

Agency Name	Department of Licensing
Decision Package Name	2G - DOL2Go Mobile Licensing
Email	oliver.einarsson@dol.wa.gov
A. Will this investment renew or procure a facial recognition service?	No
B. Does this investment provide for acquisition of, or enhancement to, an administrative or financial system as required by technology policy EA-122 - administrative and financial system investment approval?	No
D. For the Department of Children, Youth and Families, the Department of Health, the Department of Social and Health Services, the Health Care Authority and the Washington Health Benefit Exchange only: Has this project been screened for inclusion in the Health and Human Service (HHS) Coalition portfolio?	No
E. Does this decision package support the adoption of modern, cloud-based technologies?	No
A. Type of Investment - Identify the decision package investment classification from the following list (select only one):	Improves existing service
B. Does this decision package fund the acquisition, development, enhancement, or replacement of a new or existing software solution?	Yes
If Yes, where will the software solution be hosted?	State Data Center
C. Do you expect this solution to exchange information with the state financial system (AFRS) or the OneWA solution (Workday)?	No

D. Does this decision package fund the acquisition or expansion of hardware capacity?	Yes
If Yes, where will the hardware solution be hosted?	State Data Center
E. Does this decision package fund the continuation of a project that is, or will be, under WaTech oversight? (See Technology policy PM-01 - IT Investments - Approval and Oversight Policy.)	No
Due diligence: Summarize the research, feasibility or due diligence work completed to support this decision package. Attach a copy of the feasibility study or other documentation of due diligence to the decision package.	<p>DOL is currently in the second year of a two-year pilot of DOL2Go mobile licensing services and utilized the pilot outcomes to date to develop the decision package and estimate the performance outcomes.</p> <p>The Department of Licensing (DOL) received proviso funding in the 2023-2025 transportation budget to pilot a program bringing driver licensing services to underrepresented and rural communities around Washington. Funding allowed for one (six-person) team made up of a licensing services manager, four licensing services staff, and one IT support staff through the 2023-2025 biennium. The DOL2Go mobile licensing service was launched July 2023 and provides onsite ID card and driver licensing services for people with barriers to visiting our traditional offices. DOL2Go served over 3,000 customers and issued more than 2,100 driver licenses and ID cards in the first 12 months of the pilot.</p> <p>Demand for DOL2Go mobile services continues to increase due to ongoing outreach and public awareness activities. Currently, the team is turning down as many requests as they are accepting, the result of insufficient staff and scheduling conflicts. In the first 6 months of 2024, the team attended 50 events across the state and was unable to attend 45 due to inadequate staff. DOL utilized the past 12 month's experience to determine the need for DOL2Go mobile services will extend beyond the funding which ends in June 2025, and that a second team is needed to reach more underrepresented and rural communities. Each team would be assigned a primary service area (eastern and western Washington); however, teams will serve where they are needed without strict boundaries.</p>

Governance and management: What governance processes will support this project? Examples of governance processes include: appropriately placed executive sponsor, representative steering committee, resourced vendor/contract management, change control, and incorporating stakeholder feedback into decision making processes. Provide examples of how your proposed budget includes adequate funding and planning for governance processes, if applicable.

DOL has an existing Executive Management governance process that has been in place for the past five years to govern all major projects. The governance board reviews data pertaining to monthly statuses, project scope, budget issue, risks, and responds timely to decisions and risks. An integrated agency staffing plan is used to monitor resources committed to projects to ensure operational impacts are considered along with over commitment of resources and staffing capacity.

DOL's Strategic Portfolio Management Office (SPMO) performs project planning, and monitors control processes aligned to WaTech Standard 112.30 Managing Information Technology Portfolio - Projects. DOL IT projects are managed by the SPMO by an experienced project manager. The SPMO has a defined process for project selection and prioritization. A project charter is developed to ensure the project is approved, funded, resourced, and prioritized to meet the requirements outlined in the strategic planning process. Projects exceeding \$500,000 dollars or a six-month duration will have steering committees to provide guidance, risk review and change control. Larger projects may have separate risk review boards and change control boards. The level of rigor for a project is determined by its complexity using the DOL Portfolio management complexity matrix. QA support is planned in accordance with OCIO policies, 132, 132.10, 132.20, 132.30, and 132a. When WaTech does not require QA, the steering committee may use internal QA resources for projects or assume the responsibilities within the steering committee.

DOL also has an established architecture governance in place, the Strategic Innovation & Architecture Team. The purpose of this team, comprised of business and IT strategists, is to evaluate new technology to ensure it aligns with federal and state guidelines, OCIO policy, industry best practices, and DOL's architectural principles and portfolio.

DOL has executed multiple technology projects to date and has improved its governance processes with lessons learned from each implementation.

Planning and readiness: Describe how your agency will resource the implementation of this investment request. Will in-house resources be used, or will resources be acquired? How has organizational change management been factored into planning and approach? Does the investment require a project management approach to be used? Describe whether project and organizational change management resources are included in this request or will be provided by in-kind resources. Describe whether the proposed budget includes costs associated with independent quality assurance.

These are ongoing system enhancements or improvements to business processes and are supported by an established contract with FAST Enterprises. No internal or external project management resources will be needed.

This budget would include funding for the following project roles and responsibilities:

- Tester
- Business Analyst
- Quality Assurance
- Project Manager
- Developer(s)

DOL has a Technical Training Team who will provide or update system-related training, references, knowledgebase articles and job aids, and computer-based training modules (CBTs) to system users. DOL also has an established Organizational Change Management team who can provide consulting and support for ensuring change best practices are followed during any significant system or business process change.

Strategic alignment: Using specific examples, describe how this investment aligns with strategic and technical elements of the Enterprise IT Strategic Plan. Examples of strategic principles that tie back to tenets of the strategic plan include, but are not limited to: initiatives focused on improving government experiences and emphasizing service delivery, improving equitable outcomes across communities through technology, improving service delivery through data and insights, using data and insights to drive strategic decisions, deploying solutions emphasizing access, technology, or innovation to solve business problems, and advancing skillsets to instill an innovation culture. Decision packages should include references to the Pillars (Digital Trust, Shared Governance, Equitable Outcomes, Service Excellence) and Values (Human-centered, Inclusive ideas, Courageous innovation, Accessibility, Nimble, Community + connectivity) of the strategic plan.

This proposal is for ongoing system enhancements within the agency's existing DRIVES vehicle and driver licensing system to extend appointment scheduling to the DOL2Go mobile licensing teams. The enhancement enables DOL to offer appointments to customers in rural communities so they can be assured of receiving service and minimize wait lines when the DOL2Go mobile unit is in their area. This technology work supports WaTech's 2023-2025 Enterprise IT Strategic Plan Goal #1 to Create a Government Experience that Leaves No Community Behind and the Pillar of Equitable Outcomes.

Maintaining the department's critical systems and licenses aligns with the Enterprise Technology Strategic Plan Goal #3 regarding innovative technology for a better Washington, as this strategic technology investment supports common business needs/functions by identifying common business practices that can be supported by shared solutions and through modernizing infrastructure and applications. It also creates opportunities for operational efficiency and improves constituent access to services.

Efficient and Effective Government - the department's investments in system maximizes the value of the investment while maintaining a modern and efficient licensing processes and revenue collection. By improving and enhancing the systems, the total cost of ownership is effectively utilized to save money in the long term. Investments in existing systems ensures a stable and effective foundation, which will support the agency customers throughout the systems' life cycle.

Enterprise Architecture - investing in improving existing systems allows the department to optimize on the return on investment. Cost savings are realized by improving business processes that support a high quality of customer service.

Enterprise Architecture - assurances on existing technologies, which provide common business services, help sustain trusted service to our customers. DRIVES supports easy access to services provided by the Department of Licensing. Maintaining these services enhances customer trust and generates revenue for the state.

Reuse and interoperability: Does the proposed solution support interoperability and/or interfaces of existing systems within the state? Does this proposal reuse an existing solution or existing components of a solution already in use elsewhere in the state, including an evaluation of services provided by WaTech? If the solution is a new proposal, will it allow for such principles in the future? Provide specific examples.

The proposed technology enhancements will modify two existing systems utilized by DOL:

- Amazon Connect contact management system, a WaTech enterprise solution, to increase functionality and add efficiencies.
- DRIVES vehicle and driver licensing system to support new self-services and add efficiencies.

DOL's Strategic Architecture Guiding Principles include "adaptable/interoperable": system is built for change and is adaptable to meet future unknown needs; integrates into DOL environment; and supports micro-services, has API and Open Standards."

DRIVES is a commercial-off-the-shelf product supported by FAST Enterprises and internal DOL technical resources.? It is configured out of the box with minimal or no coding needed to make changes.? DRIVES is written in modern, supported C# programming. DRIVES also has the flexibility in how it sends and consumes data, via batch processing or real-time services with external partners.

Having a common vendor supporting multiple DOL products means changes are similar and repeatable between DOL business product lines. FAST is also a reputable vendor, and the product is used in many other Washington State agencies.?In addition, the FAST GenTax system integrates with other mission critical DOL systems.

DRIVES supports the exchange of information with the following key partners:

- Washington State Patrol
- Local, State, and Federal agencies
- Department of Homeland Security
- Secretary of State (Voter information)
- AFRS (Revenue transactions)
- State Treasurer
- American Association of Motor Vehicle Administrators (AAMVA)
- Plus, an additional 150+ interface partners that provide or receive data

The availability of these interfaces is crucial to the success of DOL and its business partners.

Business driven technology: What are the business problems to be addressed by the proposed investment? These business problems should provide the basis for the outcome discussion below. Describe how end users (internal and external) will be involved in governance and implementation activities.

The Department of Licensing (DOL) strives to provide equitable and inclusive services. DOL has set goals to ensure all residents have equitable access to DOL services and that DOL will eliminate barriers in services provided. DOL2Go allows DOL to help reach its goals by serving individuals who otherwise would be excluded from accessing DOL services.

Measurable business outcome:
Describe and quantify the specific performance outcomes you expect from this funding request. Provide specific examples of business outcomes in use within your agency, and how those outcomes will be improved as a result of this technology investment. What outcomes and results, either positive or negative will occur? Identify all Lean initiatives and their expected outcomes. Include incremental performance metrics.

- Increase the number of communities with access to ID card and driver licensing services
- Increase the number of customers served annually at DOL2Go community events from 6,900 in baseline fiscal year 2024 to 10,300 in fiscal year 2028, a 343% increase from the 2024 baseline.