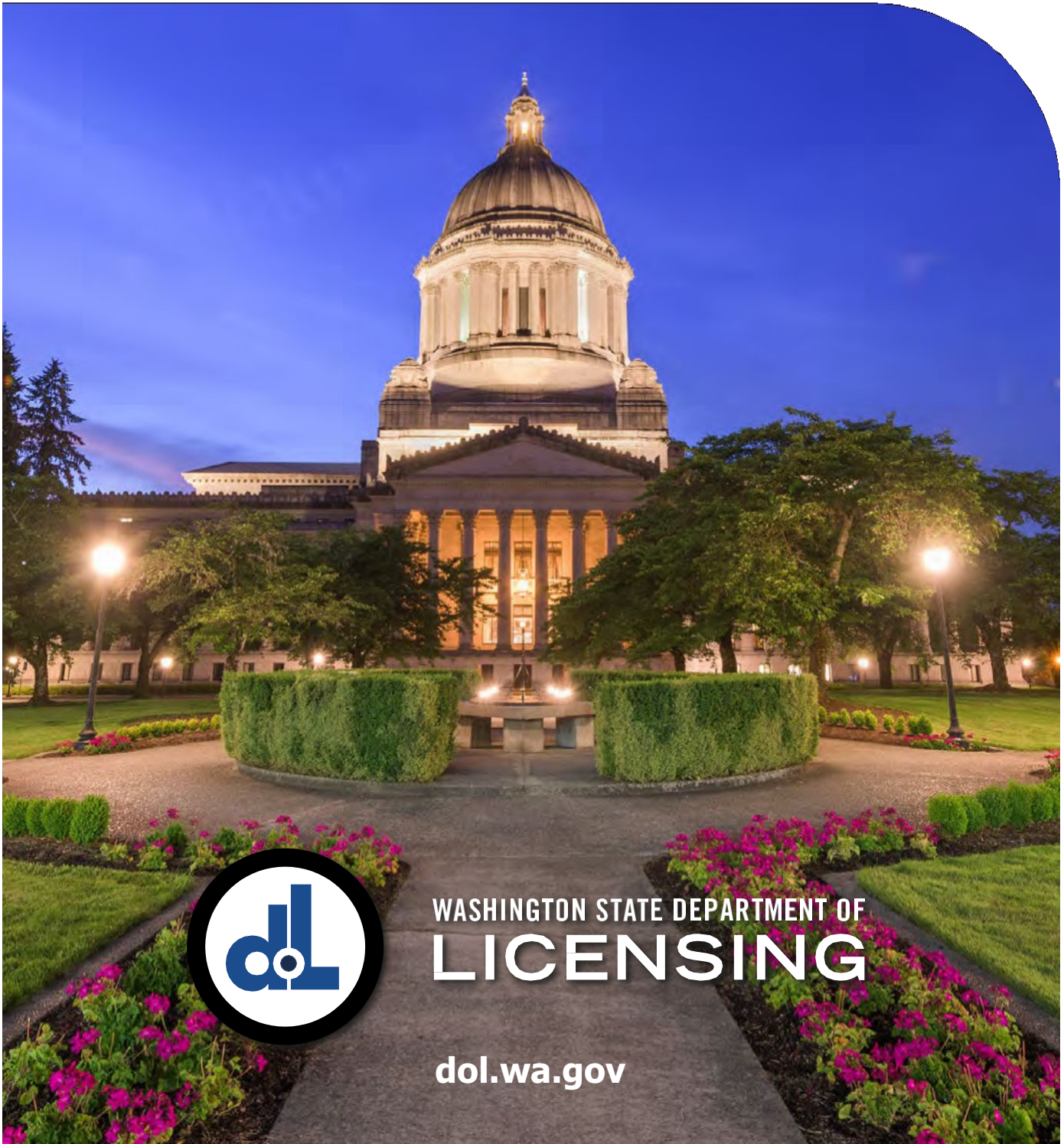


**2025**

# SUPPLEMENTAL BUDGET SUBMITTAL



WASHINGTON STATE DEPARTMENT OF  
**LICENSING**

[dol.wa.gov](http://dol.wa.gov)

**Budget submittal documents are available for  
public viewing  
electronically on OFM's website at:**

<https://ofm.wa.gov/it-systems/budget-and-legislative-systems/agency-budget-requests-abr>

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STATE OF WASHINGTON  
DEPARTMENT OF LICENSING  
PO Box 9020 • Olympia, Washington 98507-9020

September 19, 2024

**TO:** Pat Sullivan, Director  
Office of Financial Management

**FROM:** Marcus J. Glasper, Director  
Department of Licensing 

**SUBJECT:** DOL's Proposed 2025 Supplemental Budget

Attached is the Department of Licensing's (DOL) 2025 supplemental budget request for your review and consideration.

Managing the Department while receiving vacancy budget reductions and large consumer price index increases has caused strain to our budget. The Department is attempting to maintain operations within our current authority but is requesting portions of this supplemental as overdraft protection if our strategies prove to be inadequate.

- Our customer contact center is under a hiring freeze, resulting in a shrinking pool of workers to handle an increasing call volume. This has led to about 20% of calls not being answered due to lack of capacity, longer hold times, and low morale among staff.
- In lieu of layoffs, we have paused all hiring within the agency for 30 days when a position becomes vacant, to increase our vacancy savings to cover items normally covered by routine vacancy savings.
- In response to the enhanced driver licensing staff reduction, we are reducing staff in our driver licensing offices. We believe this will result in our customer experience time potentially tripling to almost an hour in our busiest offices in the coming years.
- Training and travel for agency staff has been severely restricted. This limits staff ability to attend events and trainings providing updates on industry best practices for all DOL services.

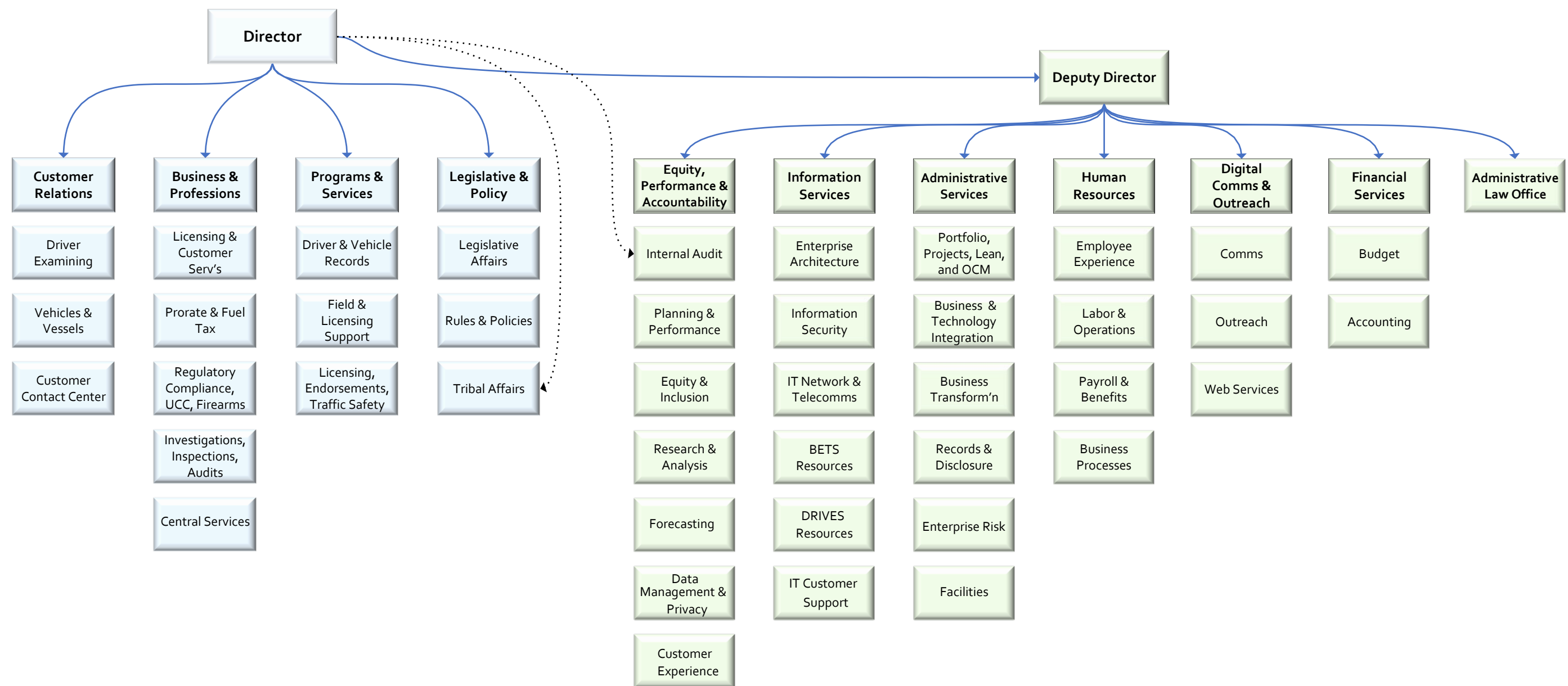
The Department will continue to monitor its budget and provide updates on the likelihood of absorbing these costs. The below requested items are unlikely to be rescinded due to their nature:

- 8Y – Cost Allocation Adjustments
- 9E – Other Fund Adjustments
- PP – Plate Postage Reimbursement

This budget proposal helps DOL maintain our ability to meet customer expectations and deliver services in an equitable manner so every person can live, work, drive, and thrive.

If you or your team have any questions, please contact me at (360) 634-5005, or Collin Ashley, DOL Budget Operations Administrator, at (564) 669-9190.

Attachment



2023-2026

# STRATEGIC PLAN



WASHINGTON STATE DEPARTMENT OF  
**LICENSING**

## OUR MISSION STATEMENT

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“ Helping every Washington resident  
**LIVE, WORK, DRIVE, AND THRIVE.** ”

## OUR VALUE STATEMENTS

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Growing a culture of **belonging** through our values:

- **RESPECT** – We treat each person with dignity and respect.
- **TRUST** – We earn your trust through our actions.
- **DIVERSITY** – Our differences are our strengths.
- **EQUITY** – We meet each person's unique needs.
- **INCLUSION** – Your voice informs and influences.

## OUR PRIORITIES

---

- **Engaged and Prepared Employees.** We know our employees are the heart of our agency. We support their ability to develop and thrive, all while fulfilling our purpose, living our values, and advancing our strategic plan.
- **Equity and Inclusion.** We believe the best way to serve all Washingtonians is by removing barriers to our services. We continually ask how we can improve accessibility for **everyone**.
- **Safe and Supported Communities.** We recognize our critical role in preserving roadway safety and professional integrity. We fulfill our mandate by ensuring Washingtonians understand and follow the laws that impact them.
- **Safe and Secure Data.** We take the protection of Washingtonians' private information seriously. We employ the latest tools and techniques to safeguard data and prevent fraud.





## PRIORITY: ENGAGED & PREPARED EMPLOYEE

### GOAL

**DOL employees demonstrate diversity, equity, inclusion, trust, and respect.**

**STRATEGY:** Improve the agency's DEI maturity through competency development, education, and training.

#### **Initiative:**

1. Develop a comprehensive DEI training, recognition, and education program based on enterprise DEI competencies.
  - *The program will include developing a competency matrix, creating recognition for demonstrating agency values, and updating the agency's performance assessment process.*

### GOAL

**Every employee has the opportunity for professional development.**

**STRATEGY:** Build an employee experience program as a model for growth and development within the agency.

#### **Initiatives:**

1. Deliver I-LEAD program to all DOL supervisors, focusing on developing inclusive leadership competencies.
  - *DOL's supervisor training program will create and foster a DEI- and belonging-centered, people-first leadership culture at the agency.*
2. Develop and publish an Employee Development Plan, identifying training needs, priorities, goals, and key performance indicators.
  - *The Employee Development Plan will identify agency workforce development priorities, gaps in employee training, and specific measures of success to reach the agency's workforce development goals.*

3. Develop staffing models that provide all employees with dedicated time to participate in annual professional development training.
  - *The agency will facilitate equal opportunities for field and office staff to further their professional development.*

## GOAL

**DOL's reputation for engaged employees makes people want to work for us.**

**STRATEGY:** Support a modern work environment with tools, training, and facilities updates.

### **Initiatives:**

1. Adopt technologies, policies, flexible work structures, and tools to modernize DOL's workforce.
  - *To support DOL's workforce and retain top talent in a hybrid work environment, provide a modern workforce that achieves customer and business needs.*
2. Develop and deliver a mentoring program for supervisors to cultivate a people-first, agency values-based leadership culture.
  - *The agency-wide mentoring program will engage agency leadership in the development of the next generation of leaders.*
3. Create a central location for all policies, procedures, forms, and templates to provide employees with clear and consistent information.
  - *The repository for all key agency documents will support the delivery of clear and consistent information across the enterprise.*
4. Update Olympia area facilities to support changes in workforce and service delivery.
  - *Modernize DOL workspaces to create more touch-down and collaboration spaces, supporting a hybrid workforce.*



## PRIORITY: EQUITY AND INCLUSIO

### GOAL

All residents will have equitable access to DOL's services.

**STRATEGY:** Improve culturally and linguistically appropriate services and communications.

#### Initiatives:

1. Revise the agency's language access plan and policy.
  - *The agency will incorporate language access and accessibility best practices and standards into DOL business operations to create an equitable service delivery to all Washingtonians regardless of language preference.*
2. Establish a dual language performance, testing, and planning model.
  - *The dual language program will provide standards and requirements for DOL to utilize and provide compensation to dual or multi-lingual employees when serving customers.*
3. Develop a standardized tagline document for language access and assistance with agency letters and correspondence.
  - *The document will ensure agency publications are interpreted or translated for customers upon request.*

### GOAL

DOL will eliminate barriers in the services we provide.

**STRATEGY:** Identify and remove service barriers in the agency's internal business practices, procedures, policies, and rules.

#### Initiatives:

1. Identify and update high priority external forms and letters using plain talk principles.
  - *DOL will determine the agency's vital documents and publications and update them with plain talk principles to ensure that they are easily understood by our customers.*

2. Procure natural language processing tools and environment to assess customer feedback.
  - *DOL will deploy technology to aid the agency in processing and understanding customer open text feedback received from the agency's website and survey tools.*
3. Conduct regulatory improvement effort to identify and eliminate barriers in the agency's rules, policies, and business practices.
  - *DOL will catalog policies and regulations and identify potential regulatory improvements to enhance access to DOL services.*

## GOAL

**DOL will address systemic inequities in staffing, budgeting, and program and policy development.**

**STRATEGY:** Create and implement a standardized stakeholder and community engagement model and process for developing policies and agency request legislation, reforming program regulations, and hiring diverse candidates.

### **Initiatives:**

1. Create a stakeholder engagement toolkit with resources on best practices and guidelines on culturally appropriate engagement.
  - *DOL will adopt business standards for seeking community and stakeholder feedback.*
2. Create a standardized community and stakeholder feedback process for agency request legislation, decision package development, and agency communications.
  - *The process will ensure that stakeholder and community voices are incorporated in agency legislation, requests, and outreach.*



**GOAL**

All customers will receive efficient, effective, and timely service.

**STRATEGY:** Improve access to online services.

**Initiatives:**

1. Conduct Phase 1 of the website improvement project.
  - *Phase 1 of the website improvement project will improve readability and digital accessibility according to WCAG standards.*
2. Conduct Phase 2 of the website improvement project.
  - *Phase 2 of the website improvement project will improve access to online services and provide more digital service options.*

**STRATEGY:** Ensure timely service for the public.

**Initiatives:**

1. Develop standardized constituent request and customer feedback process.
  - *DOL will create agency-wide processes and standards for handling and resolving customer emails, phone calls, messages, and constituent requests.*
2. Develop agency standards for customer experience based upon customer feedback.
  - *DOL will understand the customer experience and create expectations of timeliness and quality of service.*

**STRATEGY:** Improve existing in-person and phone channel offerings to ease interactions with our agency.

**Initiatives:**

1. Modernize the agency's customer contact centers.
  - *DOL will deploy modernized telephone systems to support its contact centers.*

2. Modernize the agency’s licensing service offices.
  - *DOL will modernize its queuing technology, allowing efficient, in-person customer service.*
3. Deploy DOL2Go services.
  - *The agency will create a mobile office to provide customers with greater access to our services.*

**GOAL**

**DOL will consistently and equitably apply rules and policies across programs.**

**STRATEGY:** Identify and implement opportunities for rule and policy improvements.

**Initiative:**

1. Inventory agency public safety rules and policies, conduct crosswalk mapping exercise, and create recommendations for improvement.
  - *By creating an inventory of all agency public safety rules and policies to understand the landscape, conducting a mapping exercise that compares policies and rules, and creating recommendations that seek to provide clarity, DOL will eliminate barriers to our customers and update outdated language.*

**GOAL**

**Reduce the number of serious injuries and fatalities on Washington roadways.**

**STRATEGY:** Implement DOL’s portion of the state’s highway safety plan, Target Zero.

**Initiatives:**

1. Create an implementation plan for key agency actions identified in the Washington Traffic Safety Commission Highway Safety Plan.
  - *DOL will convene agency subject matter experts to develop a multidivisional prioritization plan that builds upon legislation and other sources of research to support agency actions identified in the WTSC Highway Safety Plan.*
2. Revamp the Driver Guide, skills exam, and scoring methodology.
  - *Updating the driver skills exam, Driver Guide, and scoring methodology will increase awareness of rules of the road and enhance driver skills when operating a motor vehicle.*



## PRIORITY: SAFE & SECURE DAT

### GOAL

All DOL data meets the highest standard of privacy and security.

**STRATEGY:** Continually implement best practices to improve stewardship and standards for the management of data.

#### **Initiatives:**

1. Establish quality standards and enhance policies to govern the agency's use of data.
  - *Utilize DOL's Data Governance Committee to adopt standards and enhance policies for supervisors and technical staff regarding the agency's data practices in the collection, use, sharing, retention, and storage of agency data.*
2. Implement secure data standards.
  - *Use existing tools to scan all computer systems and storage repositories for customer data to identify insecure methods and document a standard secure repository where Category 1 to 4 data must reside.*
3. Implement best practices for the encryption of confidential data being processed, stored, and shared.
  - *DOL will develop business processes to ensure encryption is used by DOL staff when sharing data.*
4. Implement multi-factor authentication with DOL's online services.
  - *DOL will enable additional steps to verify identity in Secure Access Washington to protect customer information.*
5. Conduct an independent third-party audit of DOL's internal data protections.
  - *DOL will undergo an independent review of DOL data practices and protections to identify gaps and opportunities for improvement.*

**STRATEGY:** Protect our customers' personal information.

**Initiatives:**

1. Implement customer alerts for online high-value transactions.
  - *DOL will implement a customer alert system that will provide notifications to customers when an online change is made to certain records on their account in the DRIVES system.*
2. Evaluate login settings in Polaris and DRIVES and make recommendations to reduce multiple attempts and excessive time in the system.
  - *DOL's evaluation will create recommendations to mitigate security concerns.*
3. Conduct a feasibility analysis on technology solutions that will decrease occurrence of dishonored payments.
  - *DOL will review business practices against potential technology solutions for compatibility to decrease occurrence of dishonored payments.*
4. Conduct a feasibility analysis on the Office of the State Treasurer approved digital payment methods for increased customer payment options.
  - *DOL will review potential technology solutions with approved providers that would allow additional customer payment options.*
5. Conduct a feasibility analysis of no-logon options for improved security in DRIVES and provide recommendations to agency leadership.
  - *DOL will review logon options and offer recommendations on how to improve security.*





Department of Licensing  
 2023-25 Second Supplemental Budget Session  
 Maintenance Level - 8Y - Cost Allocation Adjustment

### Agency Recommendation Summary

The Department of Licensing (DOL) requests a change in appropriation level by fund to properly cost allocate our indirect service programs equitably. This request changes the funding of our indirect programs to be cost allocated by accounts supported in either total staff, total expenditures, or facility usage. This avoids overspending or underspending in a fund and better represents the impact of supporting services and functions.

### Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Operating Expenditures</b>						
Fund 001 - 1	\$0	(\$509)	(\$509)	\$0	\$0	\$0
Fund 003 - 1	\$0	(\$303)	(\$303)	\$0	\$0	\$0
Fund 026 - 1	\$0	(\$114)	(\$114)	\$0	\$0	\$0
Fund 04E - 1	\$0	\$374	\$374	\$0	\$0	\$0
Fund 06G - 1	\$0	(\$168)	(\$168)	\$0	\$0	\$0
Fund 06L - 1	\$0	(\$1,681)	(\$1,681)	\$0	\$0	\$0
Fund 082 - 1	\$0	(\$27)	(\$27)	\$0	\$0	\$0
Fund 104 - 1	\$0	(\$136)	(\$136)	\$0	\$0	\$0
Fund 106 - 1	\$0	\$4,792	\$4,792	\$0	\$0	\$0
Fund 108 - 1	\$0	(\$547)	(\$547)	\$0	\$0	\$0
Fund 14V - 1	\$0	\$94	\$94	\$0	\$0	\$0
Fund 15V - 1	\$0	(\$59)	(\$59)	\$0	\$0	\$0
Fund 16B - 1	\$0	\$65	\$65	\$0	\$0	\$0
Fund 16M - 1	\$0	\$53	\$53	\$0	\$0	\$0
Fund 17W - 1	\$0	\$8	\$8	\$0	\$0	\$0
Fund 201 - 1	\$0	(\$950)	(\$950)	\$0	\$0	\$0
Fund 21E - 1	\$0	\$4	\$4	\$0	\$0	\$0
Fund 24K - 1	\$0	(\$568)	(\$568)	\$0	\$0	\$0
Fund 25W - 1	\$0	(\$3)	(\$3)	\$0	\$0	\$0
Fund 26Q - 1	\$0	(\$317)	(\$317)	\$0	\$0	\$0
Fund 298 - 6	\$0	(\$12)	(\$12)	\$0	\$0	\$0
Fund 513 - 1	\$0	\$4	\$4	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Decision Package Description

DOL cost allocation methodologies align service usage and funding. The cost allocation plan takes individual areas of DOL and applies an allocation methodology to the accounts those areas support. The cost allocation model allocates the expenditures through one of three methodologies: (1) total staff supported by account, e.g., Human Resources; (2) total expenditures, e.g., Finance Services Office; (3) or square foot usage of supported staff, e.g., headquarters buildings. This aggregated methodology then creates a large percentage split, which is applied to all charges within the administrative model.

Changing this split to accurately reflect supported efforts requires a change in appropriation level by fund to properly cost allocate indirect costs to the proper funds. DOL cannot redistribute or “rebase” how indirect activities are paid without changing the appropriation levels between funds.

This package realigns the funds used to pay for indirect costs by distributing costs to programs based on an updated cost allocation plan (CAP) and supporting data. A request was received and funded in the 2023-25 biennium and was conducted based on fiscal year 2023 allotments. This request corrects the discrepancies in allocated funds and conducts the “true-up” to actual expenditures for fiscal year 2024 and uses allotments for fiscal year 2025.

Overall, expenditures within the agency will not increase but will result in an equitable redistribution of indirect services costs across all funding sources. This realignment ensures DOL follows accounting and audit standards, which precludes one fund from benefiting another fund.

Not funding this request puts DOL at risk of overspending appropriations or future audit findings as each fund has restrictions on appropriate use. In addition, this ensures one fund does not benefit another as required by RCW 43.24.086 for our accounts funded by, and dedicated for, professions.

Agency indirect and overhead is included in object E, goods and services, as requested in other packages.

## Assumptions and Calculations

### **Historical Funding:**

The last cost allocation package was funded in the initial biennial session one-time as requested with a large vacancy savings sweep included in the calculation. This request modifies current funding levels by account for their cost allocated expenditures.

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

**Expansion, reduction, elimination or alteration of a current program or service.**

This proposal does not expand or alter programs or services, and it does not increase DOL's base budget. This proposal allows DOL to equitably align what funds and how much of each fund is used to pay for existing indirect services based on an updated CAP. This proposal seeks a change in appropriation level by fund to redistribute indirect costs to more equitably reflect the level of effort and expenditures required to support DOL's programs.

This alignment primarily impacts A030 and A037; directly and indirectly impacts most all activities.

A030 – Agency Administration

A031 – Drivers Licensing, Regulating and Records Management

A032 – Issuing and Regulation Vehicles and Boat Records

A033 – Professions Licensing, Regulation and Records Management

A034 – Administration of Fuel Tax Collection and Motor Carrier Services

A035 – Data Clearing House

A037 – Agency Overhead

### **Detailed Assumptions and Calculations:**

Calculations are based on the Cost Allocation Plan (CAP) for the 2025 Fiscal Year. The CAP considers allotments and fund balances for fiscal year 2025. Impact to dedicated funds is factored in the CAP calculations.

The CAP also requires a "true-up" each year as the last transaction for the year which looks to actual expenditures and redistributes the cost-allocated expenditures to reflect actual expenditures. This process necessitates a second supplemental request each year as final expenditures for the first year are not completed until after the first supplemental session is completed. This request includes this "true-up" in the calculations.

### **Workforce Assumptions:**

N/A

## Strategic and Performance Outcomes

### **Strategic Framework:**

This request affects the Governor's Results Washington goal areas of "Prosperous Economy," and "Efficient, Effective, and Accountable Government."

This request supports the agency's strategic plan goal of easy and equitable access to great service.

### **Performance Outcomes:**

N/A

## Equity Impacts

### **Community Inputs and Incorporation:**

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service.

Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

### **Community Outreach and Engagement:**

The State Office of Equity encourages Washington state agencies to achieve pro-equity and anti-racism outcomes by cultivating and measuring our impact on [15 Determinants of Equity \[AF1\]](#)<sup>1</sup>. These determinants are social conditions that everyone in Washington needs to flourish and achieve their full potential.

Each year, the Department of Licensing provides customer services to more than six million Washingtonians who represent every demographic group in all geographic regions of our state. Our mission is to help Washington residents live, work, drive, and thrive. This mission addresses multiple social determinants of equity, including transportation and mobility, community and public safety, equity in jobs, and equity in government services. The requested funding helps us uphold our mission while building trust with the professional partners who rely on DOL to administer their license requirements.

DOL conducted broad outreach to support our Fiscal Year 2025 budget requests. This outreach included many interactions between impacted stakeholders and DOL's Pro Equity Anti-Racism team. Our collection of 2025 budget requests include strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

<sup>1</sup> Determinants of Equity, <https://equity.wa.gov/equity-hub>, 2024

### **Disproportional Impact Considerations:**

This package requests funding to continue current, necessary service levels. If this request is not funded, DOL will have to determine other services to cut to absorb these costs. The lack of funding might have disproportional impacts on communities; those impacted communities would be identified when services are cut.

### **Target Populations or Communities:**

This package is necessary to maintain current Department of Licensing levels of service. Lack of funding will require service level cuts in undetermined areas to absorb required costs.

## Other Collateral Connections

**Puget Sound Recovery:**

N/A

**State Workforce Impacts:**

N/A

**Intergovernmental:**

N/A

**Stakeholder Response:**

N/A

**State Facilities Impacts:**

N/A

**Changes from Current Law:**

N/A

**Legal or Administrative Mandates:**

N/A

**HEAL Act Agencies Supplemental Questions:**

N/A

**Governor's Salmon Strategy:**

N/A

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. E	\$0	\$2,482	\$2,482	\$0	\$0	\$0
Obj. E	\$0	(\$2,482)	(\$2,482)	\$0	\$0	\$0

## Agency Contact Information

Deborah Williams  
 (360) 634-5083  
 deb.williams@dol.wa.gov



Department of Licensing  
 2023-25 Second Supplemental Budget Session  
 Maintenance Level - 9E - Other Fund Adjustments

## Agency Recommendation Summary

Department of Licensing requests an increase in spending authority and an increase in FTE allotment to a sufficient level to sustain the costs of administering the Real Estate Commission program and the Real Estate Appraiser Commission program to remain compliant with RCW 43.24.086.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Staffing</b>						
FTEs	0.0	10.5	5.25	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 026 - 1	\$0	\$1,304	\$1,304	\$0	\$0	\$0
Fund 06G - 1	\$0	\$410	\$410	\$0	\$0	\$0
Total Expenditures	\$0	\$1,714	\$1,714	\$0	\$0	\$0
<b>Revenue</b>						
026 - 0690	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0

## Decision Package Description

The Department seeks authorization to utilize funds generated from a fee increase in 2021 to support the Real Estate profession by adding 6 ongoing Full-Time Equivalents (FTEs) and 6 nine-month temporary Customer Service staff. This request is driven by the following factors:

### Increased Number of Real Estate Brokers:

- Over the past three years, the number of new real estate brokers has risen by more than 1,000.
- This surge has put additional pressure on staff responsible for reviewing applications, continuing education, and managing license issuance and renewals.

### Statewide Real Estate Firm Audits:

- With more than 4,400 firms and branches to audit, the resumption of statewide travel for these audits by 9 audit staff is crucial.
- The pandemic caused a backlog in audits, and additional support is needed to address this backlog and keep pace with the profession's growth.

### Increase in Complaints and Investigations:

- There has been a noticeable rise in complaints and investigations corresponding with the increase in licensees.

The Department currently lacks adequate resources to handle these cases in a timely manner.

### Rising Costs:

- The cost of travel, contracts, and general operational expenses has increased due to inflation.
- These rising costs further strain the Department's existing resources.

### Justification for Additional FTEs

#### Staffing Needs:

- The addition of 6 ongoing FTEs and 6 temporary project staff will help manage the increased workload resulting from the higher number of brokers and the associated administrative demands.
- Specific roles may include additional staff for application processing, continuing education oversight, and case management for complaints and investigations.

**Audit Support:**

- The 6 ongoing FTEs will aid in addressing the backlog of audits and support the resumption of comprehensive audits, ensuring compliance and regulatory oversight for the growing number of real estate firms and branches.

**Enhanced Case Management:**

- Additional staff will be instrumental in handling the increased volume of complaints and investigations, improving response times and ensuring thorough resolution of cases.

**Operational Efficiency:**

- Increased staffing will help mitigate the impacts of rising costs by ensuring efficient management of resources and supporting ongoing operational needs.

The requested 6 ongoing FTEs and 6 project staff will bolster the Department’s capacity to support the growing Real Estate profession, address backlogs, and manage increased workloads effectively. Utilizing the funds from the 2021 fee increase aligns with the need to adapt to the profession expansion and ensure continued regulatory effectiveness.

Separately, the real estate appraisers have a large recurring invoice to the Appraisal Subcommittee (ASC) for their dues that has historically been paid through a revenue transfer. This revenue transfer lacked visibility and did not require expenditure authority. It was determined that the proper accounting of the payment would be through a payment instead of a revenue transfer, necessitating additional authority. The projected invoices to be paid this biennium requires \$410,000 in additional authority.

**Assumptions and Calculations**

***Historical Funding:***

Below numbers are total for the 026 account per biennia.

2019-21 Authority                 \$11,216,000

2019-21 Actual Revenue       \$10,626,000

**Ending Fund Balance         \$1,528,000**

2021-23 Authority                 \$13,215,000

2021-23 Actual Revenue       \$16,300,000

**Ending Fund Balance         \$3,568,000**

2023-25 Authority                 \$15,633,000

2023-25 Projected Revenue   \$15,200,000

**Projected Fund Balance       \$5,200,000**

***Expansion, Reduction, Elimination or Alteration of a current program or service:***

This is an expansion of our current real estate program funded by the Real Estate Commission Account which expended the below per fiscal year and averaged the below FTE for the 2021-23 and 2023-25 biennia:



	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
<b>Expenditures</b>	\$6,005,789	\$6,247,004	\$7,456,459
<b>FTE</b>	43.3	46.1	54.1

**Detailed Assumptions and Calculations:**

Staff costs per role are detailed in the workforce assumptions section for direct expenditures related to each FTE. General wage increases, targeted salary increases, and benefits changes are only incorporated for already enacted rates.

Object of Expenditure	FY 24	FY 25	23-25 Total
FTE Staff Years	0.0	10.5	5.3
Salaries and Wages	-	620,000	620,000
Employee Benefits	-	253,000	253,000
Goods and Services	-	377,000	377,000
Travel	-	29,000	29,000
Equipment	-	25,000	25,000
<b>Total By Object Type</b>	<b>-</b>	<b>1,304,000</b>	<b>1,304,000</b>

Standard costs are represented in object E, goods and services, for costs typical of employees serving in these roles such as training, required subscriptions, and supplies.

Agency Administrative Overhead is included at a rate of 23.4 percent of the direct program costs. This funding received covers agency-wide functions such as vendor payments, contract administration, financial management, mail processing, equipment management, help desk support, and technical assistance to DOL employees. These indirect costs are shown under object E.

Travel is estimated at an additional \$29,000 per year to cover expenses for audits and support the resumption of comprehensive audits, ensuring compliance and regulatory oversight for the growing number of real estate firms and branches.

Equipment expenditure is for new employee computers. \$25,000

**OFM Job Classification**

Staffing	Salary	FY 24	FY 25
Business & Professions Auditor 3	69,072	0.0	1.0
Investigator 3	86,208	0.0	1.0
Customer Service Specialist 2	48,864	0.0	1.0
PROFESSIONAL LICENSING REPRES	55,224	0.0	2.0
PROFESSIONAL LICENSING REPRES	67,380	0.0	1.0
Customer Service Specialist 2	48,864	0.0	4.5
<b>Total FTE</b>		<b>0.0</b>	<b>10.5</b>

Separately, the real estate appraisers change in accounting methodology is provided as expenditures in object N, for pass-through expenditures. The projected invoices to be paid this biennium requires \$410,000 in additional authority. In the old method of revenue transfer this cost had not been included within the indirect model and will remain exempt from indirect costs.

Object of Expenditures	FY24	FY25	23-25 Total
Grants/Benefits and Client Services	-	410,000	410,000
<b>Total by Object Type</b>	<b>-</b>	<b>410,000</b>	<b>410,000</b>

**Workforce Assumptions:**

Customer Service Specialist 2

	Fiscal Year 2025
<b>FTE</b>	5.5
<b>Salary</b>	\$276,815
<b>Benefits</b>	\$124,431
<b>Goods &amp; services</b>	\$197,477
<b>Equipment</b>	\$12,498

5.5 FTEs is a combined seven positions. One position ongoing and six project positions for 9-months which will support the Licensing Team by answering phone calls and emails on specific and limited topics. The ongoing position provides direction and guidance to customers on navigating the on-line systems to support all professions within the team. They identify and recommend needed changes to processes and procedures to improve customer access to services and to provide a better Customer Service Tier 1 Support experience, documenting information to help build automated support (chatbot). They help the agency achieve its purpose by providing timely, consistent, and accurate support to customers seeking help navigating our systems.

The six temporary customer service representatives will work for no more than 9 months to help get the backlog caught up. After that, the program should be at a level with staffing to sustain consistent, reasonable and reliable processing time. This total works out to 4.5 FTE for the 6 staff for 9 months.

**Professional License Rep 1**

	Fiscal Year 2025
<b>FTE</b>	2.0
<b>Salary</b>	\$113,761
<b>Benefits</b>	\$47,457
<b>Goods &amp; services</b>	\$71,808
<b>Equipment</b>	\$4,166

Front-line staff who field the incoming licensee customer calls and manages the licensee email boxes. These positions have authority to review and approve multifaceted licensing applications, renewals, and exam requests, and to issue licenses and license renewals to persons who have submitted the appropriate completed forms in compliance with licensing requirements. They have the authority to determine application completeness and request additional information as needed. They have the authority to answer questions verbally and in writing about laws, rules, and policies of multiple licensing programs within the Department of Licensing. They will assist with recommending changes to agency policies and procedures that limit customer access to agency services and agency specific web tools, applications and/or online systems and responds to escalated customer questions or issues. They research public disclosure requests, respond to Agency Correspondence, and contribute to audits.

**Professional License Rep 2**

	Fiscal Year 2025
<b>FTE</b>	1.0
<b>Salary</b>	\$69,401
<b>Benefits</b>	\$25,839
<b>Goods &amp; services</b>	\$35,904
<b>Equipment</b>	\$2,083

This position plans, directs, and organizes activities and records across multiple professional licensing programs, handling complex, cross agency licensee issues and requests. This position responds to licensee and applicant questions or issues related to accessing and using online licensing services and agency specific web tools. This position manages the Service Request process using computer applications and software to document, report, and track client/customer system issues, develop SQRs, and test completed fixes, all related to assisting customers with obtaining a license or renewal. This position provides direction and guidance on complex issues to staff, applicants, licensees, and industry partners, including evaluating and responding to public disclosure requests (PDRs). This position handles escalated licensing issues and supports both the staff and the technology our customers interact with to get licensed. This position will independently evaluate and respond to licensee questions about using systems and web tools, including updating licensing records, merging contacts, and adjusting fees. They will identify, report, track, and test solutions to licensing system issues. This position can approve professional licensing applications, requests for exam approval, and renewals to customers who have submitted the appropriate completed forms and fees. They make decisions regarding incomplete applications and renewals, including requesting additional information. This position interacts with licensing applicants, licensees, and the public, over the phone, in writing and in person.

**Investigator 3**

	Fiscal Year 2025
<b>FTE</b>	1.0
<b>Salary</b>	\$88,794
<b>Benefits</b>	\$29,109
<b>Goods &amp; services</b>	\$35,904
<b>Equipment</b>	\$2,083

Quantity 1- ongoing,

The investigator 3 independently and objectively analyzes complex complaints and cases involving alleged violations of the applicable statutes, rules, and professional standards and then collects and reports all available factual and pertinent information related to the alleged violations. The individual assigned to this position is responsible for the safeguarding of sensitive information and evidence collected during the investigation process. The Investigator 3 acts as the expert analyst of each complex investigation conducted with the Department of Licensing to ensure that the who, what, when, where, why, and how are consistently and appropriately determined within each program's jurisdictional and other boundaries.

**Business and Profession Auditor 3**

	Fiscal Year 2025
<b>FTE</b>	1.0
<b>Salary</b>	\$71,144
<b>Benefits</b>	\$26,133
<b>Goods &amp; services</b>	\$35,904
<b>Equipment</b>	\$2,083

This position is responsible to ensure applicable statutes and rules are followed by licensed firms and businesses. It is within the auditor's discretion and determination if the findings of non-compliance are technical in nature and can be readily corrected during the audit process or if additional inquiry and possible issuance of charges are required. In the case of in-person audits the auditor has the authority to determine if a specific location is safe to enter.

Independently plans, coordinates, evaluates, and conducts financial audits and reviews the business practices of real estate licensees to determine compliance with department policies, guidelines, statutes, and administrative rules. Conducts entrance and exit interviews with

licensees, accountants, and business owners to reviewing the purpose and findings of the audit. Presents the information to administration and management staff to determine if the conduct requires additional inquiry, eligible for non-disciplinary education, or formal charges against a license.

Educates licensees, reconciles trust accounts holding consumers funds, and reconstructs complex and manual accounting systems to determine if the current bank balances meet the firm or business liabilities.

Prepares comprehensive and detailed reports of findings, discussions, and resolution of the audit when applicable. Uses a wide range of computer programs to produce reports, excel spreadsheets, and correspondence.

## Strategic and Performance Outcomes

### ***Strategic Framework:***

This request supports DOL's strategic priority, Equity and Inclusion, by addressing the inequity in staffing caused by staffing shortages due to not enough spending authority. This profession faces a backlog that results in staff dealing with frustrated customers due to long wait times. Other professions do not have this issue because they have sufficient funding and staff to keep up with the work demands.

This request supports DOL's strategic priority, Safe and Supported Communities, providing efficient, effective and timely service.

### ***Performance Outcomes:***

- Reduce wait times for incoming calls call center inquiring about the Real Estate Commission
- Reduce wait times to process initial and renewed Real Estate applications
- Allow time to identify bottlenecks to better serve our customers through quality improvement
- Allow for manual and automated validation through the system, including eligibility verification, test scheduling, and the incorporation of an additional review queue.

## Equity Impacts

### ***Community Inputs and Incorporation:***

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service.

Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

### ***Community Outreach and Engagement:***

DOL conducted broad outreach to support our 2025-2027 biennial budget requests. This outreach included many interactions between impacted stakeholders and DOL's Pro Equity Anti-Racism team. Our collection of 2025-2027 budget requests include strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

### ***Disproportional Impact Considerations:***

This package requests funding to improve service levels. If this request is not funded, DOL will have to determine other services to cut in the Real Estate Program. The lack of funding might have disproportional impacts on the Real Estate profession as this fund is required to be self-sufficient per RCW 43.24.086.

### ***Target Populations or Communities:***

This package is necessary to maintain current Department of Licensing levels of service. Lack of funding will require service level cuts in undetermined areas to absorb required costs.

The State Office of Equity encourages Washington state agencies to achieve pro-equity and anti-racism outcomes by cultivating and measuring our impact on [15 Determinants of Equity](#). These determinants are social conditions that everyone in Washington needs to flourish and achieve their full potential.

Each year, the Department of Licensing provides customer services to more than six million Washingtonians who represent every demographic group in all geographic regions of our state. Our mission is to help Washington residents live, work, drive, and thrive. This mission addresses multiple social determinants of equity, including transportation and mobility, community and public safety, equity in jobs, and equity in government services. The requested funding helps us uphold our mission while building trust with the professional partners who rely on DOL to administer their license requirements.

## Other Collateral Connections

**Puget Sound Recovery:**

N/A

**State Workforce Impacts:**

N/A

**Intergovernmental:**

N/A

**Stakeholder Response:**

Reduce the processing time for tasks such as managing brokers, military reciprocity, and statute compliance, ultimately enhancing the customer experience through a combination of manual and system driven improvements.

**State Facilities Impacts:**

N/A

**Changes from Current Law:**

N/A

**Legal or Administrative Mandates:**

N/A

**HEAL Act Agencies Supplemental Questions:**

N/A

**Governor's Salmon Strategy:**

N/A

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. A	\$0	\$620	\$620	\$0	\$0	\$0
Obj. B	\$0	\$253	\$253	\$0	\$0	\$0
Obj. E	\$0	\$377	\$377	\$0	\$0	\$0
Obj. G	\$0	\$29	\$29	\$0	\$0	\$0
Obj. J	\$0	\$25	\$25	\$0	\$0	\$0
Obj. N	\$0	\$410	\$410	\$0	\$0	\$0

## Agency Contact Information

Collin Ashley

(564) 669-9190

[collin.ashley@dol.wa.gov](mailto:collin.ashley@dol.wa.gov)



### Agency Recommendation Summary

The statewide contract for armored cash pick-up services was updated and costs are projected to increase for the Department of Licensing (DOL). Funding is required for the agency to continue normal business operations and to follow best practices to reduce risk for the department's offices.

### Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Operating Expenditures</b>						
Fund 106 - 1	\$0	\$94	\$94	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$94</b>	<b>\$94</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Decision Package Description

From 2017 until recently Loomis has extended their contract. In response to the volatile market, we are seeing an economic adjustment increase based off the Bureau of Labor and Statistics (BLS) and Produce Price Index (PPI). Charges for armored pick up have increased by approximately 50% per pick up schedule, the total value for pickup across all of DOL's Driver Licensing Offices (DLOs), including the Highways & Licensing Building and the Black Lake office. All pick up locations have a schedule tailored to the rate that cash accumulates to minimize the cost of their weekly pick-up schedule.

Cash pickups are a necessary and required part of DOL's daily business. DOL minimizes risk to customers and employees by keeping tills and cash on site to a minimum. To do this we employ Loomis Armored US to provide this pick-up service from a statewide contract.

The department uses the statewide contact number 26423 to stay in line with best practices which was renegotiated effective 23 May 2024.

An increase of \$93,827.64 for fiscal year 2025 will be necessary for the DOL offices to be able to maintain safe and prompt services to the public that are currently provided.

### Assumptions and Calculations

#### Historical Funding:

No historic requests for funding related to this contract. Baseline funding is assumed at the fiscal year 2024 expenditures level based on current service schedule. Expenditures prior to fiscal year 2024 varied due to fluctuations in locations serviced.

Funding History for Armored Car and Courier Services					
	FY1	FY2		FY1	FY2
	FY 2024	FY 2025		FY 2026	FY 2027
BaseLine	184,678	184,678	Beginning	184,678	184,678
Received	-	-	CFL Adj	-	-
<b>Total for 2023-25</b>	<b>184,678</b>	<b>184,678</b>	<b>Total for 2025-27</b>	<b>184,678</b>	<b>184,678</b>

#### Expansion, Reduction, Elimination or Alteration of a current program or service:

See table below for biennial expenses:



**Loomis 2019-21 Expenses**

Object	Subobject	Vendor Num	Vendor Name	Amount
E	ER	SWW0000281	LOOMIS ARMORED US LLC	\$214,245.04

**Loomis 2021-23 Expenses**

Object	Subobject	Vendor Num	Vendor Name	Amount
E	ER	SWW0000281	LOOMIS ARMORED US LLC	\$304,157.20

**Loomis 2023-25 Expenses (First Fiscal Year Only)**

Object	Subobject	Vendor Num	Vendor Name	Amount
E	ER	SWW0000281	LOOMIS ARMORED US LLC	\$181,034.62

**Detailed Assumptions and Calculations:**

The total cost was based on current amount of locations and their current pick-up schedules. To estimate our costs the amount of locations on a particular schedule were multiplied by the monthly cost of that schedule, then scaled to a year to get the years fiscal impact. Currently, there are no major changes to be made within the 6-year plan, with the only potential changes is an increase or decrease in weekly pickups.

**Old Costs**

Pickup per Week	23-25 Cost	Number of Locations	Total cost per month	Total cost per Year
\$ 3	\$341	1	\$ 341	\$ 4,096
\$ 4	\$455	19	\$ 8,647	\$ 103,758
\$ 5	\$582	11	\$ 6,402	\$ 76,824

**Grand Total** \$ 15,390 \$ 184,678

**Updated Costs**

Pickup per Week	25-27 Cost	Number of Locations	Total cost per month	Total cost per Year
\$ 3	\$520	1	\$ 520	\$ 6,235
\$ 4	\$693	19	\$ 13,163	\$ 157,958
\$ 5	\$866	11	\$ 9,526	\$ 114,312

**Grand Total** \$ 23,209 \$ 278,506

**Fiscal Summary**

	FY1	FY2	Bien Total
<b>23-25 Total</b>	\$ 184,678	\$ 184,678	\$ 369,356
<b>25-27 Total</b>	\$ 278,506	\$ 278,506	\$ 557,011
<b>Difference</b>	\$ (93,828)	\$ (93,828)	\$ (187,655)

### **Workforce Assumptions:**

There are no FTE impacts with this package.

## Strategic and Performance Outcomes

### **Strategic Framework:**

This request supports the Governor's goals of Healthy and Safe Communities, Prosperous Economy, and Efficient, Effective, and Accountable government by allowing the continuation of safe collecting of cash at DLO facilities.

This supports DOL's goal of eliminating barriers in the services we provide and ensuring all residents have equitable access to DOL's services by allowing for cash transactions. This also supports our priority of safe and supported communities by not having our offices be an attractive location for theft.

### **Performance Outcomes:**

DOL is able to keep low levels cash on hand to minimize risk of loss to the state from theft

## Equity Impacts

### **Community Inputs and Incorporation:**

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service. Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

### **Community Outreach and Engagement:**

DOL conducted broad outreach to support our budget requests. This outreach included many interactions between impacted stakeholders and DOL's Pro Equity Anti-Racism team. Our collection of budget requests includes strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

### **Disproportional Impact Considerations:**

This package requests funding to continue current, necessary service levels. If this request is not funded, DOL will have to determine other services to cut to absorb these costs. The lack of funding might have disproportional impacts on particular communities; those impacted communities would be identified when services are cut.

### **Target Populations or Communities:**

This package is necessary to maintain current Department of Licensing levels of service. Lack of funding will require service level cuts in undetermined areas to absorb required costs.

#### Determinants of Equity

The State Office of Equity encourages Washington state agencies to achieve pro-equity and anti-racism outcomes by cultivating and measuring our impact on [15 Determinants of Equity](#). These determinants are social conditions that everyone in Washington needs to flourish and achieve their full potential.

Each year, the Department of Licensing provides customer services to more than six million Washingtonians who represent every demographic group in all geographic regions of our state. Our mission is to help Washington residents live, work, drive, and thrive. This mission addresses multiple social determinants of equity, including transportation and mobility, community and public safety, equity in jobs, and equity in government services. The requested funding helps us uphold our mission while building trust with the professional partners who rely on DOL to administer their license requirements.

## Other Collateral Connections

**Puget Sound Recovery:**

N/A

**State Workforce Impacts:**

N/A

**Intergovernmental:**

N/A

**Stakeholder Response:**

N/A

**State Facilities Impacts:**

N/A

**Changes from Current Law:**

N/A

**Legal or Administrative Mandates:**

N/A

**HEAL Act Agencies Supplemental Questions:**

N/A

**Governor's Salmon Strategy:**

N/A

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. E	\$0	\$94	\$94	\$0	\$0	\$0

## Agency Contact Information

Collin Ashley  
 (564) 669-9190  
 collin.ashley@dol.wa.gov



## Agency Recommendation Summary

The Department of Licensing (DOL) requests funding to account for continued increases in printing costs. Printing costs covered by this proposal are for vehicle titles and registrations, printed envelopes, and driver control correspondence. Note that many of the agency’s other related costs, e.g., printing pamphlets, brochures, and flyers, are not captured by this proposal.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Operating Expenditures</b>						
Fund 106 - 1	\$0	\$163	\$163	\$0	\$0	\$0
Fund 108 - 1	\$0	\$380	\$380	\$0	\$0	\$0
Total Expenditures	\$0	\$543	\$543	\$0	\$0	\$0

## Decision Package Description

The Department of Licensing (DOL) is experiencing an increase in printing costs beyond what the agency can absorb. DOL produces millions of renewal notices each biennium. Due to a growing populous and a healthier economy, more people are purchasing and titling vehicles in Washington state, thereby creating a higher volume of letters each year. At the same time, printing rates are increasing, and the combination of both prompted this proposal.

DOL’s correspondence services are broad, with everything from letters and notices to formal documentation. This package focuses on three main expense areas: (1) vehicle titles and Washington state has 7.9 million residents as of 2023. In recent years, Washington this number has grown by roughly 86,750 new residents per annum. renewals, (2) envelopes, and (3) driver control correspondence, sometimes referred to as “simplex/duplex.” The last item, driver control correspondence, includes anything driver related, such as suspension notices, insurance notifications (SR22), and disabled parking identification cards (DPIDs).

Importantly, DOL is not requesting funds for other printing costs at this time, though we are tracking similar charges elsewhere. These charges are for items such as pamphlets, brochures, and flyers, printed for driver licensing offices and other local businesses that display our materials. The Driver Guide, which is our most sought-after publication, is a good example. Other items from the agency include business licenses and REAL ID alerts, and those too carry material printing costs.

Funding this request ensures the agency can maintain the level of service that is expected by customers. DOL continues to encourage residents to sign up for online renewal notifications to minimize postage and printing related costs, but a combination of factors, including statutory obligations and reluctance to rely exclusively on electronic services, will cause expenses to continue growing in the short term.

For reference, DOL filed a different decision package entitled “Tabs and Shipping,” but that request only covers the increases for *postage* and *shipping* costs.

## Assumptions and Calculations

### Historical Funding:

DOL assumes fiscal year 2024 expenditures as the base year for historic funding levels for this request as it is the first year where all components were tracked as they are currently billed.

### Expansion, Reduction, Elimination or Alteration of a current program or service:

Department of Licensing has steadily kept a volume of printing through the Department of Enterprise Services (DES). DES completes all DOL print orders except for manual outsourcing when necessary. DOL prints nearly 13 million combined documents between vehicle licenses, vehicle renewals, business licenses, driver’s licenses, and ID cards.

**Document Printing:**

This includes vehicle titles and renewals, printed envelopes, and driver control (simplex/duplex). DOL sends out 6.2 million titles and renewals per fiscal year; titles require the use of being printed on special green paper that cannot be duplicated. Each print has a cost of \$0.10. As noted above, driver control can include anything driver related, such as suspension notices, insurance notifications (SR22), and disabled parking identification cards (DPIDs). Each item costs the agency \$0.17, and we send 6.5 million statewide per fiscal year. DOL has not historically tracked what is spent on pamphlets, brochures, and flyers, but the agency is doing so now.

**Envelope #9:**

This is a smaller envelope that DOL provides to our customers as a courtesy to be able to mail back specific items to DOL, with no additional cost to the customer. DOL provides these envelopes for driver’s license renewals, vehicle title renewals, and other business needs. This envelope includes a pre-printed return label to the Department of Licensing. DOL includes 5.4 million #9 envelopes in #10 envelopes each fiscal year.

**Envelope #10:**

This is a larger envelope that used for driver’s license renewals, vehicle title renewals, and other small various business needs. These envelopes are used for other customer needs and correspondence to DOL employees (e.g., payroll items). DOL sends out 6.4 million #10 envelopes a fiscal year, 5.4 million of which include a #9 envelope.

FY22	Volume Count	Price per piece	Cost
Printing	6,823,535	\$ 0.18	\$ 1,228,236
Envelope #9			\$ -
Envelope #10			\$ -
Simplex/Duplex - Driver control	6,756,660	0.15	\$ 1,013,499
<b>Total</b>	<b>13,580,195</b>		<b>\$ 2,241,735</b>

FY23	Volume Count	Price per piece	Cost
Printing	6,755,926	\$ 0.18	\$ 1,216,067
Envelope #9			\$ -
Envelope #10			\$ -
Simplex/Duplex - Driver control	6,623,998	0.15	\$ 993,600
<b>Total</b>	<b>13,379,924</b>		<b>\$ 2,209,666</b>

FY24	Volume Count	Price per piece	Cost
Printing	6,215,128	\$ 0.10	\$ 621,513
Envelope #9	5,376,000	\$ 0.04	\$ 215,040
Envelope #10	6,368,750	\$ 0.04	\$ 254,750
Simplex/Duplex - Driver control	6,587,934	0.17	\$ 1,119,949
<b>Total</b>	<b>24,547,812</b>		<b>\$ 2,211,252</b>

Note: Printing and Envelopes #9 and #10 for fiscal years 2023 and prior were included when submitting printing requests to DES. Effective fiscal year 2023, due to better inventory monitoring, printing orders and envelopes are purchased separately.

**Detailed Assumptions and Calculations:**

This request is based on expenditures and forecasting data for the projected in printing vehicle titles, business license, brochures, and disability place cards on special licensing paper. This request is based on expenditures and forecasting data for the projected in printing vehicle titles, business license, brochures, and disability place cards on special licensing paper.

(Projected)			
FY25	Volume Count	Price per piece	Cost
Printing	6,301,878	\$ 0.12	\$ 756,225
Envelope #9	5,462,750	\$ 0.05	\$ 273,138
Envelope #10	6,455,500	\$ 0.05	\$ 322,775
Simplex/Duplex - Driver control	6,674,684	\$ 0.21	\$ 1,401,684
<b>Total</b>	<b>24,894,812</b>		<b>\$ 2,753,822</b>

(Projected)			
FY26	Volume Count	Price per piece	Cost
Printing	6,388,628	\$ 0.12	\$ 766,635
Envelope #9	5,549,500	\$ 0.05	\$ 277,475
Envelope #10	6,542,250	\$ 0.05	\$ 327,113
Simplex/Duplex - Driver control	6,674,684	\$ 0.21	\$ 1,401,684
<b>Total</b>	<b>24,894,812</b>		<b>\$ 2,772,907</b>

(Projected)			
FY27	Volume Count	Price per piece	Cost
Printing	6,475,378	\$ 0.12	\$ 777,045
Envelope #9	5,636,250	\$ 0.05	\$ 281,813
Envelope #10	6,629,000	\$ 0.05	\$ 331,450
Simplex/Duplex - Driver control	6,761,434	\$ 0.21	\$ 1,419,901
<b>Total</b>	<b>25,502,062</b>		<b>\$ 2,810,209</b>

(Projected)			
FY28	Volume Count	Price per piece	Cost
Printing	6,562,128	\$ 0.12	\$ 787,455
Envelope #9	5,723,000	\$ 0.05	\$ 286,150
Envelope #10	6,715,750	\$ 0.05	\$ 335,788
Simplex/Duplex - Driver control	6,761,434	\$ 0.21	\$ 1,419,901
<b>Total</b>	<b>25,762,312</b>		<b>\$ 2,829,294</b>

DOL produces an average of 6.2 million print items at \$0.10 apiece. This price is affected by the cost of the special approved paper in which the vehicle titles and other specialty documents are printed. In addition to printing 6.2 million vehicle titles and renewals, DOL prints 6.5 million driver control letters to Washington residents a year through the Department of Enterprise Services.

DOL mails printed letters to its customers using a standard #10 envelope. Inside 5.4 million of the 6.4 million #10 envelopes are a #9 envelope. Department of Licensing includes a #9 envelope to customers as a courtesy envelope to mail back to the department.

Simplex/duplex is produced for the driver control program printing that DOL sends out to its customers once they have completed documentation to maintain a driver’s license or an identification card in the state of Washington. DES simplex/duplex automatically send out items to DOL customers on special agency approved paper. DOL produced an average of 6.7 million driver control print items at \$0.17 apiece.

**Workforce Assumptions:**

No additional FTEs are being requested.

**Strategic and Performance Outcomes**

**Strategic Framework:**

This proposal supports the Governor’s Goal 5: “Efficient, Effective and Accountable Government” by supporting increased costs related to continuing to provide various informational and required documents.

This request also supports the Department of Licensing’s strategic priority, “Safe and Supported Communities,” by ensuring that Washington residents continue to have access to efficient and services that provide critical identity and endorsement documents necessary to live, work, drive and thrive.

**Performance outcomes:**

With the increased funding, DOL will continue to be able to provide printed materials in various formats to the residents of Washington

**Performance Outcomes:**

With the increased funding, DOL will continue to be able to provide printed materials in various formats to the residents of Washington.

**Equity Impacts**

**Community Inputs and Incorporation:**

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service.

Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

**Community Outreach and Engagement:**

DOL conducted broad outreach to support our 2025-2027 biennial budget requests. This outreach included many interactions between impacted stakeholders and DOL's Pro Equity Anti-Racism team. Our collection of 2025-2027 budget requests include strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

**Disproportional Impact Considerations:**

This package requests funding to continue current, necessary service levels. If this request is not funded, DOL will have to determine other services to cut to absorb these costs. The lack of funding might have disproportional impacts on particular communities; those impacted communities would be identified when services are cut.

**Target Populations or Communities:**

This package is necessary to maintain current Department of Licensing levels of service. Lack of funding will require service level cuts in undetermined areas to absorb required costs.

Determinants of Equity

The State Office of Equity encourages Washington state agencies to achieve pro-equity and anti-racism outcomes by cultivating and measuring our impact on [15 Determinants of Equity](#). These determinants are social conditions that everyone in Washington needs to flourish and achieve their full potential.

Each year, the Department of Licensing provides customer services to more than six million Washingtonians who represent every demographic group in all geographic regions of our state. Our mission is to help Washington residents live, work, drive, and thrive. This mission addresses multiple social determinants of equity, including transportation and mobility, community and public safety, equity in jobs, and equity in government services. The requested funding helps us uphold our mission while building trust with the professional partners who rely on DOL to administer their license requirements.

## Other Collateral Connections

***Puget Sound Recovery:***

N/A

***State Workforce Impacts:***

N/A

***Intergovernmental:***

N/A

***Stakeholder Response:***

N/A

***State Facilities Impacts:***

N/A

***Changes from Current Law:***

N/A

***Legal or Administrative Mandates:***

N/A

***HEAL Act Agencies Supplemental Questions:***

N/A

***Governor's Salmon Strategy:***

N/A

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. E	\$0	\$543	\$543	\$0	\$0	\$0

## Agency Contact Information

Collin Ashley  
 (360) 634-5384  
 Collin.Ashley@dol.wa.gov





Department of Licensing  
 2023-25 Second Supplemental Budget Session  
 Maintenance Level - PP - Plate Postage Reimbursement

### Agency Recommendation Summary

The Department of Licensing (DOL) requests funding for postage reimbursement requests caused by license plate shortages for Vehicle Licensing Offices (VLOs). License plate inventory shortage is due to delays in opening and operationalizing a new license plate production facility within the Department of Corrections. VLOs provide customers with temporary paper license plates instead of issuing permanent license plates due to the shortage. When VLOs receive a shipment of permanent license plates, they mail the plates to customers who were issued temporary plates at a cost of approximately \$6.00. DOL is required to reimburse the VLOs for the cost of postage.

### Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Operating Expenditures</b>						
Fund 201 - 1	\$0	\$610	<b>\$610</b>	\$0	\$0	<b>\$0</b>
Total Expenditures	<b>\$0</b>	<b>\$610</b>	<b>\$610</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Decision Package Description

The Department of Corrections, Correctional Industries (CI) produces license plates for DOL and VLOs. This year, CI set up a new license plate production facility and purchased new license plate production equipment. There have been significant delays with opening and operationalizing this new facility causing a license plate inventory shortage.

When a VLO runs out of license plates, they can provide a temporary paper plate to the customer, then mail the permanent license plate once license plate inventory is received. DOL reimburses the VLOs for postage fees they incurred as required in the contracts between DOL and the licensing agents.

Note: This postage request is not included in any additional decision packages submitted for postage reimbursement from DOL.

## Assumptions and Calculations

### **Historical Funding:**

There is no historical data showing DOL has requested funding due to delayed license plate production.

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

The Department of Licensing has monitored temporary plates closely.

We started to see some relief in plate shortages in October 2023. However, CI began to run out of plates again on a large scale in April of this year. This round of shortages was caused by delays in opening a new facility and operationalizing the new equipment purchased. CI has made significant strides in opening their new facility and operationalizing their equipment, but they are still having sporadic shutdowns and staffing issues. Progress is being made to reduce the shortage but is slow and will likely continue for several months.

### **Detailed Assumptions and Calculations:**

DOL estimates that there have been more than 76,000 temporary paper license plates issued to date and estimate that another 25,000 temporary license plates will be issued before this inventory shortage is resolved.

76,000 temporary license plates plus 25,000 temporary license plates equal 101,000 temporary license plate issuances. The cost of postage to mail each license plate is approximately \$6.00. \$6.00 times 101,000 equals \$606,000.

The Department of Corrections, Correctional Industries (CI) could still see a shortage for several months due to staffing issues and sporadic shutdowns. CI is struggling to have incarcerated individuals perform the job duties due to the low security clearance, high turnover, and a lack of interest.

Due to the decrease in production, VLOs have had to reissue temporary plates out to their customers. DOL estimates offices have issued more than 76,000 temporary plates since this recent shortage started in April.

Mailing costs vary based on weight and location. DOL is seeing an average cost to the agency of \$6 per piece of mail. The department has been charged \$460,000 in reimbursement costs that have not been paid to date.

DOL bases 25,000 temp plates that could still be issued while Correctional Industries catches up to production needs. DOL is estimating this to cost the agency an additional \$150,000 in additional reimbursement cost to the VLO offices.

DOL feels confident with the new equipment up and running, we will be back on track moving forward next biennium.

### **Workforce Assumptions:**

No additional FTEs are being requested. No additional FTEs are being requested.

## Strategic and Performance Outcomes

### **Strategic Framework:**

This proposal supports the Governor's Goal 5: "Efficient, Effective and Accountable Government" by supporting increased costs related to continuing to provide various informational and required documents.

This request also supports the Department of Licensing's strategic priority, "Safe and Supported Communities," by ensuring that Washington residents continue to have access to efficient and services that provide critical identity and endorsement documents necessary to live, work, drive and thrive.

### **Performance Outcomes:**

With the increased funding, DOL will continue to be able to provide vehicle license plates to the residents of Washington.

## Equity Impacts

### ***Community Inputs and Incorporation:***

DOL conducted broad outreach to support our 2025-2027 biennial budget requests. This outreach included many interactions between impacted stakeholders and DOL's Pro Equity Anti-Racism team. Our collection of 2025-2027 budget requests include strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

### ***Community Outreach and Engagement:***

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service.

Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

### ***Disproportional Impact Considerations:***

This package requests funding to continue current, necessary service levels. If this request is not funded, DOL will have to determine other services to cut to absorb these costs. The lack of funding might have disproportional impacts on particular communities; those impacted communities would be identified when services are cut.

### ***Target Populations or Communities:***

This package is necessary to maintain current Department of Licensing levels of service. Lack of funding will require service level cuts in undetermined areas to absorb required costs.

#### Determinants of Equity

The State Office of Equity encourages Washington state agencies to achieve pro-equity and anti-racism outcomes by cultivating and measuring our impact on [15 Determinants of Equity](#). These determinants are social conditions that everyone in Washington needs to flourish and achieve their full potential.

Each year, the Department of Licensing provides customer services to more than six million Washingtonians who represent every demographic group in all geographic regions of our state. Our mission is to help Washington residents live, work, drive, and thrive. This mission addresses multiple social determinants of equity, including transportation and mobility, community and public safety, equity in jobs, and equity in government services. The requested funding helps us uphold our mission while building trust with the professional partners who rely on DOL to administer their license requirements.

## Other Collateral Connections

**Puget Sound Recovery:**

N/A

**State Workforce Impacts:**

N/A

**Intergovernmental:**

N/A

**Stakeholder Response:**

N/A

**State Facilities Impacts:**

N/A

**Changes from Current Law:**

N/A

**Legal or Administrative Mandates:**

N/A

**HEAL Act Agencies Supplemental Questions:**

N/A

**Governor's Salmon Strategy:**

N/A

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. E	\$0	\$610	\$610	\$0	\$0	\$0

## Agency Contact Information

Collin Ashley  
 (360) 634-5384  
 Collin.Ashley@dol.wa.gov



Department of Licensing  
 2023-25 Second Supplemental Budget Session  
 Maintenance Level - RE - Reclassifications

### Agency Recommendation Summary

The Department of Licensing required multiple mass reclassifications of classified positions in the 2023-25 biennium, which had a significant financial impact. In the current climate of general staffing cuts and external vacancy savings sweeps, the department seeks this funding to avoid adversely impacting service levels.

### Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
<b>Operating Expenditures</b>						
Fund 001 - 1	\$0	\$1	\$1	\$0	\$0	\$0
Fund 003 - 1	\$0	\$6	\$6	\$0	\$0	\$0
Fund 026 - 1	\$0	\$32	\$32	\$0	\$0	\$0
Fund 04E - 1	\$0	\$1	\$1	\$0	\$0	\$0
Fund 06G - 1	\$0	\$9	\$9	\$0	\$0	\$0
Fund 06L - 1	\$0	\$123	\$123	\$0	\$0	\$0
Fund 106 - 1	\$0	\$439	\$439	\$0	\$0	\$0
Fund 108 - 1	\$0	\$196	\$196	\$0	\$0	\$0
Fund 14V - 1	\$0	\$38	\$38	\$0	\$0	\$0
Fund 15V - 1	\$0	\$6	\$6	\$0	\$0	\$0
Fund 16B - 1	\$0	\$2	\$2	\$0	\$0	\$0
Fund 16M - 1	\$0	\$3	\$3	\$0	\$0	\$0
Fund 22J - 1	\$0	\$9	\$9	\$0	\$0	\$0
Fund 298 - 1	\$0	\$4	\$4	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$869</b>	<b>\$869</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Decision Package Description

The Department of Licensing (DOL) required reclassifications in its Customer Contact Center, Licensing and Customer Support Services, and Driver & Vehicle Records. Typically, reclassifications of this scale are accomplished through the implementation of an increased internal vacancy target ongoing or through the reduction of positions. However, the current climate makes the implementation of an internal, ongoing vacancy rate uncertain, and other workload requirements have required the request of further funding for staff in the 2023-25 policy level budget requests.

The reclassifications list has been narrowed to just required instances applicable to a group of three or more positions in similar job classifications. Instances of one-off or smaller reclassifications have been excluded, and DOL will use the typical methods of absorbing those costs.

#### Customer Service Center

Customer Service Center			
From:	To:	Number of Instances	Total Salary & Benefit Impact
Customer Service Specialist 4	Licensing Services Representative 3	6	\$ 66,090
Customer Service Specialist 3	Licensing Services Representative 2	11	\$ 129,415
Customer Service Specialist 2	Licensing Services Representative 1	38	\$ 361,000
<b>Total:</b>		<b>55</b>	<b>\$ 556,505</b>

The Customer Service Specialist 2s, 3s, and 4s had Position Description changes. Their required job duties, thereafter, better matched the title, definitions, distinguishing characteristics, typical work, and desired qualifications of the Licensing Service Representative series. These employees were reclassified in July 2023.

The position description changes reflect their expanded functions, with Customer Contact Center employees processing more transactions through the telephone.

**Driver and Vehicle Records**

Driver & Vehicle Records			
From:	To:	Number of Instances	Total Salary & Benefit Impact
Customer Service Specialist 4	Licensing Services Representative 3	3	\$ 33,045
Customer Service Specialist 2	Licensing Services Representative 1	8	\$ 76,000
Customer Service Specialist 3	Excise Tax Examiner 1	4	\$ 6,060
<b>Total:</b>		<b>15</b>	<b>\$ 115,105</b>

After the reclassifications in the Customer Contact Center, other Customer Service Specialist 2s and 4s requested a Position Description review. For some of these employees, their job duties better matched the title, definitions, distinguishing characteristics, typical work, and desired qualifications of the Licensing Service Representative series. They were reclassified in March 2024.

At around the same time, other Customer Service Specialist 3s requested a Position Description review. Some of these employees' job duties better matched the title, definitions, distinguishing characteristics, typical work, and desired qualifications of the Excise Tax Examiner 1 classification. They were reclassified in February 2024.

**Licensing and Customer Support Services**

Licensing and Customer Support Services			
From:	To:	Number of Instances	Total Salary & Benefit Impact
Customer Service Specialist 2	Professional Licensing Representative 1	23	\$ 177,790
Customer Service Specialist 3	Professional Licensing Representative 2	1	\$ 19,438
<b>Total:</b>		<b>24</b>	<b>\$ 197,228</b>

The Professional Licensing Representative job classes had their titles, definitions, distinguishing characteristics, typical work, and desired qualifications updated, effective July 2023, through the class proposal process. These Customer Service Specialist positions were determined to meet the revised job classification and were reclassified in March 2024.

**Assumptions and Calculations**

**Historical Funding:**

The Customer Contact Center appropriation authority for 2023-25 biennium's salaries and benefits are \$3.9 million per year for 56 FTEs.

Customer Support Services sections appropriation authority for 2023-25 biennium's salaries and benefits are \$8.4 million per year for 78 FTEs.

The Driver's and Vehicle Records appropriation authority for 2023-25 biennium's salaries and benefits are \$7 million per year for 89 FTEs.

**Expansion, Reduction, Elimination or Alteration of a current program or service:**

Prior biennium expenditures for salaries (Object A) and benefits (Object B) are provided below. Biennium 2021-23 is a complete biennium of two fiscal years, while biennium 2023-25 data is only available for one fiscal year of expenditures.

Customer Service Center			
2021-2023	Object	FTE	Expenditure
FY 1 & 2	A	61	\$ 5,959,229
FY 1 & 2	B		\$ 2,670,750

Customer Service Center			
2023-2025	Object	FTE	Expenditure
FY 1	A	62	\$ 3,667,150
FY 1	B		\$ 1,614,865

Licensing and Customer Support Services			
2021-2023	Object	FTE	Expenditure
FY 1 & 2	A	30	\$ 3,673,457
FY 1 & 2	B		\$ 1,380,645

Licensing and Customer Support Services			
2023-2025	Object	FTE	Expenditure
FY 1	A	33	\$ 225,657
FY 1	B		\$ 817,987

Driver & Vehicle Records			
2021-2023	Object	FTE	Expenditure
FY 1 & 2	A	92	\$ 9,459,364
FY 1 & 2	B		\$ 4,122,051

Driver & Vehicle Records			
2023-2025	Object	FTE	Expenditure
FY 1	A	98	\$ 5,983,063
FY 1	B		\$ 2,627,682

**Detailed Assumptions and Calculations:**

Funding source per position is identified by the most recent Salary and Projection System upload from May 2024 which is used in calculating the impacts of the collective bargaining agreements. Positions designated as unfunded or deleted since the reclassifications were conducted have been removed from the calculations.

The breakdown of section to fund source is as follows for all accounted positions:

Customer Service Center		
Account	Expenditure	Percentage
106	\$ 387,682	69.66%
108	\$ 168,824	30.34%
<b>Total:</b>	<b>\$ 556,505</b>	<b>100.00%</b>

Driver & Vehicle Records		
Account	Expenditure	Percentage
106	\$ 47,324	41.11%
108	\$ 20,282	17.62%
14V	\$ 38,000	33.01%
22J	\$ 9,500	8.25%
<b>Total:</b>	<b>\$ 115,105</b>	<b>100.00%</b>

Licensing and Customer Support Services		
Account	Expenditure	Percentage
106	\$ 1,160	1%
108	\$ 8,658	4%
026	\$ 32,080	16%
06L	\$ 123,407	63%
003	\$ 5,798	3%
16B	\$ 2,319	1%
298	\$ 4,252	2%
15V	\$ 5,875	3%
06G	\$ 9,276	5%
16M	\$ 3,092	2%
04E	\$ 773	0%
001	\$ 541	0%
<b>Total:</b>	<b>\$ 197,228</b>	<b>100%</b>

**Workforce Assumptions:**

The requested funding assumes the difference between the fiscal year 2025 step L of the “from” job classification and the “to” classification plus the benefits rate for the employer which are percentage based on total salary for 17.98%.

From:	To:	Number of Instances	Salary & Benefit Impact Per	Total Agency Change
Customer Service Specialist 4	Licensing Services Representative 3	9	\$ 11,015	\$ 99,135
Customer Service Specialist 3	Licensing Services Representative 2	11	\$ 11,765	\$ 129,415
Customer Service Specialist 2	Licensing Services Representative 1	46	\$ 9,500	\$ 437,000
Customer Service Specialist 3	Excise Tax Examiner 1	4	\$ 1,515	\$ 6,060
Customer Service Specialist 2	Professional Licensing Representative 1	23	\$ 7,730	\$ 177,790
Customer Service Specialist 3	Professional Licensing Representative 2	1	\$ 19,438	\$ 19,438
		<b>94</b>		<b>\$ 868,838</b>

**Strategic and Performance Outcomes**

**Strategic Framework:**

This request supports the Governor’s Results Washington goal areas of prosperous economy and efficient, effective, and accountable government by allowing DOL to continue current levels of service in these impacted workgroups.

This also assists DOL with its goals of all residents having equitable access to DOL’s services by being able to maintain our services while demonstrating our values of Respect, Trust, Diversity, Equity, and Inclusion by properly compensating staff for the work required of them.

**Performance Outcomes:**

Receiving funding will allow for the base level of services of DOL to continue, to include the base level of service assumed in all policy level staffing requests attempting to address deficits in services due to lack of staffing.

**Equity Impacts**

**Community Inputs and Incorporation:**

The Pro Equity Anti-Racism team reviews narratives describing all DOL agency request legislation and decision packages. Our maintenance level decision packages are funding requests to maintain or increase a current level of service. Though DOL engages with communities through distribution lists and many other pathways, engagement largely focuses on new work requested in policy decision packages and agency request legislation. While we discuss maintenance level requests briefly, we rarely receive feedback on them.

**Community Outreach and Engagement:**

DOL conducted broad outreach to support our budget requests. This outreach included many interactions between impacted stakeholders and DOL’s Pro Equity Anti-Racism team. Our collection of budget requests includes strong equity considerations that we highlight in policy level decision packages. This specific decision package stems entirely from maintaining current work and does not require a high level of equity stakeholder engagement. Our community interactions significantly contributed to the new policy requests, which change the DOL workload.

**Disproportional Impact Considerations:**

This package requests funding to continue current, necessary service levels. If this request is not funded, DOL will have to determine other services to cut to absorb these costs. The lack of funding might have disproportional impacts on communities; those impacted communities would be identified when services are cut.

**Target Populations or Communities:**

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## Other Collateral Connections

***Puget Sound Recovery:***

N/A

***State Workforce Impacts:***

N/A

***Intergovernmental:***

N/A

***Stakeholder Response:***

N/A

***State Facilities Impacts:***

N/A

***Changes from Current Law:***

N/A

***Legal or Administrative Mandates:***

N/A

***HEAL Act Agencies Supplemental Questions:***

N/A

***Governor's Salmon Strategy:***

N/A

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2024	2025	2023-25	2026	2027	2025-27
Obj. A	\$0	\$498	\$498	\$0	\$0	\$0
Obj. A	\$0	\$159	\$159	\$0	\$0	\$0
Obj. B	\$0	\$184	\$184	\$0	\$0	\$0
Obj. B	\$0	\$28	\$28	\$0	\$0	\$0

## Agency Contact Information

Collin Ashley

(360) 634-5384

[collin.ashley@dol.wa.gov](mailto:collin.ashley@dol.wa.gov)

2025-27 Biennium  
Activity Inventory Indirect Cost Allocation Approach

**Indirect Cost Allocation to Activities Description for 2023-25**

**Agency:** 240 Department of Licensing

**Date:** 9/20/2022

**Allocation Method Description:** Total indirect costs 33.1% of direct salaries, benefits and goods and services. Costs are distributed to activities based on dollars budgeted (excluding large contracts and equipment). Department of Licensing continues to evaluate cost allocation methodologies and systems for best practices. Overhead represents agency fixed costs most often but not limited to payments to other state agencies for centralized services and general office facility space (excludes License offices).

Activity	Activity Title	% Allocation Received	Dollars Allocated FY1	Dollars Allocated FY2	Total Allocated
A030	Agency Administration - Indirect	23.0%	60,148,872	63,494,007	123,642,879
A030	Agency Administration - Direct	11.5%	29,309,376	32,460,563	61,769,939
A031	Driver Licensing, Regulating and Records Mgmt.	34.1%	89,219,677	93,973,922	183,193,599
A032	Issuing and Regulating Vehicles & Boats Records	5.1%	13,236,300	14,034,057	27,270,357
A033	Professions Licensing, Regulation, & Records Mgmt.	5.6%	15,370,425	14,634,147	30,004,572
A034	Administration of Fuel Tax Collection & Motor Carrier Services	8.1%	6,062,816	37,619,032	43,681,848
A035	Data Clearing House UCC Firearms	0.0%	-	85,318	85,318
A036	Agency IT Projects	2.5%	5,411,513	8,227,005	13,638,518
A037	Overhead - Indirect	10.1%	27,444,846	26,728,963	54,173,809
<b>TOTAL</b>		<b>100.0%</b>	<b>246,203,825</b>	<b>291,257,014</b>	<b>537,460,839</b>



State of Washington  
Request for Fees  
2025-27 Biennium

	Code	Title
AGENCY	240	Dept of License

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue Dollars in Thousands				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
							GF-S		Other Funds				
							FY 2025	FY 2026	FY 2025	FY 2026			
240	Dept of License		Application for examination	No		Increased					Yes	Initiated by DOL. Letter submitted to the legislature requesting other funding as relief	Fee increased to \$740
240	Dept of License		Examination **	No		Increased					Yes	d to the legislature	Fee increased to \$120
240	Dept of License		Reexamination **	No		Increased					Yes	d to the legislature	Fee increased to \$120
240	Dept of License		Original certification *	No		Increased					Yes	d to the legislature	Fee increased to \$420
240	Dept of License		Active license renewal	No		Increased					Yes	d to the legislature	Fee increased to \$980
240	Dept of License		Inactive license reinstatement *	No		Increased					Yes	d to the legislature	Fee increased to \$1200
240	Dept of License		Late renewal	No		Increased					Yes	d to the legislature	Fee increased to \$76
240	Dept of License		Certification history record	No		Increased					Yes	d to the legislature	Fee increased to \$30
240	Dept of License		Application for reciprocity	No		Increased					Yes	d to the legislature	Fee increased to \$660
240	Dept of License		Original certification via reciprocity *	No		Increased					Yes	d to the legislature	Fee increased to \$420
240	Dept of License		Temporary practice	No		Increased					Yes	d to the legislature	Fee increased to \$250
240	Dept of License		Trainee registration	No		Increased					Yes	d to the legislature	Fee increased to \$400
240	Dept of License		Trainee registration renewal	No		Increased					Yes	d to the legislature	Fee increased to \$400
240	Dept of License		DOL license print	No		Increased					Yes	d to the legislature	Fee increased to \$5
			Net Impact of above Appraiser Fee increases to 06G						397	682			
			Net Impact of above Appraiser Fee increases to 16M						184	306			

**Incremental Revenue**  
Dollars in Thousands

<b>GF-S</b>	<b>Other Funds</b>
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Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2025	FY 2026	FY 2025	FY 2026	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions

Additional Comments

\* Fees for these categories marked with an asterisk include a national registry fee in an amount determined by the appraisal subcommittee to be submitted by the state. Title XI, SEC. 1109 requires each state to submit a roster listing of state licensed and certified appraisers to the Appraiser Subcommittee.

\*\* Charges for categories marked with a double asterisk are determined by contract with an outside testing service.

# Department of Licensing

## 2024-2025 Risk Management

### Summary Report

August 26, 2024

The Department of Licensing's (DOL's) Executive Leadership and Deputy Assistant Director Teams discussed and evaluated the agency's currently identified highest enterprise risks. This summary report describes the Department of Licensing's (DOL) top three risks from the DOL's 2024-2025 Enterprise Risk Mitigation Plan as required by the Office of Financial Management's (OFM's) 2023-2025 Biennium Operating Budget Instructions.

#### 1. Accounting and Budget

It is important that accounting practices result in accurate and complete financial information to provide a solid foundation for budget and forecasting. Some of the initiatives the agency is taking to provide this assurance are:

- System remediation with strong accounting staff participation in user testing in preparation for One Washington
- Accounts payable process evaluation to identify efficiencies and to reduce overlap
- Reviewing and updating financial policies to support agency work

#### 2. Customer Service Fulfillment

Our agency purpose is to help every Washington resident live, work, drive, and thrive. At the core of this purpose is providing equal access to every person in Washington to all agency services. With customer wait times and in person service demand increasing, the agency continually evaluates staffing needs and service channel opportunities to support our customers. Some initiatives undertaken by the agency are:

- Decision Packages to address ongoing DOL2Go staffing and service needs and funding for one more DOL2Go vehicle with supporting staff
- Decision Package for Language Access to better serve our customers
- Continued marketing efforts to prepare customers for the upcoming May 2025 REAL ID deadline and help reduce significant demand on our Driver Licensing Offices as this is enforced

#### 3. One Washington

July 2025 is the expected go-live date of Phase 1 of One Washington which includes the replacement of the Agency Financial Reporting System (AFRS). There are potential impacts to the agency if project deadlines are not met or if we are ill prepared. Some of the initiatives the agency is undertaking to mitigate risk are:

- Prioritizing resources to ensure OFM deadlines are met
- Regularly scheduled work sessions to track deadlines & deliverables, check in on planning & upcoming work, and discuss potential capacity constraints
- Working with contracted vendors to remediate systems to prepare for Phase 1 integration and ensuring staff participation in user testing

For additional information, please contact Lynda Bishop, Enterprise Risk Officer, Administrative Services Division.