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ANNUAL REPORT

JANUARY 19, 2016

This report provides a status update, including vision, principles, current state, and continuing implementation strategy for Washington Business Hub One-Stop Portal as prescribed by SB 5718 passed during the 63rd Washington State Legislature, 2013.

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EXECUTIVE SUMMARY OF REPORT

In 2015 the Washington Business Hub team launched multiple increments of an online content portal, which customers told us was the most important thing we could do to give new and aspiring business owners a fast, easy, and accurate source of regulatory information, and simple and direct paths to regulatory compliance.

This content portal, Business.WA.gov, is an important step towards the construction of an integrated back-end system to present a unified view of state agency relationships and requirements. We will continue to refine the content portal in collaboration with our business customers as we build out the integrated back-end system.

Development of the Washington Business Hub is incremental: guided by customer input, which is collected through constant engagement with Washington business owners. Work on the portal follows the methods of customer-driven design, where features are validated directly with users on an ongoing basis.

The Business Hub project received \$737, 114 for the second half of the 2013-2015 biennium to start and establish work on the business portal, after multiple attempts at funding this effort. The bulk of the first year's work addressed the most urgent issue for businesses, which originated from the lack of clear cross-agency content and guidance for how to start and maintain a new business while being compliant with state regulations. The Business Hub project then received \$1,664,921 over the 2015-17 Biennium, in \$829,952 yearly increments, to continue work including development of the back-end integrated system.

To address how contemporary users find and retrieve information, the site added an innovative, natural language search of Unified Business Identifier (UBI) agency content, which is designed to get business owners the answers to their most pressing questions at the speed and convenience of Google or Bing. This federated search also serves to make modern search engines operate more accurately and efficiently by guiding essential cross-agency questions to the appropriate cross-agency content.

EXECUTIVE SUMMARY OF REPORT

By focusing on customer requirements and cross-agency content first, the Business Hub team delivered value quickly to business customers and is now working on the next phases of the project over the remaining 1.5 years of the 2015-17 biennium.

The Business Hub is governed by a collection of agencies including Department of Revenue, Office of the Secretary of State, Department of Labor and Industries, the Employment Security Department, the Office of Regulatory Innovation and Assistance, and the Department of Commerce.

Guided by the customer, the development backlog priority order for the Business Hub team mirrors the urgency of problems faced by new and aspiring business owners in the State of Washington.



Michael Cockrill

CIO, State of Washington & Director of WaTech
Executive Sponsor of Washington Business
Hub

January 19, 2016

ACKNOWLEDGEMENTS

The Washington Business Hub Steering Committee meets monthly to collaborate, assess, and plan development of the Washington Business Hub One-Stop portal. The group recommends and approves project systems implementation strategies to improve state services for Washington business owners.

EXECUTIVE SPONSOR:

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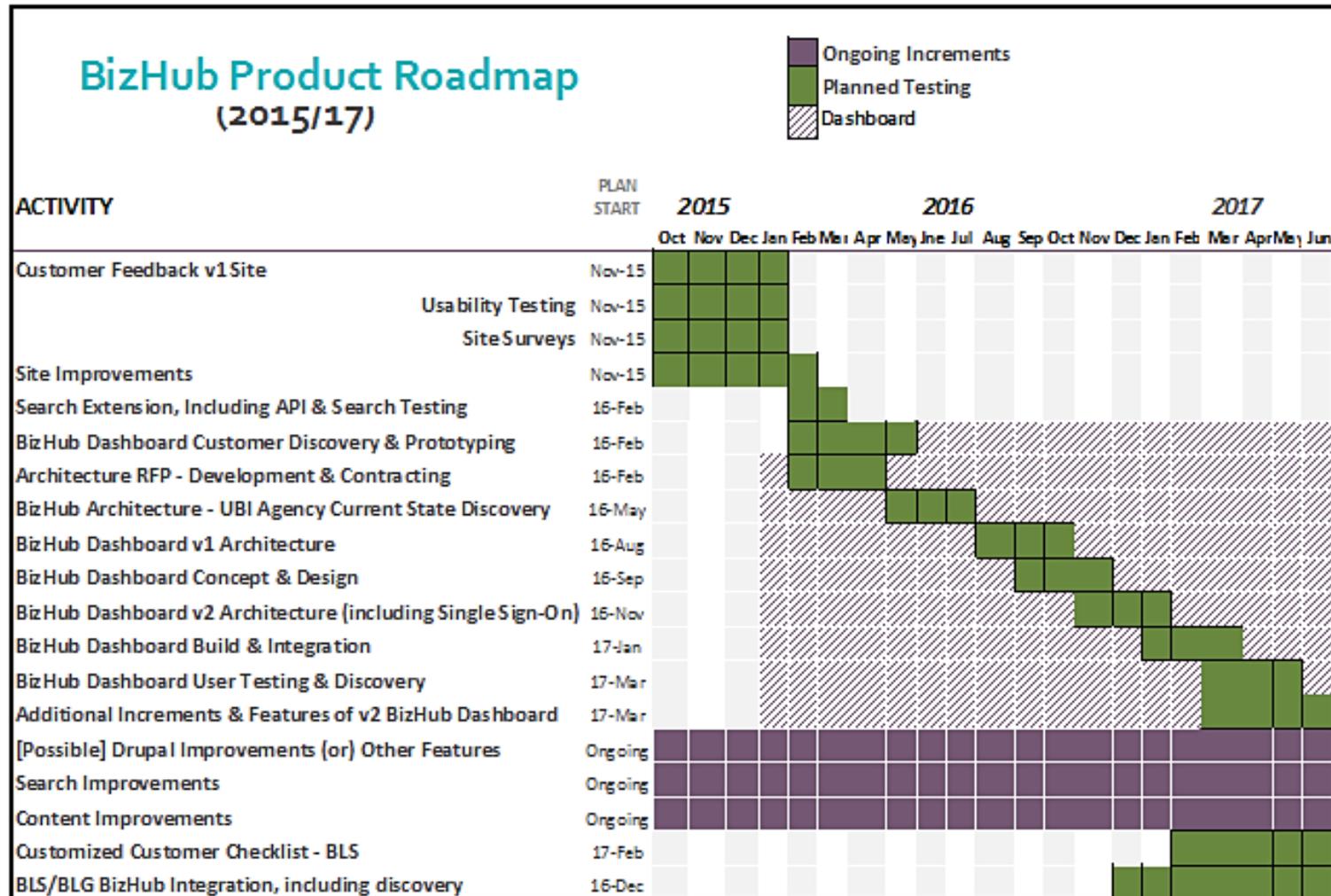
Deputy Director
Governor's Office for
Regulatory Innovation and
Assistance

IMPORTANT STATE, BUSINESS, AND INDUSTRY PARTNERS:

The Washington Business Hub project team partners with numerous state, business, and industry organizations to collect input and feedback. The following groups contribute significantly to project work:

- Bainbridge Graduate Institute, MBA Program User Group
- Impact Hub, Seattle Business Incubator
- U.S. Small Business Administration, Seattle District Office
- Unified Business Identifier (UBI) Board, Patrick Reed, OSOS, Chair
- Renton Technical College Small Business Fair
- Washington State Small Business Liaison Team, Scott Hitchcock, ORIA, Chair

PRODUCT ROADMAP



INTRODUCTION TO WASHINGTON BUSINESS HUB

STATEMENT OF THE PROBLEM AND THE PORTAL PROJECT VISION

Business success and growth are critical to the overall economic health of our state and nation. Currently, complying with state duplicative and conflicting legal and regulatory requirements is difficult for businesses to navigate, costs businesses time and money, and reduces their compliance with state regulations. Improving online interactions with the state helps business owners efficiently respond to Washington's numerous regulatory requirements.

In recent years several projects and legislative actions focused on addressing this important issue. This report explains the current mission, vision, and status of the work in progress to develop Washington Business Hub, a one-stop online portal for businesses. (Please see Appendix A for a complete summary of agency work and how it has culminated in the current project underway for a one-stop business portal mandated by SB5718.)

Summary: It's unacceptably difficult for business owners to deal with state government.

MISSION STATEMENT FOR WASHINGTON BUSINESS HUB

The mission statement for Washington Business Hub was developed from hundreds of hours of business customer interviews and interactions and reflects the guiding focus of the project:

The Washington Business Hub One-Stop Portal will be the new business owner's guide and advocate at the state. The portal will meet business customers where they are with fast, easy, accurate information and will supply them with simple and direct paths to compliance.

WASHINGTON BUSINESS HUB FOCUS

For the **2013-15 Biennium**, the Business Hub team focused primarily on the front end portion of building a business portal, as defined by the Legislature. This involved four primary components:

- Business.wa.gov site redesign
- Improved search and discoverability of content from state agency websites

INTRODUCTION TO WASHINGTON BUSINESS HUB

- Improved search and discoverability of content from external search engines
- Adding personalized help and guidance for prospective and new business owners

For the **2015-17 Biennium**, Business Hub work will turn its focus primarily on the back end portion of building a business portal, as defined by the Legislature. Several high-level components will be added:

- Web-oriented architecture, allowing for durable, cost-effective connections between agency systems
- Unified dashboard & business registration
- Single sign-on between agencies

CUSTOMER RESEARCH & ENGAGEMENT

BUSINESS CUSTOMER NEEDS ASSESSMENT:

In 2013 the Office of the Chief Information Officer (OCIO) was directed to lead the SB5718 One Stop initiative by the Legislature, in collaboration with state agencies. The OCIO embarked on four months of qualitative research with business customers in order to deeply understand their problems and needs. This research phase utilized methods from private sector product and service development, including Lean Startup, Liberating Structures, and Design Thinking.

Face to face interviews with hundreds of business owners from all over the state and over 120 hours of interviews enabled the OCIO to collect 2,700 quotes from businesses, which were grouped into 53 themes and insights from business owners about doing business in Washington State.

Customer discussions led the OCIO to narrow focus to a specific group of customers—those thinking about starting a business, people in the process of forming a business, or businesses that have been in operation less than two years. The work identified the most important problem the project should address: The lack of clear cross-agency content and guidance for how to start and maintain a new business. The discussions also helped generate a list of over 200 potential solutions the issues raised. The solutions which best address business owners' problems all have their place in the One-Stop portal product road map:

- Unified business registration process
- Personalized support
- Improved incoming & outgoing communications
- Calendars and reminders
- Availability of educational information
- A central repository of knowledge about a business

BEYOND NEEDS ASSESSMENT: ONGOING ENGAGEMENT

While the customer discovery work accomplished in 2014 established a solid foundation for the project, the OCIO continues to engage business customers in its development process as prescribed by SB5718. Washington Business Hub (business.wa.gov) features an open invitation on the site to business owners to supply feedback about their issues and concerns. The result is that dozens of prospective and existing business owners have volunteered and participated in usability testing to supply feedback to the state.

DASHBOARD PRODUCT SCOPE

BUSINESS OWNER INSIGHTS:

“It looks like agencies are not sharing info. I have to tell the same story over and over.”

“If you’re starting a business, you don’t have time to read and understand everything the state wants you to know.”

CUSTOMER EXPECTATIONS:

Dashboards have a powerful, pervasive influence on how business customers expect to receive information and services. They are a key tool in business enterprises for keeping up with actionable details or important, relevant information. Users are accustomed to this technology in their online, mobile interactions. They expect to have personalized, relevant information available to them at a glance. They want to know the due dates for filing quarterly reports or when their licenses or permits should be renewed without navigating multiple websites or sorting through their mail.

These expectations are echoed often in the feedback and insights business owners have given the OCIO. This input is the primary reason the next phase of work towards a one-stop portal will be to supply users with an information dashboard.

DASHBOARD ARCHITECTURE AND DESIGN:

Phase 2 of Washington Business Hub One-Stop project will continue to deliver within the methodology of customer-driven design, so the state can meet the customers where they are and have their expressed needs guide product development for the one-stop dashboard. The goal is to deliver a product increment that will become an easy-to-use and easy-to-understand guide for business owners in their interactions with the state. And the key performance indicators for the one-stop dashboard product are already prescribed by SB5718: Improved compliance with state regulations and reduced time to do business with the state.

The guiding principles of the Business Hub One-Stop dashboard work are informed by modern enterprise architecture and design trends:

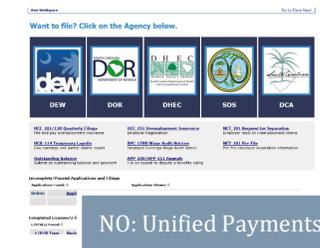
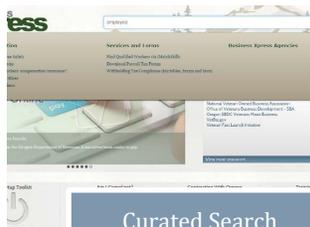
- The OCIO is advancing a modern, API-driven architecture for the portal that allows relevant, interesting customer data to be gathered from UBI agency systems with as little interference as possible with department systems or existing business processes.

DASHBOARD PRODUCT SCOPE

- The one-stop portal dashboard will be accessed via a secure, multi-factor sign-on and will present business customers with an all-up, “one source of truth” view of their interactions with the state. (Local jurisdictions to come later.)
- Important business information will be displayed to business owners immediately adjacent to easily discoverable ways to resolve issues.
- We’ll continue to work within trends for modern UI design. Contemporary dashboards are built with simple design esthetic for faster user comprehension of information, rather than cluttered with widgets and distracting detail.
- All features of the dashboard, including information distribution methods, will be prototyped, tested, and adjusted with customer input. A calendar and a message center are two of the features that have been requested and are targeted for tests.

ONE STOP DASHBOARDS AROUND THE COUNTRY:

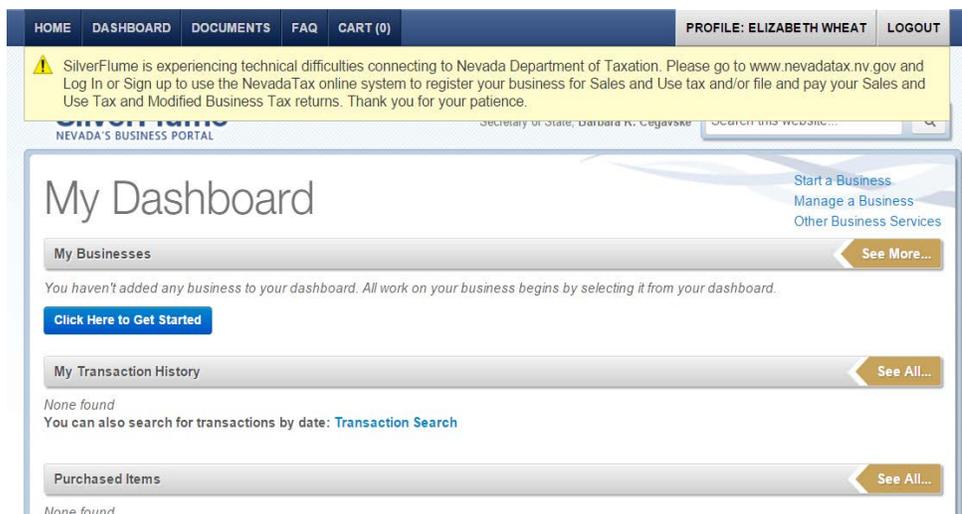
As part of the scoping process, the OCIO has reviewed business one-stops around the country to understand where best practices have created good approaches for business customer service, so we can leverage this work in the project underway. Many states have addressed business customer concerns using contemporary dashboards as a tool for more effective communication with their business customers.



DASHBOARD PRODUCT SCOPE

Reviewing State Business One Stop Trends: Dashboards, Unified Registration/Log-On

This review demonstrates the potential for a one-stop dashboard for the State of Washington business customers as well. For example, the State of Nevada, who has the second highest rate of business formations in the nation, currently enables the majority of the business start-up process for its sole proprietorships and LLCs via the combination of two, well-designed tools on their site, which is dubbed “Silverflume”: A dashboard and a shopping-cart wizard.



The Silverflume portal dashboard has cut the business formation process for its customers in the State of Nevada from a many-hours process that took place over several days to a benchmark of just over 10 minutes, according to Karen Michael at Nevada’s Secretary of State who has helmed the project. Like the State of Washington, the Nevada project also keeps in close contact with its customers, 60% of which have praised the dashboard as exceptionally user-friendly for business users.

NEXT STEPS: PROJECT FRAMEWORK

STEP ONE: SET A SOLID FOUNDATION FOR THE WORK

An important first step for the Washington Business Hub one-stop dashboard is to build on the work of the existing Steering Committee in the first biennium to further solidify the project's foundation. Partnership between the OCIO and the UBI agencies in this effort will progress further to address core, important considerations of governance: an enterprise architecture framework, identity management, and ongoing maintenance and operations support of the portal. Governance should validate the future state vision and roadmap to ensure alignment and commitment to the KPI's established by SB5718. It should also provide the framework for change management as the project progresses. **Q1, 2016**

STEP TWO: ENGAGE THE CUSTOMER/EXPLORE RESOURCES

Washington business users are already engaged and supplying feedback to this project, so we will leverage these relationships and the user analysis already completed to design visual concepts based on their feedback and show them dashboard prototypes before we architect or build. We will make 100% sure that customers want the dashboard via prototypes before we build anything. Work will then evolve based on customer feedback, and development will proceed as a progressively elaborated output of customer input. At the same time, we will identify excellent internal and external resources to architect the system's back-end based upon the agreed-upon use-cases. **Q2, 2016**

STEP THREE: USE DESIRED FEATURES & CONSTRAINTS TO ELABORATE THE SERVICE STRATEGY

During this phase, work consists of mapping business/agency and customer priorities to technical constraints and system limitations to identify the best MVP solution for the one-stop portal dashboard. Documentation of current state architecture via data-mapping and validation of a v1 proposed architectural design should be the output. **August, 2016**

STEP FOUR: CONCEPT AND DESIGN OF DASHBOARD

This phase of work initiates with creating the epics and product backlog that will advise development. Concepts and designs of higher fidelity prototypes which are guided by a sequenced roadmap to future state along with epics on the product backlog will be defined. **Q3, 2016**

NEXT STEPS: PROJECT FRAMEWORK

STEP FIVE: V2 ARCHITECTURE, INCLUDING SINGLE SIGN-ON

Additional product increments as defined by the customer. **Q3, 2016**

STEP SIX: BUILD AND INTEGRATION

Additional product increments as defined by the customer. **Q1 & Q2, 2017**

STEP SEVEN: PORTAL TEST AND DEPLOY

This phase of the project will deliver the dashboard as an increment of value to the customer and will be verified via User Acceptance Testing with both the business and state business owner customers. **Q2, 2017**

ONGOING WORK OF WASHINGTON BUSINESS HUB:

While recognizing that the primary work of this project biennium is to build the business one stop dashboard, the OCIO also recognizes other solutions business owners have requested that could be easily delivered. We have made room in our roadmap for these opportunities.

For example, small businesses are eager for information on funding and technical assistance in starting and forming their business operations. Improving site search also remains an excellent opportunity for the portal to get information to the customer in ways they want to receive it.

PROJECT ACCOMPLISHMENTS: 2013 – 2015



A MODERN DESIGN - LOOK AND FEEL AND RESPONSIVENESS

Washington Business Hub work in the 2013-2015 biennium began with extensive customer research that guided a redesign of business.wa.gov to match the needs of our business customers and how they find information. Some features of the new site include a natural language search product that search is featured prominently with the goal of encouraging users to find and retrieve information the way they would via any search engine by inputting natural language search strings. Users want to just ask a question and get an answer to it. The site design is also responsive and displays well on mobile devices as the market needs for mobile is continuing to grow.

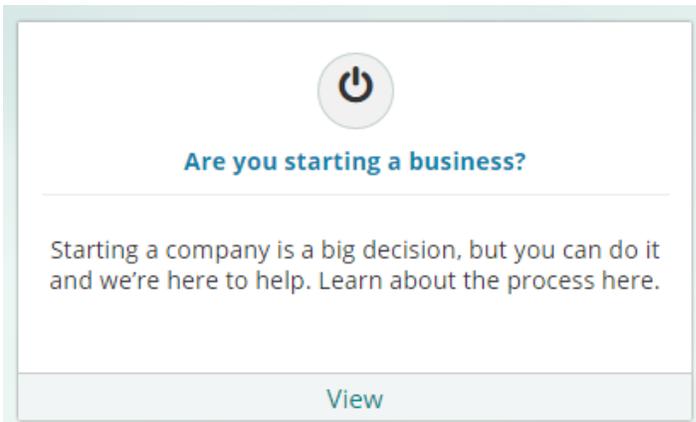
The modern look and feel of the design increases users' trust in the information displayed in the Business Hub content portal. Multiple homepage treatments were quickly A/B tested with customers to ensure clarity of presentation to the user, along with a convivial and on-brand tone of supportive advocacy.

PLAIN TALK CONTENT – REAL WORLD ADVICE

A primary theme uncovered by the OCIO during customer interviews included that they find state content to be difficult to understand and navigate. Customers requested that

PROJECT ACCOMPLISHMENTS: 2013 – 2015

we “just tell them what they need to know” and let them get back to running their businesses. With this feedback in mind, the OCIO guided the project in content creation



to publish dozens of pages of new content to address the most urgent issue for businesses, which originates from the lack of clear cross-agency content and guidance for how to start and maintain a new business. Clear and simple calls to action with a friendly, warm, human tone are a feature of the new content and the portal's

navigation. Cross-agency processes such as what a business owner needs to do if they are hiring an employee were presented to users as simplified, numbered steps where possible, accompanied by prominently featured navigation guides, so that the user remains anchored in the process, while the portal also links them to relevant, vetted UBI agency content.

NATURAL LANGUAGE SEARCH

In March of 2015, the Business Hub team installed a natural language search engine on Business.wa.gov that aggregates relevant content from UBI agency partners, including Department of Revenue, Employment Security Division, Labor and Industries, the Office of Secretary of State, and the Department of Commerce.

Since the team implemented the new search engine, the site demonstrates steady improvement in answering business customers' questions. The content click-through rate rose significantly when 30+ additional FAQs were written and installed to answer business owners' top questions like “how do I hire an employee?” See the Appendix for additional details on how search has evolved to present interesting, relevant content to the majority of questions users ask.

PROJECT ACCOMPLISHMENTS: 2013 – 2015

The screenshot shows the Washington BusinessHub website interface. At the top, there is a navigation bar with the logo, 'Services' and 'Contact' dropdown menus, and an 'Improve this site!' button. A search bar contains the text 'hire employee' and a magnifying glass icon. Below the search bar is a large green 'SEARCH' button. The main content area is titled 'Hire an Employee' and contains a question: 'Are you a current or prospective Washington State business owner?'. Below this question are three cards: 'Hire Your First Employee', 'Do You Already Have Employees?', and 'Help and Resources for Hiring Contractors'. Each card has a 'View »' button. A note states: 'There are several steps you must complete before you hire your first employee. Select "Hire Your First Employee" to find out what you need to do.' At the bottom of this section is a feedback link: 'Was this information helpful? Yes No'. Below the main content is a filter bar showing 'ALL RESULTS (100)' and categories: 'BUSINESS HUB (1)', 'DEPARTMENT OF REVENUE (5)', 'LABOR AND INDUSTRIES (94)', and 'MORE'. The search results list includes five items, each with a link icon, a title, a brief description, a 'More info' link, and a source icon: 1. 'Hire employees' from Department of Revenue. 2. 'Intent to Hire Preferred Worker' from Labor and Industries. 3. 'Intent to Hire Preferred Worker with Developmental Disabilities' from Labor and Industries. 4. 'F280-010-000 Intent to Hire Preferred Worker' from Labor and Industries. 5. 'F280-011-000 Intent to Hire Preferred Worker with Developmental Disabilities' from Labor and Industries.

RISK ASSESSMENT

The Washington Business Hub has identified three primary risk factors over the course of the 2015-17 biennium that will be important for the project to address:

Risk One: Lack of an Executive Sponsor that is a Business Owner.

Best practices for IT projects, especially IT projects with direct customer impact, is to have an Executive Sponsor that is a business owner, not a technology owner. Currently sponsored by the State CIO, Washington Business Hub is in jeopardy of misalignment with business priorities of the UBI agencies due to its technology-centric project sponsorship. To mitigate this risk, technology should shift into being a supporting role to the business objectives and the business leadership.

Risk Two: Active governance should be implemented.

Building the dashboard and back-end portions of the Business Hub will require active engagement with the Department of Revenue, Office of the Secretary of State, Department of Labor and Industries, and the Employment Services Division, all of whom have important, in-motion, major systems work occurring. Without each of these four agencies actively integrating Business Hub engineering requirements into their respective system roadmaps, the one-stop dashboard will be subject to integration issues and will have the potential of creating further customer confusion. The Business Hub team is mitigating this risk with a revised governance model better equipped for making system-level decisions and will attach a technical liaison to Revenue's project to replace the licensing and tax system.

Risk Three: Hiring project engineers has been delayed.

The Business Hub team has been challenged to appropriately staff the project for the 2015-17 biennium, which has resulted in development delays. The team is currently undergoing a pivot in recruitment and hiring strategies and expects to be fully staffed by March 31, 2016.

2015-2017 BIENNIUM BUDGET

8670 – WASHINGTON ONE-STOP (WABOS)*

Line	Component	Category	Amount	
GF-S 2015/2017	Funding	Biennium Investment	\$1,664,921	
GF-S 2015	Funding	Project Investment FY16	\$829,952	
GF-S 2016	Funding	Project Investment FY17	\$829,952	
Planned Expense			Planned YE 2016	*Planned YTD
A & B	FTE Salaries & Benefits	Salaries & Benefits	\$507,996	\$211,665
E	Goods & Services	Purchased Services	\$149,213	\$62,170
T	Transfers	Transfers	\$172,716	\$71,965
Total Planned Expense			\$829,925	\$345,800
Actual Expense			Projected Annual YE 2016	*Actual YTD
A & B	FTE Salary & Benefits	Salaries & Benefits	\$364,888	\$152,036
E	Goods & Services	Purchased Services	\$356,676	\$148,615
E	Internal Purchases	Purchased Services	\$1,416	\$590
J	Non-capitalized Assets		3025	\$3,025
J	Capitalized Assets	Capital Outlays	\$5,398	\$5,398
T	Transfers Out		(\$152,405)	(\$63,502)
Actual Expense			\$578,998	\$246,162
Expenditure Variance			Annual \$250, 927	*YTD \$99,638

**(as of November, 2015)*

Fiscal Note: Project is under-spent in salaries due to delays in hiring and the risks associated with those delays. Variance in budget will be needed to mitigate anticipated, commensurate increased spend for engineering and architecture.

APPENDIX A: PROJECT BACKGROUND & MANDATE

In recent years, the state has undertaken several initiatives to improve processes and systems for business owners. This work is summarized here and supplies important contextual background on how it influences and supports the work underway to build the one-stop business portal mandated by SB5718.

UNIFIED BUSINESS IDENTIFIER (UBI) PROGRAM

The UBI program began in 1977 as a joint effort between state government and the state's business community to ease and simplify business registration and licensing requirements. The mission was to establish "one-stop" service. The five agencies involved were Licensing, Revenue, Labor and Industries, Employment Security, and the Secretary of State. These agencies developed one common registration number (UBI); a starting point for agency filings and registrations; and developed processes to share that starting information between multiple agency data systems. The agencies formed the UBI Management Board to discuss issues and make decisions that impact multiple agencies. Decisions pertain to improving business licensing or tax processes; providing unified services; and, simplifying laws, policies and procedures. The Board formed a UBI Operations Committee and both continue to meet monthly.

BUSINESS LICENSING SERVICE

The Business Licensing Service (BLS), formerly Master License Service, was authorized by the Legislature in 1977 and is a key element of state government's effort to improve Washington's business climate by streamlining the licensing and renewal processes for new and existing businesses.

In July 2011, the BLS program was transferred from the Department of Licensing to the Department of Revenue. All staff and business functions were moved, along with migration of BLS applications and data. The transfer aligned with Governor Gregoire's Executive Order 10-05 to simplify the tax system and reduce the regulatory burden for small businesses. The transfer allowed the BLS program to leverage DOR's technology investments, as well as its existing relationship with businesses and local governments.

Many state business licenses are available through BLS. Ten state agencies and nearly seventy cities provide three hundred state and local licenses, registrations, and endorsements through the BLS system.

APPENDIX A: PROJECT BACKGROUND & MANDATE

The Department of Revenue has taken on the project to replace BLS with the first increment due to be released in the summer of 2016. The project's goals include:

- Reduce risk and maintenance costs;
- Provide more desirable features;
- Make the system more extensible, scalable, and maintainable;
- Improve usability for staff, state and city partners, and businesses;
- Increase access to a larger IT workforce trained on new technologies and tools; and
- Improve financial processes and internal controls.

EXECUTIVE ORDER 06-02

In February of 2006, Governor Gregoire issued an Executive Order (EO 06-02) on Regulatory Improvement. Among other things, this EO directed all regulatory and licensing agencies and programs to develop a single, secure, online licensing, permitting, regulatory and tax collection system. This was the driving force behind the Enterprise Business Portal Initiative which resulted in the creation of Washington's website for business (Business.wa.gov). Creating this site was the initial step in having a single entry point for business related services at the state. This site is linked from the "Doing Business" tab of Access Washington (Access.wa.gov).

BUSINESS.WA.GOV

Business.wa.gov is a public-facing website that connects the business user to various online forms, services, and information provided by multiple government agencies. While it does help connect business to the various agencies, it still does not provide a consistent experience. Working as a hub of information for the user, existing and prospective business owners can navigate via links or a federated search engine to other state websites developed and maintained separately by various agencies. In addition to using different styles and technologies there is little integration between these systems so business owners are often required to provide the same information more than once to different agencies.

EXECUTIVE ORDER 10-05

Under Executive Order 10-05 for small businesses, the Department of Commerce (Commerce) and Office of Regulatory Innovation and Assistance (ORIA) coordinated the consolidation of six business guides into a single integrated online guide called the "Small Business Guide." They also use Lean principles with state agencies to map processes that help identify waste and pain points for businesses. Small business owners from the manufacturing and restaurant sectors identified several areas of frustration that they experience

APPENDIX A: PROJECT BACKGROUND & MANDATE

as they complete regulatory processes with government agencies. Several cross-agency issues are being explored to improve interactions with businesses.

HOUSE BILL 1087

On June 15, 2011, House Bill 1087 was signed in to law by Governor Gregoire. Section 222, Subsection (2) of this bill requires the Employment Security Department, Department of Revenue and Department of Labor and Industries to develop a common vision to ensure technological compatibility between the three agencies. As a result of this bill, there is an ongoing effort to develop the vision and examine what is needed to establish compatibility.

SENATE BILL 5931 SECTION 104(5)

The authority for the Department of Enterprise Services (DES) Website and E-Government Services acquisition was established in Engrossed Substitute Senate Bill 5931 Section 104(5) which was signed into law on June 15, 2011. This law requires the Office of Financial Management to conduct a review of the programs and services that are performed by the Department of Enterprise Services to determine whether a program or service may be performed by the private sector in a more cost-efficient and effective manner. In conducting its review, the Office of Financial Management may break programs down into discrete services or activities or reviewed as a whole. After an activity is selected by the Office of Financial Management, the Department of Enterprise Services is required to conduct a procurement process to assist the Office of Financial Management in determining if the activity can be provided by the private sector at a reduced cost and greater efficiency.

SB 6354, BUSINESS FORMS, DOCUMENTS AND FEES

In 2012, the Legislature passed SB 6354, which requires all agencies that require a form, document or fee from a business to provide a means to accept them electronically, with broad exceptions.

EXECUTIVE ORDER 12-01

On January 5, 2012, Governor Gregoire issued Executive Order 12-01, Regulatory Reform and Assistance to Help Small Businesses Succeed and Grow. The EO required that the Chief Information Officer for the state shall collaborate with the agencies and the small business community to develop a high-level enterprise architecture design and implementation plan for an integrated online system by September 30, 2012.

APPENDIX A: PROJECT BACKGROUND & MANDATE

SB 5718

In 2013, SB 5718 was passed, finding that “regulatory agencies were directed through an executive order in 2006 to develop a one stop business portal, but that a one stop business portal has not yet been developed.” The legislature further directed the Office of the CIO to lead a collaborative effort to produce a high-level technology architecture for a business portal, and guide its development. In 2014, this effort was funded by the legislature, granting \$737,114 GF-S in the 2014 supplemental budget to continue work on building a state business portal.

In 2015, the legislature continued funding the project with additional revenue of \$1,664, 921 GF in the budget with the purpose of improving the state’s business customer experience with a customized, more efficient and more effective way to reduce the time it takes businesses to conduct their interactions with the state with the result of increased compliance with state regulations.

APPENDIX B: 2013-2015 BIENNIUM BUDGET

8670 – WASHINGTON ONE-STOP (WABOS)

Line	Project Component	Category	Amount
GF-S 2014	Funding	Project Investment	\$737,114
Expenses:	Operating Budget		
A & B	Project Management	Salaries & Benefits	-\$86,112
A & B	Architecture	Salaries & Benefits	-\$129,168
E	Legal Expense - Data Sharing	Internal Purchases - Transfer	-\$200
ER	Customer Research	Purchased Services	-\$130,000
ER	Project Quality Assurance	Purchased Services	-\$16,000
ER	Training (API's and Usability)	Purchased Services	-\$12,700
ER	Research & Development Natural Language Presentation	Purchased Services	-\$9,900
ER	Site Redesign & Development	Purchased Services	-\$275,078
EY	Natural Language Search Engine	Software Licenses & Maintenance	-\$9,785
EY	Site Analytic Software	Software Licenses & Maintenance	-\$10,000
J	Engineering Hardware	Capital Outlays	-\$5,382
Direct Cost FY15	Biennium (2013-2015)		-\$68,4325
Variance			\$52,789

APPENDIX C: BUSINESS HUB METRICS

SITE METRICS: BUSINESS.WA.GOV 2014 - 2015

Total Visits: 282, 419 (387 customers visit us /day)

Unique Visitors: 194, 869 (266 **new** customers visit the site / day)

However, 69% of visitors only came a single time.

31% of visitors returned again to use the site.

11% of users are mobile (7% smartphone, 4% tablet) compared to global average of 19% mobile.

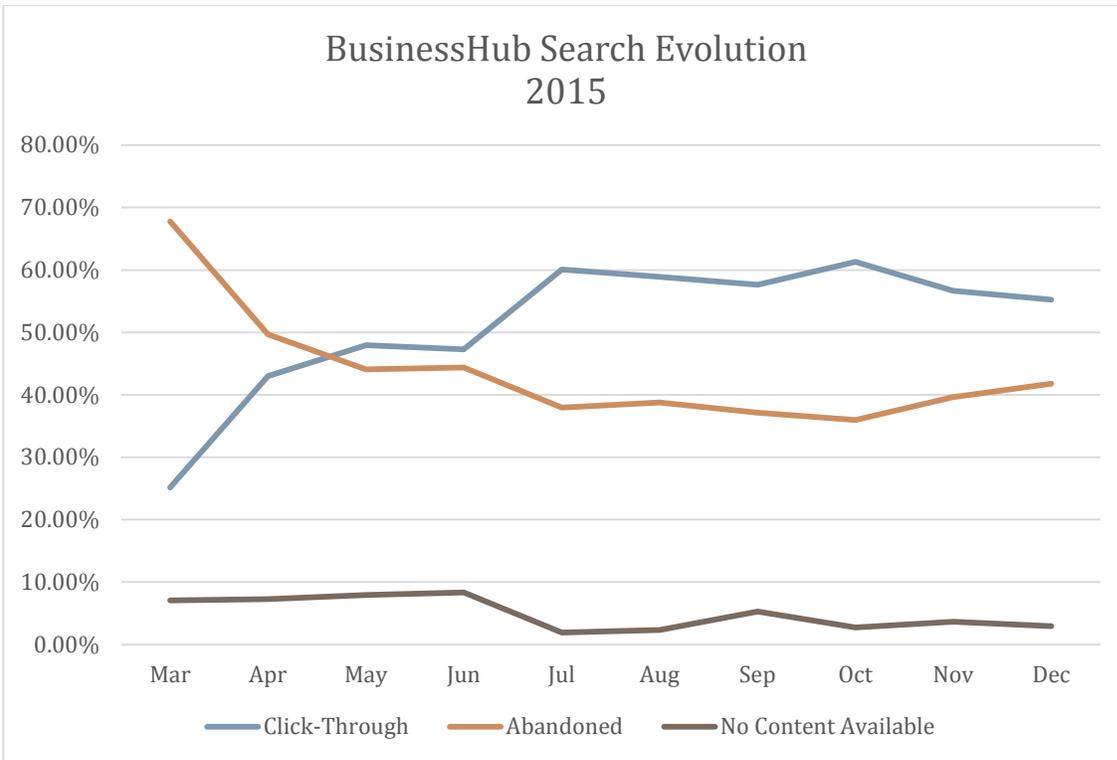
< 1% of site visitors came from Social Network referral.

NATURAL LANGUAGE SEARCH EVOLUTION

In March of 2015, the Business Hub team installed a natural language search engine on Business.wa.gov that aggregates relevant content from UBI agency partners, including Department of Revenue, Employment Security Division, Labor and Industries, the Office of Secretary of State, and the Department of Commerce.

Since the team implemented the new search engine, the site demonstrates steady improvement in answering business customers' questions. The content click-through rate rose significantly when 30+ additional FAQs were written and installed to answer business owners' top questions like "how do I hire an employee?"

APPENDIX C: BUSINESS HUB METRICS



APPENDIX D: CUSTOMER TESTING & FEEDBACK

USABILITY TESTING WITH BUSINESS OWNERS:

The Washington Technology Solutions' (WaTech) User Experience team conducted a study to assess the usability of the Washington Business Hub website. The first study was held on 10/21-10/22/2015, and 10/26/2015, at the WaTech User Experience Lab in Olympia, WA. The purpose of the study was to determine benchmarks for the product, such as the amount of time it takes users to complete common tasks (like searching for information about licensing), determine whether or not users understood the information accurately, and assess overall user perception of the website.

For the study, business owners or prospective business owners were recruited for individual one-hour long sessions. Each of these sessions was held online and over the phone using WebEx. During their sessions, each participant used the Business Hub website to complete tasks important to business owners. Business owners and entrepreneurs spoke aloud as they worked and allowed us to video record their voice and their interaction with the website.

They also completed questionnaires and answered verbal interview questions to get input and feedback. For representative videos about the process, you can see here [\(SEARCH RELEVANCY: VIDEO CLIP 01: SEARCH RELEVANCY\)](#) and here [\(DESIRE FOR GUIDED EXPERIENCE: VIDEO CLIP 02: GUIDED EXPERIENCE\)](#).

Throughout each session, we took notes, counted metrics, marked videos, observed and listened to participants, and asked questions to gather data that demonstrates the usability of the website for users' top tasks as well as users' perception and satisfaction with the website.

BUSINESS-OWNERS WOULD RECOMMEND THE BUSINESSHUB:

Overall, the participants liked the site's aesthetics and said that they were very happy that the state was making such a resource available to the public. All participants said they would recommend the site to friends and family.

APPENDIX E: BUSINESS HUB PERSONAS



MARK IS THINKING ABOUT STARTING A BUSINESS



ABOUT MARK

Mark is 24 years-old and recently graduated with a master's degree in nutrition. While in college, Mark created a recipe for an energy drink that uses all-natural ingredients. The idea of an organic energy drink became very popular with his fellow classmates, so much so that mark decided to start looking into turning his recipe into a business once he graduated. He is strongly considering the possibility of starting a business in the near future. State regulations and requirements, however, have left Mark very confused and he is finding it very difficult to work with the State of Washington.

ACTUAL FEEDBACK FROM WASHINGTON BUSINESS OWNERS:

"30 steps and every step along the way led to 3 more."

"Businesses fear state regulations and they make you think twice about risking capital."

"There's too much research needed to comply with (the) State and fill out forms."

"I can't follow the breadcrumb trail. When am I done?"

"(Your) jargon is confusing."

"The system is cumbersome"

"Why do we need to improvise our way through the system? Shouldn't that be the value we get?"

"I just want to understand how these things work."



VALUES TIME



VALUES CLARITY



VALUES ONLINE & MOBILE RESOURCES



APPENDIX E: BUSINESS HUB PERSONAS



ZOE IS FORMING HER BUSINESS



ABOUT ZOE

Zoe is thirty-two years-old and has is opening her eCommerce site, "Thread Lightly." She is excited and passionate about her cutting-edge clothing business, but is having a difficult time navigating through all of the requirements she needs to meet in order to be in compliance with the State. She does not know how or when to fill out the appropriate paperwork, and she is not receiving the proper assistance. These obstacles are distracting her from being able to serve her customers in a timely manner.

ACTUAL FEEDBACK FROM WASHINGTON BUSINESS OWNERS:

There are too many forms asking for the same info. Why can't they consolidate them?

(Why) can't I do this online?"

We don't know what I need or in what order.

If you're starting a business, you don't have time to read and understand everything.

Did not know I had to file DOR monthly and L&I/ESD quarterly until they called demanding payment."

Most small business owners are experts in a trade, not experts in how to run a business.



VALUES TIME



VALUES CLARITY



VALUES ONLINE & MOBILE RESOURCES



APPENDIX E: BUSINESS HUB PERSONAS



JACKSON

JUST STARTED HIS BUSINESS



ABOUT JACKSON

Jackson is 42 years old and owns his own hardware store. He worked as the manager for a local grocery store for fifteen years before moving on to start his business a year ago. Despite his store's success, he has had a difficult time fulfilling his requirements with the State. He is frustrated by the seemingly large gap between different state agencies, and isn't getting adequate answers to his questions. Jackson is hoping to understand more about what the State requires of him so that he can spend less time tip-toeing around red tape, and more time serving his customers.

ACTUAL FEEDBACK FROM WASHINGTON BUSINESS OWNERS

"It looks like agencies are not sharing info."

"Big business gets the perks. Small businesses get nothing. It would be nice to feel just as important."

"It's less about money more a lot of time to wade bureaucracy."

"There isn't a consistent interface for government. "

"What website said: $A+B=C$; Reality: $A+C=H$ "

"I get different answers depending on who I talk to. How do I know who is right?"

"I work on my own schedule. 9 pm? 2 am? No phone lines are open."



VALUES TIME



VALUES CLARITY



VALUES ONLINE & MOBILE RESOURCES

