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WASHINGTON STATE

Enterprise IT Strategic Plan: Data

February 2025



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Opening Letter

We are pleased to present Washington state's Enterprise Data Strategy, "Turning Data Into Action: Smarter Decisions, Better Outcomes." The result of an inclusive process that engaged business, technology and data leaders across state agencies, this strategy reflects our shared commitment to using data as a strategic asset — turning information into action — to strengthen policies and services and drive better decisions for all Washingtonians.

As a living strategy, it will evolve to meet the changing needs of state agencies and the residents we serve. Data is essential to solving complex challenges and making government services more efficient, fair and responsive.

No single agency can solve these challenges alone. By working together with a shared vision, we can break down silos, harness insights, and create a more connected, data-informed government that better serves all Washingtonians.

Developed in collaboration with over 200 data leaders and partners from agencies statewide, this strategy is a major step forward in how Washington uses data to inform better decisions, improve services, and build public trust. It provides a unified roadmap to strengthen collaboration, build a data-skilled workforce, and establish the governance needed to turn insights into meaningful action.

Our Goals

Build Partnerships to Solve Statewide Challenges

Ensure Data Literacy to Drive Impact

Expand Data Analytics for Smarter Services

Our Pillars

Governance as a Foundation

Privacy, Security & Digital Trust

Equity in Action





Opening Letter

At its core, this strategy is about impact. It is built around three goals: bringing agencies together to tackle systemic challenges, equipping employees with the data skills and tools to use data effectively and elevating the power of analytics and insights to deliver services. These priorities reflect a shared commitment to using data not just as a resource, but as a catalyst for making government smarter, more efficient, and more transparent.

Three pillars provide the foundation for this strategy's success: establishing structures and processes that ensure data is reliable and ready to support statewide needs, fostering public trust through responsible data use, and embedding equity in measuring success and delivering services. These pillars guide how we move from strategy to action — driving innovation, strengthening accountability, and making data work for every Washingtonian.

Success depends on collective action. We invite every agency to take an active role in Goal Teams, align with these priorities, and help shape the future of data in Washington. Together, we will turn data into action for smarter decisions and better outcomes.

Deanna Brocker

Deputy Director, Strategy & Management

Irene Vidyanti

State Chief Data Officer

Bold Future to
Address Urgent
Challenges

THEM

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Data Strategy Planning Process Overview

The Enterprise IT Strategic Plan laid the groundwork for transforming Washington's technology and digital services. Now, this Enterprise Data Strategy moves us from planning to action — ensuring data drives smarter decisions, stronger policies, and better public services. To tackle pressing challenges including climate resilience, digital equity, economic opportunity, and public health, data must be central to decision-making.

Developing this strategy required a collaborative, agency-led effort to identify the priorities, resources, and governance models necessary to turn these goals into action. Washington Technology Solutions (WaTech) facilitated cross-agency discussions to surface key opportunities for advancing data capabilities, governance structures, and analytics frameworks to support a modern, connected government. Agencies statewide identified shared objectives, best practices, and opportunities that would enable them to break down silos, improve service delivery, and create more efficient, data-informed operations.

Discovery and Exploration | Workshops | Co-Creation

To ensure broad agency participation, WaTech launched a collaborative process guided by a Strategic Advisory Group made up of senior WaTech personnel, data leaders from across the state, and representatives from key agencies. They provided critical feedback on engagement with interested parties, strategic materials, and process stewardship. The Data Governance Committee and the Better Data, Better Decisions, Better Government, Better Washington Enterprise IT Goal Team also received regular progress updates, reinforcing a multi-agency approach.





Data Strategy Planning Process Overview

Enterprise Data Strategy Approach by the Numbers

2 Workshops Facilitated

150+ Data Leaders Invited to Participate

90+ Data Leaders in Attendance

1100+ Ideas Generated and **140+** Strategic Themes Created

15 Initially Drafted Goal Areas and Statements

7 Prioritized Goal Areas and Statements

85+ Participants for December 5 Webinar

3 Final Goals and Statements, **3** Pillars and **One** Unifying Statement





Data Strategy Planning Process Overview

This engagement model leveraged existing governance forums and a series of highly interactive, in-person workshops held in November 2024 where over 150 state leaders were invited to participate in brainstorming and planning sessions to shape key priorities for this strategy.



The two in-person workshops saw significant engagement, with over 90 agency data, business, and IT leaders sharing their expertise and envisioning bold possibilities for the Enterprise Data Strategy. Their input directly shaped the final goals and priorities, ensuring that this strategy is grounded in agency needs and real-world application.

This process relied on two key inputs:

- 1 Recommendations from the Advisory Group and WaTech leadership.
- 2 Themes and insights generated during interactive workshops.

Feedback from the December 2024 and January 2025 workshops was carefully reviewed, refined, and prioritized into the final strategy. The Advisory Group, Enterprise Data Program, and WaTech leadership ensured it reflected the collective visions of Washington's data leaders.

The final stage of refinement aligned the prioritized goals and statements with a core set of pillars and a unifying statement, leading to the strategy's launch in February 2025.



Moving from Plan to Action

This strategy lays the foundation for a more coordinated, data-informed government, but real success depends on execution. Agencies will play a key role in moving this strategy from planning to action, ensuring that data is embedded in decision-making, service delivery, and policy development.

In the coming months, Goal Teams will develop implementation plans, set milestones, and identify statewide priorities that align with agency needs. These teams will ensure that the strategy remains practical, adaptable, and impactful.

Each goal is designed to create tangible improvements in cross-agency collaboration, workforce data literacy, and statewide analytics capabilities. Ongoing agency engagement will be critical in shaping Washington's data future.

For details on how agencies can get involved in implementation efforts, see **“Call To Action: Moving Forward Together”** at the end of this document.





Our Enterprise Data Strategy Framework

Turning Data Into Action: Smarter Decisions, Better Outcomes

Goal 1: Build Partnerships to Solve Statewide Challenges

By leveraging strong data foundations, unite state and local governments, institutions of higher education, nonprofits, communities, and industry partners to combine data, expertise, and innovative solutions to tackle Washington's biggest challenges and strengthen our resilience.

Goal 2: Ensure Data Literacy to Drive Impact

Equip every employee with the skills, confidence, and tools to use data strategically - fostering a culture of data fluency, stewardship, and informed decision-making at every level of government.

Goal 3: Expand Data Analytics for Smarter Services

Accelerate Washington's data analytics capabilities to generate powerful insights and deliver efficient and effective public services, policy, and programs.

Our Pillars:

Governance as a Foundation

Privacy, Security, and Digital Trust

Equity in Action





Our Goals



GOAL 1: BUILD PARTNERSHIPS TO SOLVE STATEWIDE CHALLENGES



By leveraging strong data foundations, unite state and local governments, institutions of higher education, nonprofits, communities, and industry partners to combine data, expertise, and innovative solutions to tackle Washington's biggest challenges and strengthen our resilience.

Why this matters:

Washington's most pressing challenges — climate resilience, public health, digital equity, and economic opportunity — do not exist in isolation, and no single agency can solve them alone. State agencies generate vast amounts of data, but without coordination insights remain siloed and opportunities for impact are lost.

By strengthening cross-agency collaboration, enterprise-wide data governance, and public-private partnership, this goal ensures that data is treated as a strategic asset, one that helps agencies work together more effectively, improves workforce data capabilities, and drives solutions that serve all Washingtonians.

SUPPORTING STRATEGIC PRIORITIES

- Engage statewide initiatives, governance committees, and programs to align data priorities, strengthen cross-agency collaboration, and establish frameworks — such as enterprise-wide data-sharing agreements — that support secure, responsible, effective data use.
- Develop guidelines to support agency-level improvements in data governance, including data quality standards, cataloging best practices, and structured data-sharing frameworks.
- Expand the use of statewide data tools and infrastructure - such as statewide data catalogs, data hubs, efficient data sharing agreements - to enable seamless collaboration, ensure interoperability, and create a consistent data experience across agencies.
- Launch an annual statewide Data Summit to build awareness, elevate agency-level success stories, establish enterprise data priorities, and instill a state culture that values data.
- Develop partnerships with external organizations (e.g., nonprofits, academia, private sector) to leverage expertise, research, and technology for statewide data initiatives.
- Define statewide data domains and establish standard fields to ensure consistency, interoperability, and alignment across agencies.
- Partner with State Human Resources to strengthen the state's data workforce through guidelines, targeted workforce training, and leadership development in data-focused roles.



GOAL 2: ENSURE DATA LITERACY TO DRIVE IMPACT



Equip every employee with the skills, confidence, and tools to use data strategically - fostering a culture of data fluency, stewardship, and informed decision-making at every level of government.

Why this matters:

Data is one of Washington's most powerful tools for improving public services, driving innovation, and building trust — but only if people have the skills to use it effectively. Without a strong foundation in data literacy, critical insights go untapped, and opportunities to create better outcomes for residents are lost.

Growing data fluency at all levels of government — from frontline staff to policymakers — ensures the state can transform raw data into meaningful insights followed by action. By strengthening analytical skills and improving data storytelling, Washington's workforce will be equipped to make information clearer, services smarter, and decisions more transparent.

SUPPORTING STRATEGIC PRIORITIES

- Expand training and professional development opportunities for all state data roles, from data entry to data science, by maximizing and expanding the use of available training platforms and resources to build foundational and advanced data skills.
- Define clear data leadership roles and flexible organizational models that agencies can adopt based on their needs, providing scalable structures to drive forward data-informed initiatives.
- Establish job classifications for critical data roles — such as data scientists — so agencies can recruit and retain the right expertise to support effective use of data in programs and policymaking.
- Develop training and resources on data storytelling and visualization, ensuring employees can effectively communicate insights, drive informed decisions, and make data more accessible to diverse audiences.
- Showcase examples of excellent data usage, application of data tools, and success stories to build a culture that recognized and rewards data excellence.
- Create a framework for agencies to assess data literacy and role-based competencies, aligning results with targeted training and mentorship opportunities to support all staff, supervisors, managers, and executives in developing data-informed decision-making skills.
- Integrate geospatial data literacy into statewide data literacy efforts to ensure agencies can effectively leverage spatial data tools and apply geographic insights across programs and services.



GOAL 3: EXPAND DATA ANALYTICS FOR SMARTER SERVICES

Accelerate Washington's data analytics capabilities to generate powerful insights and deliver efficient and effective public services, policy, and programs.



Why this matters:

Data analytics transforms how Washington delivers services - moving from reactive to proactive decision-making. By anticipating challenges, identifying trends and optimizing public services before issues escalate, agencies can make smarter, faster, and more informed choices that directly benefit residents.

Strengthening statewide analytics capabilities enables agencies to uncover powerful insights, allocate resources more effectively, and develop predictive models that shape policy and service delivery. Expanding real-time data access, AI-enhanced insights, and cross-agency collaboration ensures that Washington can quickly adapt to emerging needs and deliver data-informed services where they matter most.

SUPPORTING STRATEGIC PRIORITIES

- Promote and enhance existing enterprise initiatives — such as the Resident Portal, Education & Research Data Center, Integrated Eligibility & Enrollment (IE&E) Modernization Program, and Master Person Index — to enable agencies to coordinate services, improve data integration, and establish standardized metrics for measuring the customer experience with government services.
- Establish a core set of enterprise-wide analytics capabilities, services, libraries, and tools to ensure interoperability and alignment with agency-specific program needs.
- Establish clear guidelines for responsible AI, predictive analytics, and data ethics to guide agencies in using emerging technologies while maintaining public trust and accountability.
- Strengthen processes for using data insights in policymaking, budgeting, and public engagement by institutionalizing best practices, fostering leadership buy-in, and increasing access to analytics tools and expertise.
- Develop a collaborative forum for agency data leaders to share insights on analytics methodologies, AI applications, and new technologies — helping agencies adopt innovative solutions that drive better services and outcomes.
- Evaluate the value of data investments by measuring cost savings, operational efficiencies, and improved decision-making driven by high-quality data, advanced analytics, and seamless data integration.
- Strengthen enterprise-wide data privacy, security and ethical AI policies and standards to protect state data



Call To Action: Moving Forward Together

By leveraging strong data foundations, unite state and local governments, institutions of higher education, nonprofits, communities, and industry partners to combine data, expertise, and innovative solutions to tackle Washington's biggest challenges and strengthen our resilience.

How you can drive this forward:

- 1 Get involved in implementation. Agencies will soon have opportunities to join Goal Teams and shape key initiatives. Be ready to contribute your expertise and drive real change.
- 2 Align priorities and collaborate. Assess how your agency's data initiatives align with statewide goals. Look for opportunities to break down silos, share insights, and strengthen cross-agency collaboration.
- 3 Champion a data-informed future. Advocate for investments in data infrastructure, analytics, governance, and workforce development that make government more efficient, transparent, and responsive to Washingtonians.

This strategy provides a shared vision, but success depends on collective action. The future of data-informed government is in our hands. Let's build it together.



Acknowledgements

The Enterprise Data Strategy Plan is the result of collaboration, dedication, and expertise from data leaders, advisors, and agency partners across the State of Washington. This strategy would not be possible without the contributions of those who shared their time, insights, and commitment to shaping a data-informed future for our state.

- Over **200+ agency data leaders and partners** who shaped this strategy through their expertise and vision.
- **Enterprise Data Strategy Advisory Group** provided critical guidance and strategic direction.
- **Data Governance Committee** lent their leadership in ensuring responsible and effective data management.
- **Enterprise IT Strategic Plan Goal Team #2** aligned data priorities with the broader IT vision.
- **External advisors and thought leaders/partners** contributed best practices and innovative perspectives.
- **Business Management Council and Technology Management Council** supported data-informed business strategies across the enterprise.
- **Star Insights Project Team** facilitated an inclusive, strategic planning process.

Thank you to everyone who played a role in this effort. Your contributions have laid the foundation for a more connected, data-informed, and impactful government for all Washingtonians

Contact

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