### STRATEGIC PLAN 2019-2023

#### Easy and equitable access to great service

**OBJECTIVES**
- **Equitable access**: Everyone can easily find clear information about every service.
- **Better service**: Everyone can easily access and navigate every service.

**STRATEGIES**
- **Ask communities what they need**: Reach out to all communities, especially the underserved, to learn how to remove barriers to information and services.
- **Use clearer language**: Rewrite website content, forms, and letters, using customer, stakeholder, and employee input, so language is clearer, welcoming, and translatable.
- **Simplify online service**: Redesign web pages and transaction services, using customer, stakeholder, and employee input, to improve accessibility, usability, and translation.

#### Fully engaged and prepared employees

**OBJECTIVES**
- **Cultural competencies**: Every employee demonstrates DEI skills with each other and every customer.
- **Leadership competencies**: Universal opportunities to develop leadership skills.

**STRATEGIES**
- **Develop every employee’s cultural competencies**: Provide every employee with Diversity, Equity, and Inclusion (DEI) training, tools, coaching, and performance expectations. Provide every supervisor with expert assistance.
- **Develop new leaders**: Deliver a new Employee Development Program reflecting agency purpose, values, goals, and leadership competencies.

#### Safer drivers

**OBJECTIVE**
- **Reduced risk**: More drivers avoid high-risk behaviors, traffic violations, and collisions.

**STRATEGIES**
- **Strengthen safety programs**: Revise driver training curriculum, tests, and laws to reflect research and expert partner input, and improve equitable access to training.
- **Promote a safe driving culture**: Partner with communities to increase public awareness and decrease high-risk driving behaviors.

#### Safer professions

**OBJECTIVE**
- **Professions’ standards achieved**: More licensees achieve and sustain standards.

**STRATEGY**
- **Partner with professions to reduce consumer risk**: Provide more proactive and inclusive assistance to professions on how to prevent and correct consumer risk.

#### Safer data

**OBJECTIVE**
- **Data compliance**: Every internal and external data user meets the highest data privacy, protection, and management standards.

**STRATEGIES**
- **Strengthen data privacy and protection**: Implement advanced data management policies, standards, technologies, and compliance audits.
- **Develop data stewardship competencies**: Train and support employees to use the highest data privacy and protection standards for data collection, storage, and use.

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**OUR PURPOSE**
Helping every Washington resident live, work, drive, and thrive.

**OUR VALUES**
- **Respect**: We treat each other 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.