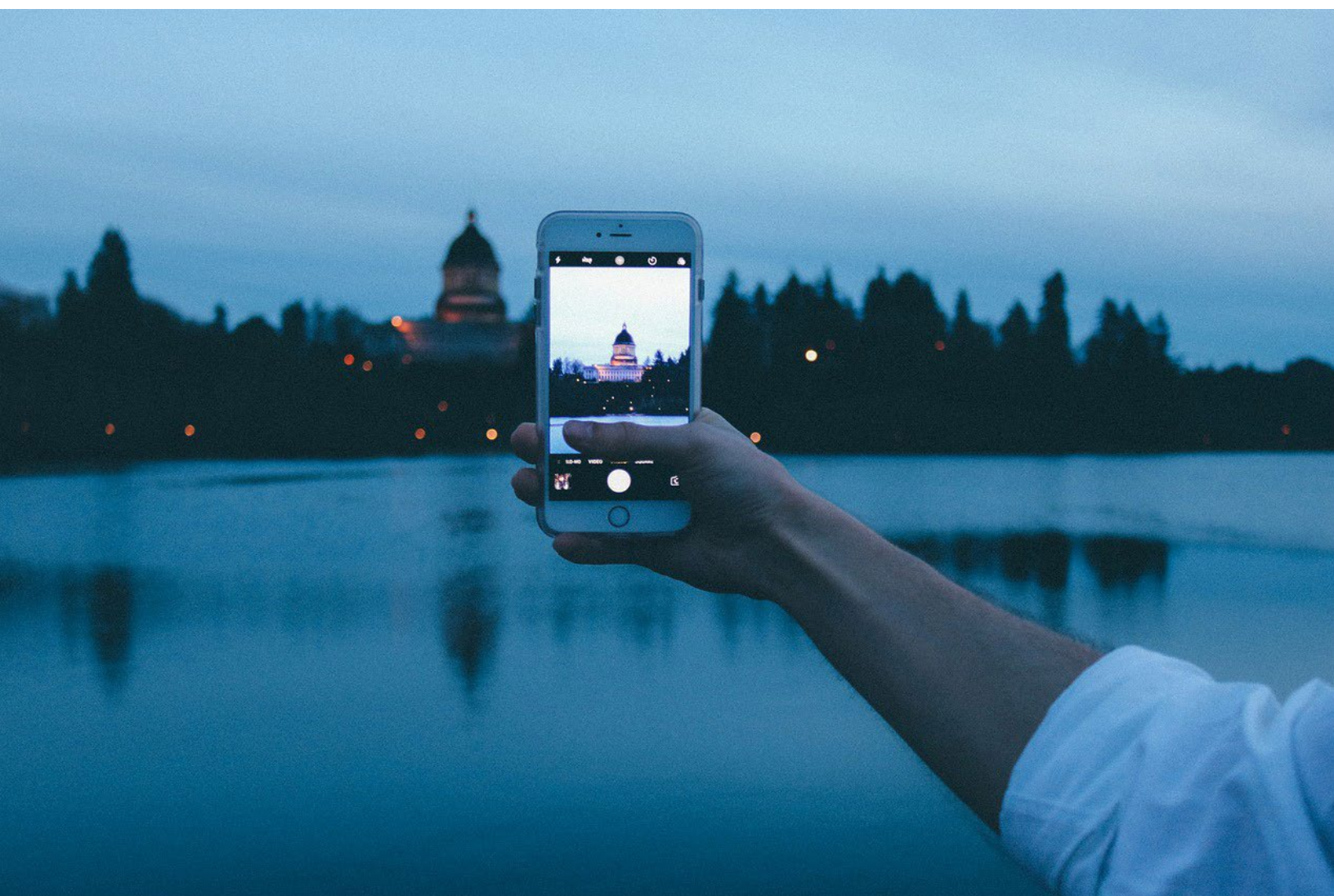


2025-2027

DEPARTMENT OF REVENUE IT STRATEGIC PLAN



Message from CIO

To ensure the Information Services (IS) Division, and the Department of Revenue (DOR) as a whole are adequately positioned for the technological challenges of the 2025-2027 biennium, I'm happy to present the Information Technology (IT) Strategic Plan. It complements DOR's Strategic Business Plan and is intended to shape the future direction of IT investments, initiatives, and operations in alignment with, and support of, the agency's mission and goals.

Below, you'll find our roadmap, which outlines key objectives and strategies to optimize technology usage, manage risks, and deliver value. It enables us to provide flexible, sustainable services and adapt to changing needs.

Sincerely,

Bryce Carlen
Chief Information Officer

Vision

Vision narrative

The Information Services (IS) Division is deeply aligned with the Department of Revenue's (DOR) overarching vision: Achieve the highest level of voluntary compliance by being the trusted leader in tax administration and public service. We are a technology-driven organization that leverages IT to foster innovation and improve operational resilience.

Technological success is not just about systems – it's about people, and we have aligned our strategies to our IT professionals and their efforts to deliver useful and high-quality services to our customers.

To achieve this vision, IS focuses on the following areas:

- Providing exceptional IT services and solutions.
- Building or procuring useful, reliable, resilient, optimized, and secure systems.
- Delivering technology services that empower creativity and drive innovative problem solving.
- Partnering with stakeholders to create strong relationships and address and resolve real business problems.
- Evaluating and testing the boundaries of emerging technology.
- Investing in the Washington IT community and being influential in statewide initiatives, advisory boards, and communities of practice.
- Enabling digital transformation, optimizing IT service delivery, and supporting data-driven decision-making.
- Ensuring IT investments directly enhance user experience and business outcomes.

We are:

- Customer-focused.
- Collaborative, respectful, and accountable.
- Highly skilled, talented, and capable IT professionals.
- Inclusive, embracing diversity, and operating with excellence and professionalism.
- Mature and disciplined in how we approach our work.
- Committed to continuous improvement.
- Dedicated to ensuring our IT services are intuitive, efficient, and tailored to meet the needs of those who rely on them.

Goals and Strategies

This plan focuses on DOR's top five IT-related goals and strategies.

1 Leverage technology to improve customer experience and accessibility of platforms and data.

Key strategies:

- Engage customers in effective IT governance and planning, including establishing clear business-driven priorities.
- Establish effective customer feedback mechanisms and use this data to guide future decisions and improvements.
- Maintain a technology strategy roadmap to guide future areas of focus, exploration, and investment.
- Increase user self-service options.
- Integrate universal design principles across all platforms, ensuring that IT systems meet or exceed compliance with the Americans with Disabilities Act (ADA) and accessibility standards.
- Expand language options within IT platforms to support Washington's diverse population, including multilingual access for key services.
- Incorporate usability testing and the "voice of the customer," which includes representation from a variety of communities, in feedback in the design and deployment of IT systems to reduce barriers and increase trust.

2 Deliver high-quality systems and services through a secure, reliable, and trusted technology environment to support business needs.

Key strategies:

- Leverage responsible and human-centered artificial intelligence (AI)
 - Establish an agency-wide community of practice.
 - Build a workforce skilled in AI that adheres to Revenue's regulatory restrictions.
 - Create structures and processes to ensure effective implementation of AI.
- Leverage the cloud
 - Embrace a cloud-first philosophy for all new IT services and solutions.
 - Move existing services to the cloud when it makes sense and adds value.
 - Develop and implement a cloud-based disaster recovery/business continuity capability.
- Advance Revenue's Information Security posture
 - Monitor the ever-changing threat landscape and tailor the agency's response.
 - Align with the agency's risk management program.
 - Advance the agency's efforts to detect, prevent, and mitigate fraud.
- Ensure core technology platforms are stable, secure, supportable, and able to accommodate changing business needs.
 - Mature agency's technology lifecycle management practices, maintain a technology refresh plan, and align available funding to priority needs.
 - Mature data management practices and capabilities.

3

Improve communication, collaboration, and coordination.

Key strategies:

- Mature planning, delivery, and operational processes in line with best practices in IT management.
- Continuously review and adjust teams, disciplines, and skillsets to meet changing technology, solutions, and services.
- Leverage Lean and organizational change management practices to ensure process improvements are well planned and include the people side of change as well as the technology itself.
- Provide flexible technology tools to allow DOR staff to collaborate and communicate effectively wherever they are located.

4

Strengthen the IT team by retaining, developing, and recruiting top-tier talent.

Key strategies:

- Promote skills development and provide training to enable staff to support current and future technology solutions for the agency.
- Build and maintain a respectful, diverse, equitable, and inclusive culture and workplace to grow IS and help it become the employer of choice.
- Improve recruitment and onboarding practices to attract and effectively transition new employees into the organization.
- Support hybrid work options to position all employees for success.

5

Prioritize Cost Containment and Optimization.

Key strategies:

- Conduct regular audits to identify underutilized or redundant systems, consolidating where possible to reduce licensing and maintenance costs.
- Encourage existing software use over investing in new tools unless they provide substantial near-term efficiency gains.
- Maximize shared services available under current allocations to reduce infrastructure and service costs.
- Explore opportunities for inter-agency collaborations (communities of practice, multi-agency workgroups) to share resources, tools, and best practices, minimizing duplication of efforts and expenses.

