

April 27, 2018

Dear Governor Inslee,

It is with mixed emotions I am resigning from my position as the Director of the Department of Licensing effective June 30, 2018. As you are aware, I have experienced the tragic loss of my brother earlier this year and it has caused me to reevaluate my priorities. It has truly been an honor to serve as a member of your cabinet and as the Director of the Department of Licensing for the last 5 years. This has been an amazing and rewarding experience that I will always be grateful for. I am currently exploring future opportunities and look forward to contributing to an organization that I have passion and interest in.

I am proud of DOL's progress and accomplishments under my leadership. Our team made significant advancement with our business and technology modernization across the agency completing significant system replacements on time and within budget. These systems valued at over \$100 million included Prorate and Fuel Tax, Vehicle Registration and titling, Central Card Issuance, and online application and renewal for professional business licenses. We are on track to replace our new driver license system in September 2018.

Our agency has focused on our performance and continuous improvement using lean. We have received numerous national awards for our efforts to improve our processes using lean to include partnering with other state agencies and other states. Our performance has improved in wait times and calls answered even though we have been faced with the challenge of increased population and Real ID and we will continue forward with our plans so that we can be responsive to anticipated workload increases. We completed a rewrite of our driver's guide and expanded our test questions on the written exam to ensure drivers are better prepared and safer on the roads.

I am most proud of the positive culture we have at DOL. Our employee survey results show double digit increases since 2013 with employee engagement and satisfaction, we are committed to a diverse workforce and have been awarded two years in a row (2015/16) the state employee of the year from the Governor's Committee on Disability Issue and Employment, the 2017 YesVets Top Employer Award and we have active employee driven groups focused on diversity, recognition, and safety and wellness.

I have been very fortunate to have worked with a talented and dedicated team of employees who are committed to our mission of public safety and providing excellent customer service to all Washingtonians. I want to thank the staff at DOL and will sincerely miss them and the agency. At the direction of your office, I will do my part to ensure a smooth transition.

Sincerely,



Pat Kohler