

Agency Name	Department of Licensing
Decision Package Name	CM - Contact Center Modernization
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?	Yes
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?	External Cloud
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?

No

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.

DOL analyzed customer service needs, developed high-level business requirements, and identified enhancements designed to expand and improve our services and business efficiency. We request funding to add self-service options, a Web chatbot, a workload forecasting and workforce scheduling tool, and a new live chat communication channel. We will make these additions to the existing CCC contact management system (a WaTech Enterprise service) and the DOL public website, which is used by millions of Washingtonians each year. The enhancements from this funding will complement recent investments in both the CCC contact management system and the agency public website.

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 monthly status, scope, budget, risks and responds timely to decisions and risks. An integrated agency staffing plan is used to monitor

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. Quality assurance 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.

An internal DOL Organizational Change Management Program is established and is a cultural expectation for the agency for all change including project initiatives. Existing change control process allows DOL to capture and evaluate every request to change the existing system/system portfolio, because the consequential effects of unmanaged change may be far-reaching to business-as-usual activities. This process allows DOL to conduct a detailed evaluation of the success criteria, benefits, scope, quality, time, resources, risks, stakeholder engagement, and any other criteria important to continuous operations of DRIVES, the agency's existing vehicle and driver licensing system.

DOL's vendor and contract management process allows DOL to take appropriate measures for controlling costs, mitigate potential risks, and ensure increased value from vendors in the long run. This includes researching the right contract, metrics and relationship, sourcing, obtaining pricing information, evaluating performance by setting organizational standards, meeting mission critical objectives, minimizing potential disruption of operations, and avoiding delivery failure. With current vendor relationships, Contract Managers communicate with the vendor to monitor performance and ensure deliverables are being met; review and approve

invoices; and work closely with DOL contracts experts to execute contract amendments, suspensions, terminations, etc.

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.

This budget includes funding for the following project roles and responsibilities:

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

The proposed technology enhancements will be made to the agency's existing systems: DRIVES vehicle and driver licensing system, and Amazon Connect contact management system, a WaTech enterprise solution. The enhancements to DRIVES are supported by an established contract with FAST Enterprises. Enhancements planned for Amazon Connect will be supported by a new contract with SoftwareOne in conjunction with WaTech.

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 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.

The decision package includes technology investments that align with the Enterprise IT Strategic Plan.

Strategic Plan Goal #1-Create a Government Experience That Leaves No Community Behind.

- Improving the CCC's existing interactive voice response (IVR) menu to include speech-enabled customer interactions will increase accessibility to CCC's services for individuals experiencing blindness, low vision, or other barriers. Aligns with pillar Equitable Outcomes.
- Adding live chat, a new customer service channel, for customers unable to find the answers to their questions on DOL's website. Live chat will be available to all DOL customers, including people who are deaf or hard of hearing and might otherwise have difficulty accessing DOL services. For DOL, live chat is a more cost effective and efficient communication channel than phone calls. A staff person can handle 4 chats simultaneously in a 12-minute span of time compared to 1 phone call in 4.3 minutes. Aligns to pillars Equitable Outcomes and Service Excellence.

Strategic Plan Goal #2-Better Data, Better Decisions, Better Government, Better Washington.

- Implement the forecasting and scheduling capabilities offered within the CCC's existing contact management software, Amazon Connect. This technology uses historical call volumes to identify trends and create staffing plans to align schedules with anticipated work volumes. In contact centers utilizing this application, it was found to improve staff adherence to shift and work schedules by 14%. When the technology is implemented in January 2026, the CCC anticipates its staff capacity will be more consistently at the level used to calculate outcomes within this proposal. Aligns with pillar Service Excellence.

Strategic Plan Goal #3-Innovative Technology Solutions Create a Better Washington.

- Adding new self-service options within CCC's existing interactive voice response (IVR) menu to address the top four causes of customer calls is estimated to reduce CCC's call demand by 10% annually. Aligns with pillar Service Excellence.
- Replace DOL's current dol.wa.gov chatbot that uses software no longer supported after March 2025. We selected Amazon Q, a generative artificial intelligence-powered assistant. The chatbot does not create new content using AI. Instead, it uses natural language processing and machine learning to search DOL web pages to answer customer questions and improve search results. The chatbot will integrate with the CCC's existing interactive voice response (IVR) call menu and will extend the same search of DOL web page information audibly to customers on hold to speak with a CCC staff person. We expect the new chatbot to significantly improve our self-service options and customer experience and reduce the CCC's call demand by an estimated 5% annually. Aligns with pillar Service Excellence.
- Make efficiency changes to the existing call management system to save staff time when retrieving customer information. When implemented in

January 2026, we expect to reduce call handling time by 8 seconds on 80% of CCC's phone calls. Shortened call length increases the CCC staff capacity to answer an estimated 26,000 additional phone calls per year. Aligns with pillar Service Excellence.

Strategic Plan Goal #4-Transform How We Work. Best Workforce Ever.

- Utilize Amazon Q AI-powered assistant (mentioned above) to provide CCC staff suggested responses while staff are working with customers. Using natural language processing during customer interactions, Amazon Q will search a library of CCC knowledge and training materials and prompt staff on the most appropriate responses. We expect this real-time assistance will shorten staff training by nearly half, increase customer first contact resolution, and improve the customer experience. In addition, we expect to reduce the call handling time by 31 seconds on 80% of CCC's phone calls. Shortened call length increases the CCC staff capacity to answer an estimated 105,000 additional phone calls per year. Aligns with pillar Service Excellence.

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.

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 Application Programming Interface (API) and Open Standards."

This proposal includes modifications to DOL's existing DRIVES vehicle and driver licensing system to add new customer self-services. 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 a modern, supported VB.NET framework using Object Oriented methodologies. The implementation was designed with customizable prebuilt .NET libraries, so when custom coding is required, it will result in a quicker turnaround time and less effort needed when updates/changes to the system are needed. 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.

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 Customer Contact Center (CCC) is Washington residents' primary point of contact with driver, vehicle, and vessel licensing questions and for online transaction support. In fiscal year 2024, the CCC received 1.8 million calls; during business hours, nearly 900,000 callers attempted to speak with a CCC representative. Eighty-two percent of the calls were answered after waiting on hold an average of 10 minutes. The remaining 18% of callers, or 160,000, either abandoned the call or were disconnected because all agents were busy assisting other customers and hold queues were full. The CCC lacks adequate staffing to answer all customer calls.

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.

By fiscal year 2030, DOL will serve 120,000 customers annually using self-services. Customers will have the option to self-serve when calling into the Customer Contact Center (CCC) in lieu of speaking with a service representative beginning January 2027. Based on similar contact centers implementing self-services, DOL expects 10% of customers calling into the CCC will successfully self-serve. The number of customers using self-services is estimated to increase from 0 in baseline fiscal year 2024 to 120,000 in fiscal year 2030. Self-services are expected to be implemented in the second half of fiscal year 2027 and be utilized by 51,000 customers. Fiscal year 2028 is the first full year with self-services available, and 107,000 customers are expected to utilize them. A 5% increase annually is applied to estimate customer usage during fiscal years 2028 through 2030.

By fiscal year 2030, DOL will answer 97% of incoming phone calls in its Customer Contact Center. The combination of increased staff and technology enhancements within this proposal is expected to increase the percentage of customer call volume that is answered from 82% in baseline fiscal year 2024 to 97% in fiscal year 2030. Due to the four months required to hire and train staff in fiscal year 2026, we estimate answering 85% of all call volume during that year. As technology enhancements are implemented in fiscal year 2027, we estimate the percentage of incoming call volume answered will increase to 90%, and to 95% in fiscal year 2028, and to 97% in fiscal years 2029 and 2030. During peak hours and days of the week, we expect a small percentage of calls may not be answered.
