

Agency Name	WSLCB
Agency 4-digit Code	1950
Decision Package Name (as submitted in OFM's ABS)	PL E4-LEEADS and EN Integration
Email	kyle.saloma@lcb.wa.gov
A. <input type="checkbox"/> Will this investment renew or procure a facial recognition service?	No
B. <input type="checkbox"/> 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. <input type="checkbox"/> 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?	Not Applicable to my Agency
E. <input type="checkbox"/> Does this decision package support the adoption of modern, cloud-based technologies?	Yes
A. <input type="checkbox"/> Is this renewal for an existing software or subscription?	No
B. <input type="checkbox"/> Does this continue a current maintenance contract?	No
C. <input type="checkbox"/> Does this decision package fund the acquisition or expansion of hardware capacity?	No

D. Is this a routine, planned replacement of aging hardware or equipment?	No
E. Has the agency performed research to determine if a modern cloud solution is available for this maintenance investment?	No
A. Type of Investment - Identify the decision package investment classification from the following list (select only one):	Improves existing service
B. Washington's IT Strategic Plan - Identify which goal(s) of the State Strategic plan the decision package aligns with (select all that apply):	Goal #2: Better Data, Better Decisions, Better Government, Better Washington Goal #3: Innovative Technology Solutions create a Better Washington
C. Agency IT Strategic Plan - provide a public URL for your agency's IT strategic plan.	https://lcb.wa.gov/sites/default/files/publications/ITS-Strategic-%20Plan-V05.pdf
D. 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
E. Do you expect this solution to exchange information with the state financial system (AFRS) or the OneWA solution (Workday)?	No
F. Does this decision package fund the acquisition or expansion of hardware capacity?	No
G. Does this decision package fund the continuation of a project that is under WaTech oversight? (See Technology policy PM-01 - IT Investments - Approval and Oversight Policy.)	No

Feasibility of project proposal: Summarize the needs assessment, high-level requirements, feasibility study, or similar due diligence, to understand business needs and complete market research and select technology solution. What is the planned investment approach and implementation staffing/resourcing, including assumptions about onboarding/staffing, etc.

LCB is working towards the implementation of an enterprise solution that encompasses the licensing system as well as the enforcement and education solution.

This request focuses on electronic payment of violation fees through integration with EN, enabling licensees to pay enforcement-related fines through the LEEADS customer portal. Reporting a violation will also be available on the LEEADS portal which will allow for a more streamlined process of triage, investigation assignments, and entry into EN. Integrating EN with LEEADS at this level will provide fundamental interoperability between the two systems necessary to migrate enforcement activities to LEEADS in a future release. Additionally, modifications to the LEEADS portal to include enforcement actions will modify existing workflows and improve the user experience for portal users.

This will require a bidirectional integration between LEEADS and the EN as well as requirements that capture the data that will be exposed to the end user to capture the payment of violations in the solution.

Additionally, requirements will be defined to build a LEEADS external form for submitting a violation.

Finally, modification to the portal requirements are in progress and will be determined in collaboration with a UI/UX expert.

LCB is making the following assumptions:

LCB will be utilizing DES statewide contract #05116, Cloud Solutions, to bring in Salesforce User Experience (UX) expertise and Salesforce Development expertise to improve the customer experience and increase digital accessibility of its online services in LEEADS.

The agency's current contract with Cayzen for legacy EN maintenance and support is approximately \$250,000 per year and is allotted ongoing in the Enforcement & Education division's budget. However, the Enforcement and Education division can NOT use current contract funds to cover the scope for this DP. The contract funds are in place to support Electronic Notebook (EN) operations.

No part of the contract can be reallocated without significant impacts to Enforcement operations.

The scope of this decision package does not move any processes from the EN to LEEADS and the current Cayzen support contract is solely dedicated to continuing EN operations.

This project will adhere to an agile release cadence and is estimated to take 12-months to implement starting July 2027.

Technology Adoption & Organizational Readiness: Describe how your agency is preparing its workforce for the successful adoption, use, and support of the proposed technology solution. Summarize strategies for managing change, reskilling or redeploying staff, and embedding new ways of working into business operations.

Describe the Organizational Change Management (OCM) approach that supports adoption across impacted groups (e.g., teams, divisions, agencies), and strategies to address communication, engagement, leadership alignment, resistance management, and long-term sustainment.

LCB will be utilizing the Organizational Change Management methodology that was created with the recently implemented LEEADS Licensing project.

This portion of the project will expand the existing design of the system requiring change management across the Agency as well as updates to the existing training job aides that were built during Phase 2 of LEEADS.

Strategic /Technical alignment: For each Goal selected in part 4, please provide details on how your proposal aligns.

Goal #2 From Insight to Impact: Use technology to improve public safety, tracking of compliance and enforcement actions, payment processes and transparency to licensees on violation and fines.

Goal #3 Relentlessly pursue relevant technology to improve services: The LEEADS portal is a modern cloud-based solution enabling access and input in real time to improve the data and interoperability with EN, a legacy system.

Business process and technology modernization: Describe how this investment incorporates new and innovative technology (examples such as: cloud first solutions, low code / no code, AI etc.) to improve business outcomes and improve the health and alignment to the agency's existing IT portfolio and strategic plan. Summarize your agencies plan to incorporate modern technology solutions into redesigned business processes focused on improving customer experience, service quality, and reducing technical debt within the agency's technology portfolio.

The LCB is working to reduce technical debt by moving towards building an enterprise solution for the licensing and enforcement functions.

Additionally, integrating electronic payments with LEEADS online portal greatly reduces the latency that can occur between compliance and enforcement actions, investigation, violation issuance and payment for all parties.

Customer Experience & Access: Describe how the proposed solution improves customer access to business capabilities through technology. Summarize plans for person centered design including: accessibility testing plans, and insights from underserved populations to ensure equitable access to technology.

This DP focuses on electronic payment of violation fees through integration with EN, enabling licensees access to pay enforcement related fines through the LEEADS customer portal. Reporting a violation will also be available on the LEEADS portal which will allow for a more streamlined process of triage, investigation assignments, and entry into EN. Integrating EN with LEEADS at this level will provide fundamental interoperability between the two systems necessary to migrate compliance and enforcement activities to LEEADS in a future release. Additionally, modifications to the LEEADS portal to include compliance and enforcement actions will modify existing workflows and improve the user experience for portal users. The Software Quality Assurance will executed test cases against the WSLCB's ADA requirements.

LCB will be utilizing DES statewide contract #05116, Cloud Solutions, to bring in Salesforce User Experience (UX) expertise and Salesforce Development expertise to improve the customer experience and increase digital accessibility of its online services in LEEADS.

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.

LCB is addressing the ability to allow users to utilize the newly developed customer portal to make electronic payments.

The LCB's penalty model is progressive, meaning the more violations that a licensed location has, the higher the financial penalty. Not having real-time access to a licensed location's violation history limits LCB's ability to efficiently update and continue compliance and enforcement activities for the rest of the agency to have awareness. This creates compliance delays for the licensee. If a licensee failed to pay violation fees on time, compounding interest also applies. A failure to comply could also result in a summary suspension of a licensee's operations impacting tax revenue collection and distribution for the LCB and the State. Integrating electronic payments with LEEADS online portal greatly reduces the latency that can occur between compliance and enforcement actions, investigation, violation issuance and payment for all parties.

LCB will plan to have a variety of Subject Matter experts internally and externally providing requirements, testing and training.

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. Describe how your agency will use customer satisfaction scores, adoption rates, cycle and processing times, etc.

WSLCB will expect the follow performance outcome with implementation of this decision package.

- *Paying electronically would allow payments to happen outside of normal business hours so that a staff member would not have to be present to record the payment received.
 - *Eliminates safety concern for licensees traveling long distances with large amounts of cash.
 - *Eliminates safety concern for headquarters staff holding large amounts of cash at the front counter.
 - *Reduced manual entry and potential for errors.
 - *Reduced time to entry being completed and visible to impacted staff.
 - *Report a violation functionality added to the existing LEEADS portal will make the form more accessible to portal users and reduce processing time and accelerate investigation with integration into EN.
 - *R2 portal UI/UX design is confusing. The redesign work will correct technical issues with the initial release. Technical corrections include design and testing for accessibility and compliance with State and Federal laws for website design for customers with disabilities.
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