

**WaTech**

**Strategic Plan  
2024-2026**

**JANUARY 29, 2024**

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## Opening Letter

We are pleased to present WaTech's 2024-2026 Strategic Plan - the result of a highly inclusive process that engaged our agency's teams, divisions, and colleagues. This plan builds upon our collective work over the last few years and creates a future vision for how we serve our customers, invest in our workforce, and build a future for our state through technology that improves the lives of all Washingtonians.

Our primary focus is serving and collaborating with our customers to ensure highly reliable operations and enable their service transformation initiatives. During the strategic planning process, our agency refined a commitment to serve, to learn and build our future together, and to embrace our leadership role to provide strategic technology leadership and influence how government services are delivered.

Like the Enterprise IT Strategic Plan, our agency wants to put our residents and communities at the core of our actions, modernize our technology by identifying short-term and long-term goals that align with customer demand, and bring a human-centered focus to improve existing systems and processes for our workforce and teams. Our agency demonstrated a commitment through their engagement and enthusiasm during our creative process, contributing to shaping our strategic goals to meet their needs and those of the agencies and people we serve.

To complement our three strategic goals, provide trust in the plan's creation, and achieve our future success, we will emphasize security, privacy, digital trust, diversity, equity, accessibility, inclusion, and data-driven outcomes throughout our goal teams and strategic action plans.

We are ready to take our plan and move to measurable action and impact for our 300+ employees, state agency partners, the technology community, county, city, and Tribal governments, public-benefit nonprofits, and our communities. We commit to enabling customer success through our services, investing in our employees, and being the strategic technology leader to the state of Washington.

### Our Goals

Enable Customer Success Through Service Delivery

Learn Together. Build Together. Serve Together.

Statewide Technology Leadership



*William S. Kehoe*

William S. Kehoe  
WaTech Director & State Chief Information Officer



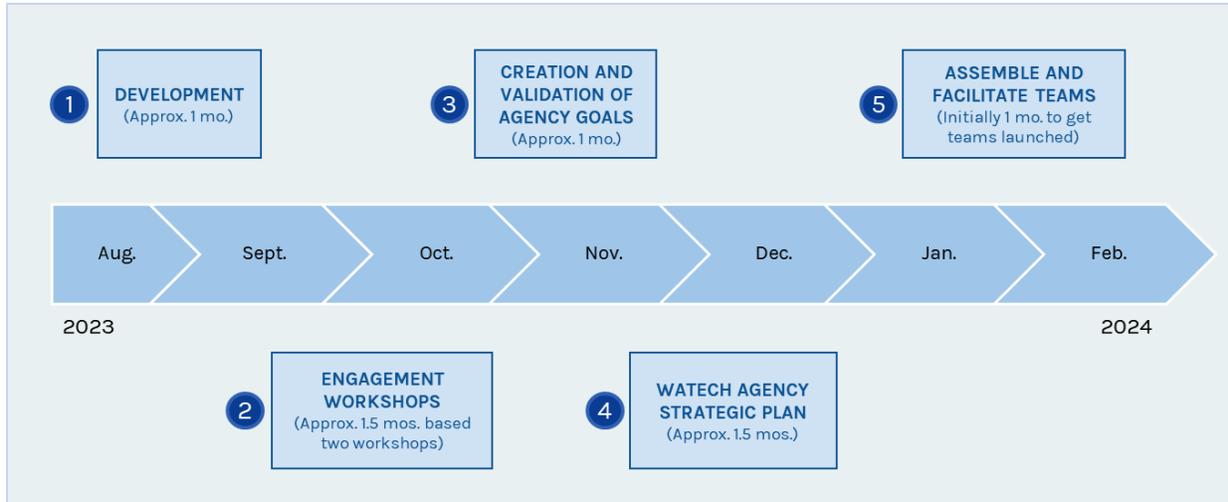
*Deanna Brocker*

Deanna Brocker  
Deputy Director, Strategy & Management

## Strategic Planning Process Overview

With the goal of creating a three-year strategic plan, WaTech partnered with Star Insights, a strategic planning firm, to embark on an inclusive strategic planning process for the agency that involved multiple contributors.

For additional details on work accomplished to date, please refer to the project timeline below and additional information on [WaTech's Strategic Planning](#) webpage.



### Discovery and Exploration | Workshops | Co-Creation

At the commencement of WaTech’s strategic planning process, Star Insights and WaTech senior leadership developed and approved an iterative planning process rooted in co-creation. To further support these efforts, WaTech’s Executive Team (eTeam) was engaged as a Strategic Advisory Group and tasked with providing critical feedback around strategic topics, including stakeholder engagement, development of strategic content, and process stewardship.

Together, these groups crafted an inclusive framework to engage critical stakeholders through highly interactive in-person strategic planning workshops, an agency-wide survey, and review activities from September through December 2023. During this vital engagement period, over 80+ WaTech employees participated in various generative brainstorming and facilitated strategic planning activities.

## WaTech Strategic Planning Process by the Numbers



The level of engagement across WaTech leadership and divisions was substantial. An impressive output of ideas contributed to this process, envisioning bold future possibilities for WaTech as an agency and the submission of strategic inputs to inform the strategic goals, as seen on the following pages.



## Moving to Action | Goal Teams

Leading up to the approval of the final WaTech Agency Strategic Plan, three “Goal Teams” were launched, each responsible for advancing the priorities and supporting initiatives of a specific strategic goal. Goal Teams are composed of cross-functional and multi-disciplinary representatives drawn from across WaTech’s workforce, with an official launch of activity in January 2024.

# WaTech Agency Strategic Plan Framework

## WaTech STRATEGIC PLAN 2024-2026



**OUR MISSION**  
 Inspire radical service excellence through strategic technology.

**OUR VISION**  
 A nationally renowned technology leader dedicated to providing a frictionless experience to all communities.

**OUR VALUES**  
 Collaborative · Integrity · Strategic Excellence · Transformative

## GOAL 1:

### Enable Customer Success Through Service Delivery

Optimize service delivery for our customers and modernize our technology to deliver transformative outcomes.



Who we serve and the delivery of services and solutions to our customers is at the core of our mission. Being a trusted collaborative partner to our customers is fundamental to everything we do and how we choose to show up as an agency. We are committed to emphasizing the needs of our customers at every step of the service journey and experience with WaTech.

Over the last few years, we have invested significantly in the development of strategic service action plans that many state agencies depend on to deliver critical services to the residents of Washington state every day. These action plans demonstrate our commitment to the state and provide a clear path forward to modernization for each service and program with short-term and long-term goals that span the next one to five years.

#### SUPPORTING STRATEGIC PRIORITIES

- **Reimagine and reestablish WaTech’s customer-centric delivery model, operations, and experience** to frame the intentional application of service mindset principles and supportive engagement with agency partners.
- **Modernize our technology** to enhance service delivery processes, improve ease of access for customers, reduce reliance on legacy IT functions, and improve security.
- **Elevate WaTech’s value as a collaborative service provider and partner** through enhanced promotion, communication, and marketing around WaTech’s service offerings and impacts, publicizing what WaTech does and how it can positively impact the agencies it serves.

## GOAL 2:

### Learn Together. Build Together. Serve Together.

We invest in our employees, embrace change, and instill collective trust.



To advance our core mission, we must prioritize and boldly invest in our greatest resource - our people. As WaTech navigates a time when rapid technological advancements directly impact our workforce's capability to deliver critical and exceptional service, we are committed to strengthening and engaging our employees to accelerate our collective success.

Addressing the challenges of an ever-shifting tech landscape will require us to build on our existing commitment and investments in attracting, retaining, and nurturing top IT talent from across diverse recruitment pools. Concurrent efforts to instill and cultivate a WaTech workplace experience emphasizing learning, innovative problem-solving, and human connection will set forth a model of IT and people leadership to be emulated in Washington and beyond.

#### SUPPORTING STRATEGIC PRIORITIES

- **Develop and implement straightforward and flexible methods, approaches, and solutions** that match our agency's business needs and support our customers in delivering their services.
- **Prioritize attracting talent, strategic recruitment, and professional development** to engage, retain, and prepare our workforce for the IT demands of the future.
- **Reimagine and instill an innovative, engaged, and transparent workplace** embedded with bold idea-sharing that embrace learning and fosters a collective spirit of trust and team building.

## GOAL 3: Statewide Technology Leadership

The strategic technology leader, partner, and advisor to the state of Washington.



At the core of our agency mission and statute, we are a technology service agency that supports agencies across our state to achieve their missions. We also have a significant opportunity with our strategic technology leadership role and capacity to influence the state of Washington. Our strategic leadership resides in core positions and teams emphasizing data insights, leading-edge technology, innovation, strategy, privacy, and security to transform public service and the government experience for our agencies and their customers.

This role will directly benefit our agency and the agencies we serve. Through collaborative leadership, we will create a new dynamic vision for how government services are delivered to Washingtonians. We embrace change, leading-edge technological advancements, and the input of over 100 state agencies and external partners to advance this vision.

### SUPPORTING STRATEGIC PRIORITIES

- **Establish, define, and communicate WaTech's role as a technology leader** and go-to consultant for IT and business excellence in the state of Washington (e.g., chief advisor, use case generator, proof of concept creator, advocate, etc.).
- **Consult, establish, and advocate** around principles, guidelines, practices, solutions, and policies across WaTech's core functions - data, services, innovation, strategy, governance, privacy, and security.
- **Influence and transform tech funding and investments** through existing IT governance structures and boards to generate capacity and create opportunities, programs, and funds that support transformative investments in technology across the state.

## Moving to Action

We have established a model to move from creating our plan to delivering progress and impact for each goal. Goal Teams will each be dedicated to a specific area of focus, propelling the advancement of the strategic goals. Our goals are centered around three key areas: [1] Service Delivery; [2] Workforce; and [3] Technology Leadership.

Our team-based model emphasizes action and sustainability from the beginning and aligns WaTech’s Strategic Plan with how we operate across the state of Washington.



Based on each goal team’s established measures, we will evaluate our progress quarterly and through a formal annual review. To stay relevant to what our agencies need and those we serve, we will continually assess our work to allow for adjustments.

Our goals teams will directly engage with our IT Governance bodies. They will update our Business Management Council, Technology Management Council, and other committees to support awareness and visibility while aligning with the [Enterprise IT Strategic Plan](#) and its four goals.

In keeping with this Goal Team model and approach, we will maintain alignment with our business needs, uplift service delivery, and optimize outcomes for those we serve.

## Call To Action

To realize our vision in a dynamic technology landscape, we will empower our workforce of over 300, take calculated risks, innovate, and collaborate across our agency.

To support our vision, we have four action steps for you:

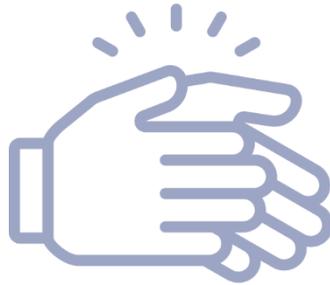
1. **Review WaTech's strategic plan** and consider how your division, programs, and teams can align with one or multiple goals. **Ask, "How can I help?"**
2. **Embrace our new agency values** through your work and commit to collectively serving our customers and, through them, our communities.
3. **Engage with Goal Teams** to show support for their efforts on behalf of the collective: our agency, the agencies we serve, and the state.
4. **Participate in forums and future sessions** to ensure our strategic plan demonstrates impact while evolving to stay relevant in an ever-changing technology environment around us.

Along with your contributions, our hope is WaTech's Strategic Plan serves as a north star for our agency, the technology community, our program leadership and teams, and how we organize and deliver services and solutions to our state agencies, residents, and communities.



## Acknowledgments

WaTech's Strategic Plan was developed in partnership with many individuals across our agency. We are grateful to all the stakeholders who contributed their time, expertise, guidance, and feedback throughout this inclusive process and collaborative journey, including WaTech employees, our leadership team, external advisors, and the Star Insights Project Team.



### Contact

For questions or more information regarding this plan, please contact:

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