to identify and close systemic gaps in access to government programs.
- Develop a statewide access strategy that addresses language, literacy, mobile usability, disability access, and connectivity challenges.
- Institutionalize community co-design and user testing in enterprise service delivery efforts for high-impact services, including a statewide website where residents can access government services in one place.
- Establish an enterprise technology foundation that enables a connected government, including integration architecture, shared data, and enterprise services that agencies can use without duplicating effort.
- Integrate enterprise service delivery priorities into governance, investment, and performance processes across state agencies.



Goal 2: From Insight to Impact: Improving Lives Through Data

Use data and insights to improve the experience of individuals and communities, prioritize service improvements, drive strategic decisions, and improve transparency.

Washington generates, processes, and stores large amounts of data every day. The value of that data comes from the insights it provides about the services residents use, what is working, what is not, and how to make decisions that improve outcomes. When data is transformed from storage to insight, it becomes a powerful tool for public good and helps build trust in government.

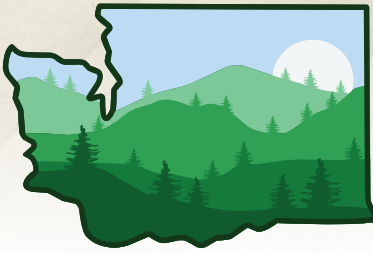
Using data strategically strengthens how decisions are made, how programs are designed, and how services are delivered. It creates a foundation for smarter planning, better coordination, and more transparency across agencies. With the right structures, practices, and shared responsibility, Washington can turn information into action and make measurable progress for communities statewide.

Core Objectives

- Strengthen the enterprise structure, workforce capabilities, practices, and culture needed to turn data into insight and insight into action, enabling informed decisions that improve services and outcomes.
- Establish consistent, trusted, and accessible data practices across government to support collaboration, smarter operations, equity, and public trust.

Supporting Strategic Priorities

- Establish statewide data governance standards, agreements, and structures to enable responsible sharing, integration, and use of data across agencies.
- Support enterprise-wide adoption of data literacy and storytelling practices that turn complex information into actionable insight.
- Integrate data-informed decision-making into agency planning, budgeting, service delivery, and performance management processes.
- Invest in shared data platforms, tools, and analytics services that help agencies make sense of information and apply it to real-world needs.
- Develop and maintain common definitions and measurements for how the state collects and uses data that support consistency, interoperability, and enterprise collaboration.
- Strengthen privacy, security, and ethical data use practices to build public trust and protect sensitive information.
- Launch enterprise initiatives that use data to identify disparities in service access, quality, and outcomes, and support equitable improvement.



Goal 3: Relentlessly Pursue Relevant Technology to Improve Services

Solve strategic and shared business priorities through technology that improves lives, strengthens services, and delivers real value.

Technology should help government work better for the people it serves. That means choosing tools and systems that are reliable, secure, and aligned to the real needs of residents, businesses, and the public workforce. It also means knowing when to modernize what already exists and when to invest in something new.

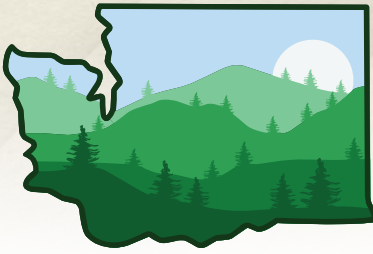
Washington must take a thoughtful, forward-looking approach to technology. Staying current is not about chasing trends. It is about making smart choices, avoiding duplication, and ensuring that every investment supports better outcomes. By working together across agencies and focusing on what matters most, Washington can build a technology foundation that is flexible, sustainable, efficient, and ready for the future.

Core Objectives

- Create statewide approaches that help agencies evaluate, invest in, and adopt technologies that are secure, scalable, and designed to improve resident and business experiences.
- Strengthen the state's ability to modernize legacy systems, adopt relevant new tools, and continuously adapt technology to meet evolving public needs.

Supporting Strategic Priorities

- Establish enterprise criteria and guidance for evaluating and adopting technologies that directly improve service delivery and user experience.
- Modernize outdated technology systems and equipment to improve reliability, performance, and alignment with current service expectations, supported by a dedicated funding approach to sustain these improvements over time.
- Create shared pathways for piloting and scaling relevant technologies that show promise for cross-agency use or impact.
- Strengthen enterprise architecture, procurement, and project management processes to support the adoption of adaptable and interoperable technology.
- Invest in platforms and tools that support reusable, modular solutions and reduce duplication of effort across agencies.
- Develop enterprise standards for emerging technologies, including AI, automation, and cloud platforms, to ensure security, equity, and appropriate use.
- Support continuous technology planning and workforce alignment to ensure agencies have the skills and capacity to implement modern solutions.



Goal 4: Transform How We Work to Enable Strategic Modernization

Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish adaptive processes to support a modern, responsive government.

Modernizing government is not only about upgrading technology. It also requires transforming how we work, how we lead, and how we support the people who deliver services every day. That transformation begins by building a strong, adaptable workforce and fixing outdated processes that hold agencies back.

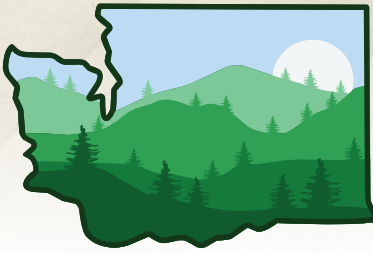
Washington must create the conditions for long-term change by investing in people and supporting more flexible, inclusive, and effective ways of working. By aligning talent, tools, and operations to a shared direction, state government can keep pace with evolving needs and deliver better outcomes for communities across the state.

Core Objectives

- Strengthen the statewide technology workforce by investing in recruitment, development, and career pathways that reflect modern skills, tools, and services.
- Modernize how agencies work by updating legacy processes, embracing new ways of working, and aligning operations to enterprise goals and user needs.

Supporting Strategic Priorities

- Modernize statewide recruitment, classification, and hiring practices to attract and retain a technology workforce that reflects current and emerging needs.
- Create clear, statewide career pathways for technology roles, with a focus on training, mentorship, and advancement opportunities.
- Invest in continuous learning, leadership development, and workforce readiness to support modernization and service delivery.
- Promote enterprise-wide collaboration on workforce planning to address shared gaps and avoid duplication of effort.
- Simplify and modernize internal agency processes to support more efficient, people-centered ways of working.
- Promote flexible work environments that support collaboration, inclusion, and performance across locations and teams.
- Embed continuous improvement and change readiness into enterprise technology, workforce, and service efforts.



What Comes Next

With the strategic goals reaffirmed and plan refreshed, the next chapter focuses on moving from planning to action. Four cross-agency goal teams will advance each strategic goal. These teams will prioritize and coordinate enterprise initiatives, identifying barriers and needs and recommend next steps that reflect agency realities and resident impact.

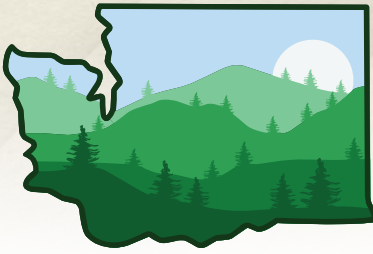
The Goal Team model will continue with improvements to how teams are launched, led, and supported. These changes reflect feedback from team members, sponsors, and agency leaders who participated in the 2023–2025 implementation effort.

Updated Model for Goal Team Success

- Six-month commitments will give members a focused timeframe to drive progress, with new contributors joining as needed to ensure continuity and bring fresh ideas.
- Each Goal Team will have a WaTech co-sponsor and a state agency co-lead to ensure shared ownership and alignment across agencies.
- Goal Teams will identify and launch enterprise initiatives that directly advance the plan's goals and address statewide priorities.
- Goal Teams will engage with governance forums and executive leadership to maintain visibility and align priorities with agency operations.
- Quarterly progress reviews will track results, maintain accountability, and ensure efforts remain on course.
- Smaller, targeted deliverables will be prioritized to accelerate early wins and build statewide momentum.



This approach reflects the unifying commitment to **Working Together for a Connected Washington** and is grounded in our guiding principles of security and privacy, equitable experiences and outcomes, trust and transparency, statewide collaboration, and people-centered design. With clear structures, time-bound roles, and visible leadership, Washington is positioned to deliver meaningful progress that improves services and strengthens connections across the state.



Call to Action

The success of this strategic plan depends on collective action. It is not only a technology plan. It is a shared commitment to deliver better outcomes for the people and communities of Washington.

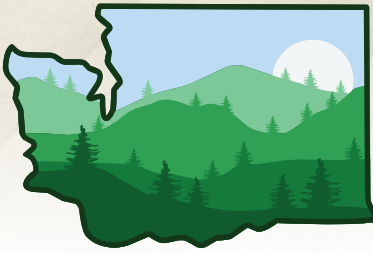
Across agencies, programs, and teams, everyone has a role in making this plan real. Whether you build systems, deliver services, design processes, or shape policy, your work contributes to a connected and modern Washington.

How to help move this plan forward:

1. **Review the goals** and identify where your agency's priorities and expertise align.
2. **Join the conversation** by participating in Goal Team rotations, forums, or agency discussions.
3. **Model our principles** by embedding equity, transparency, security, collaboration, and people-centered design in daily work.
4. **Share progress** by lifting up what is working, offering ideas for improvement and helping build statewide momentum.

This plan provides a shared direction. Its impact will come from how we collaborate, take action, and stay focused on what matters most. Together we can continue building the future of government service delivery in Washington.





Acknowledgements

Washington's IT Strategic Plan (2025–2028) reflects the collective effort, insight, and dedication of public servants from across Washington. We want to thank the many individuals and groups who contributed their time, ideas, and energy throughout this process. This plan was shaped by:

- Business and technology leaders from state agencies
- Strategic Advisory Group members
- Technology Services Board
- City and County Leaders
- Governance forum participants
- Contributors to planning workshops and surveys
- Current and former Goal Team members
- WaTech staff and leadership
- External collaborators and advisors
- Star Insights facilitation team

Your engagement helped ensure this plan is practical, people-centered, and grounded in the needs of Washington's residents. Thank you for helping us build a more connected and collaborative future.

