



STATE OF WASHINGTON
— OFFICE OF GOVERNOR BOB FERGUSON —

EXECUTIVE ORDER 25-06

**TRANSFORMING CUSTOMER EXPERIENCE AND SERVICE DELIVERY
IN STATE GOVERNMENT OPERATIONS**

Superseding Executive Order 13-04

WHEREAS, improving the lives of Washington residents through remarkable service delivery is a fundamental priority for my administration; and

WHEREAS, the residents of our State deserve efficient, responsive, and person-focused government services that respect their time and needs; and

WHEREAS, modern technology and service design principles offer opportunities to significantly enhance the delivery of government services; and

WHEREAS, improving customer experience in government services can increase public trust, reduce operational costs, and better serve all residents, particularly those from historically underserved communities; and

WHEREAS, a strong democracy requires direct lines of feedback for engaging the people using government programs in the design and improvement of the services they receive; and

WHEREAS, building public trust requires a government to fulfill its responsibilities efficiently and effectively, to receive and maintain personal data in a secure manner, and to ensure that people can access services using their preferred channel, with no “wrong door,” and

WHEREAS, building public trust also requires a government to meet its obligations to perform services in a timely manner, consistent with the promises it makes to customers; and

WHEREAS, it is often unclear to Washington State residents which state or federal agency provides certain services and how to access those services, and the federal government has recently failed in its duty to respond to individual states and residents without bias and in a manner that respects their individual civil rights and liberties;

NOW, THEREFORE, I, Bob Ferguson, Governor of the state of Washington, by the power vested in me by the Constitution and the statutes of the state of Washington, do hereby order and direct as follows:

1. Purpose.

This Executive Order establishes a comprehensive approach to improve customer experience throughout state government, emphasizing accessibility, efficiency, effectiveness, security, simplicity, accountability, and customer satisfaction in government service delivery. Improving the lives of Washington residents through remarkable service delivery should be a fundamental priority for every agency.

2. Definitions.

For purposes of this Order:

- a. “Customer” means any individual or entity that interacts with state government services, including, but not limited to, residents, businesses, and visitors to the state. Customers may interact with state government directly or indirectly through subrecipients of state and federal funding, or through contractors or other non-profits acting on behalf of the state.
- b. “Customer experience” means the sum of all interactions a customer has with state government services, including digital and in-person touchpoints. The quality of customer experience is measured by the customer’s overall satisfaction, ease of access, and effectiveness of the services received.
- c. “Person-centered design” means the practice of putting every person—including those who will use or be impacted by a program, service, or process—at the center of the design when planning and organizing people, policies, infrastructure, communication, and material components of a service. The goal of person-centered design is to improve the quality of the interaction between a state government service provider and its customers.

3. Your Washington.

- a. Your Washington is established within the Office of the Governor. Your Washington shall serve as the office responsible for customer experience strategy, coordination, and accountability across Washington state government.
- b. Your Washington will publicly track progress and report results, and drive continuous improvements related to customer experience.
- c. Your Washington shall fulfill any legal requirements and responsibilities of Results Washington. Existing staff and resources currently allocated to Results Washington shall be transferred to Your Washington.

- d. All cabinet agencies shall:
 - i. support and work with Your Washington to develop and track metrics focused on delivering exceptional customer service, and to communicate successes, failures, opportunities for improvement, and solutions related to the customer experience;
 - ii. within 30 days of this Order, designate a Your Washington liaison with decision-making authority and accountability for:
 - 1. partnering with Your Washington to ensure enterprise-wide coordination;
 - 2. aligning agency service improvements with enterprise customer experience and accessibility priorities;
 - 3. submitting quarterly customer-experience performance data to Your Washington; and
 - 4. ensuring customer feedback is incorporated into service improvements and digital accessibility enhancements; and
 - iii. work in partnership with Washington Technology Solutions (WaTech) and Your Washington to ensure their customer service delivery channels meet enterprise-accessibility, usability, and customer experience best practices and prioritize digital-first services.

4. Assessment and Reporting.

All cabinet agencies shall:

- a. Within 90 days of this Order, provide Your Washington a documented process and workflow map and timeline of each step of the customer experience for the key services provided by the agency, describing any existing customer experience data for each step of the customer experience.
- b. Within 120 days of this Order, provide a report to Your Washington, in the form and manner determined by Your Washington, that includes the following:
 - i. Customer Experience Metrics: any existing data related to the agency's delivery of customer services, including the data tied to each step of the process.
 - ii. Customer Feedback and Complaints: a description of any methods used to collect and report on customer feedback and complaints, and a summary of the most common customer complaints regarding the agency's customer service;
 - iii. a description of the agency's delivery of digital and in-person services, and identification of areas for improvement; and
 - iv. a progress report on the agency's compliance with Executive Order 23-02 requiring the use of plain language.
- c. Within 180 days of this order, develop and begin implementing—with direction and support from Your Washington—a Customer Experience Improvement Plan that includes:

- i. metrics for measuring customer experience and customer satisfaction, and timelines for regularly tracking and reporting on the same;
- ii. staff training plans focused on delivering exceptional customer service and using plain language consistent with state guidelines; and
- iii. a proposal for improving the customer experience for key services provided by the agency—for example, by reducing steps, shortening timelines, increasing digital self-service, and simplifying applications or making them more accessible—and a timeline for implementing the proposal.

The Customer Experience Improvement Plan must be incorporated into each agency's strategic plan, follow a format determined by Your Washington, and prioritize agency efforts to improve its customer service in areas where its services are most critical to the public. After initial plans are developed and implemented, agencies must update their Customer Experience Improvement Plans as part of their strategic planning process on an ongoing basis in collaboration with Your Washington. Your Washington may recommend specific actions or require collaboration when it determines that an agency's progress requires improvement to meet customer needs.

- d. Beginning April 1, 2026, notify Your Washington at the beginning and end of any pilot projects expected to improve customer experience, including the goals and expected outcomes of the pilot project and its results.
- e. Beginning within 180 days of this order, submit quarterly progress reports for two years on implementation of the Customer Experience Improvement Plan to Your Washington. Your Washington will compile the initial reports and provide an Executive Summary to the Governor. After the first two years, Your Washington will report annually to the Governor on the progress made under agency plans, including identification of the agencies that have made the most progress each year and agencies most in need of improvement in customer experience.

5. Priority Actions.

Your Washington shall work with all cabinet agencies to accomplish the following, to the extent possible with available resources:

- a. Over the next four years, Your Washington will partner with WaTech to lead the development of consistent and user-friendly digital experiences by expanding WA.gov into a centralized online portal that is easy to navigate and helps people access state services they need. Your Washington will coordinate with agencies to ensure the platform is intuitive, streamlined, and accessible, particularly for populations with varying levels of technological fluency. The outcome should make state government feel seamless to the customer, not like a patchwork of agencies that the customer must navigate. Agencies will support this effort by collaborating to improve digital services with person-

centered design principles and contributing information, including agency data sharing, and resources requested by Your Washington. Specifically, Your Washington will partner with WaTech to:

- i. use information from jurisdictions that have implemented similar tools and digital service improvements to determine costs, timelines, barriers to implementation, lessons learned, metrics, and results;
 - ii. report to the Governor the current status of ongoing, anticipated, planned, or potential upgrades or replacement of the Secure Access Washington (SAW) portal, and development of the WA.gov portal and associated customer experience improvements; and
 - iii. use direct input from customers and staff to identify significant pain points and issues with WA.gov, Login.wa.gov, SAW and other customer facing digital services to determine where to direct efforts to improve the customer experience immediately.
- b. As soon as possible, agencies should begin partnering with WaTech to move towards a “one front door” vision of state digital services accessible in a single place. All agency websites and digital applications should prominently display a standardized navigational component that provides a clear pathway to WA.gov, and agencies should partner with WaTech to develop a schedule for integrating their digital applications with WA.gov.
- c. Sharing individual customers’ data between agencies within the Washington state enterprise can, in appropriate circumstances, facilitate Your Washington, WA.gov, and customer experience improvements across the enterprise to provide efficient, responsive, and person-focused government services. At the same time, data privacy and security are paramount, and any data-sharing within the state enterprise shall be carefully considered in light of the fundamental goal of protecting residents’ privacy and safety. Cabinet agencies should presumptively not share individual customers’ data with parties outside the Washington state enterprise except as required by law and in accordance with Executive Order 25-06.
- d. Within two years of this order, Your Washington should:
 - i. lead the development and implementation of a centralized contact form designed to streamline and simplify how residents, businesses, and other customers interact with state government agencies. This centralized system should leverage technology to ensure that inquiries, requests, and feedback are routed to the appropriate agency or department efficiently, minimizing delays and enhancing responsiveness.
 - ii. create or improve dashboards that streamline and centralize information from various agencies into one place to help customers navigate specific life scenarios, such as “starting a business,” “new resident,” or “lost a job,” focusing on making these dashboards accessible and user-friendly for all customers, including those with disabilities, those with

- varying levels of technological proficiency, and those with limited English literacy or digital tool experience.
- iii. partner with state agencies to centralize call center access and improve the routing of customer inquiries across agencies, to the extent possible with available resources. As a first step, Your Washington should partner with the Office of Regulatory Innovation and Assistance and the Small Business Liaison Team to conduct a pilot program to improve routing and communication between state agency call centers for small businesses. Your Washington will work with agencies to ensure that the call center and digital support channels are consistent, effective, and accessible. The desired outcome offers people one number to call to reach knowledgeable staff who can direct them to the right resources, expanding on efforts already undertaken by agencies.
 - e. Your Washington may contract with a neutral third-party to evaluate person-centered design and customer experience measures in cabinet agencies.

Beginning 180 days from this order, Your Washington shall provide quarterly progress reports to the Governor's Office on the priority actions identified in this section.

6. Bias and discrimination.

Your Washington will work with agencies to ensure that metrics are disaggregated to the extent possible, and to the extent consistent with applicable law and the public policy of this state, to measure the experiences of different groups of people and to identify and eliminate bias and discrimination in the delivery of state programs and services.

7. Funding and Resources.

Agencies may utilize existing funding and resources where authorized by law to support customer experience improvements as outlined in this executive order.

8. Reporting and Transparency.

Your Washington will produce and publish a quarterly progress report on its compliance with this Executive Order on a public dashboard beginning 180 days from this order. This report will provide updates on the state's customer experience initiatives, summarizing key achievements, challenges, and next actions. Your Washington will compile data from all agencies and ensure that each agency contributes to the report by submitting customer-experience performance metrics. These metrics should also be reported on individual agency websites. After the first two years, this report must be published annually.

This Executive Order shall be implemented consistent with applicable law. Provisions of this Order are not intended to alter any existing collective bargaining agreements. This Order is not intended to confer and does not confer any legal right or entitlement and shall not be used as a basis for legal challenges to any rule or any other action or inaction of the governmental entities and employees subject to it.

I invite other statewide elected officials, institutions of higher education, agencies of the judiciary, agencies of the Legislature, and boards and commissions to follow the provisions and intent of this executive order.

This order takes effect immediately.

Signed and sealed with the official seal of the state of Washington on this 3rd day of September, AD, Two Thousand and Twenty-Five, at Olympia, Washington.

By

/s/

Bob Ferguson
Governor

BY THE GOVERNOR

/s/

Secretary of State