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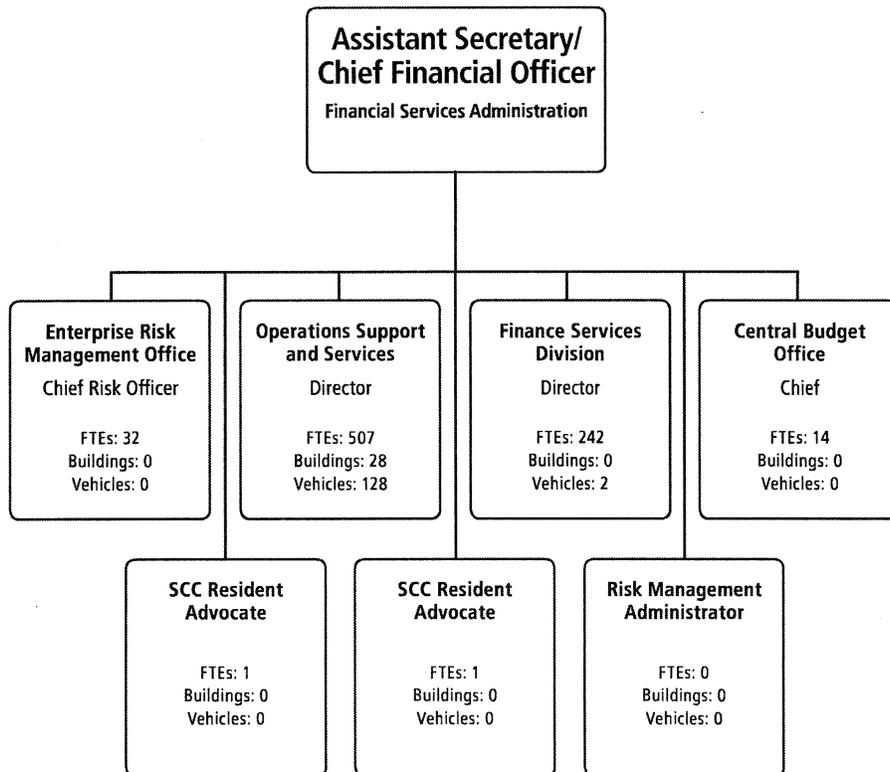
# **Administration and Supporting Services**

## **Program 110**

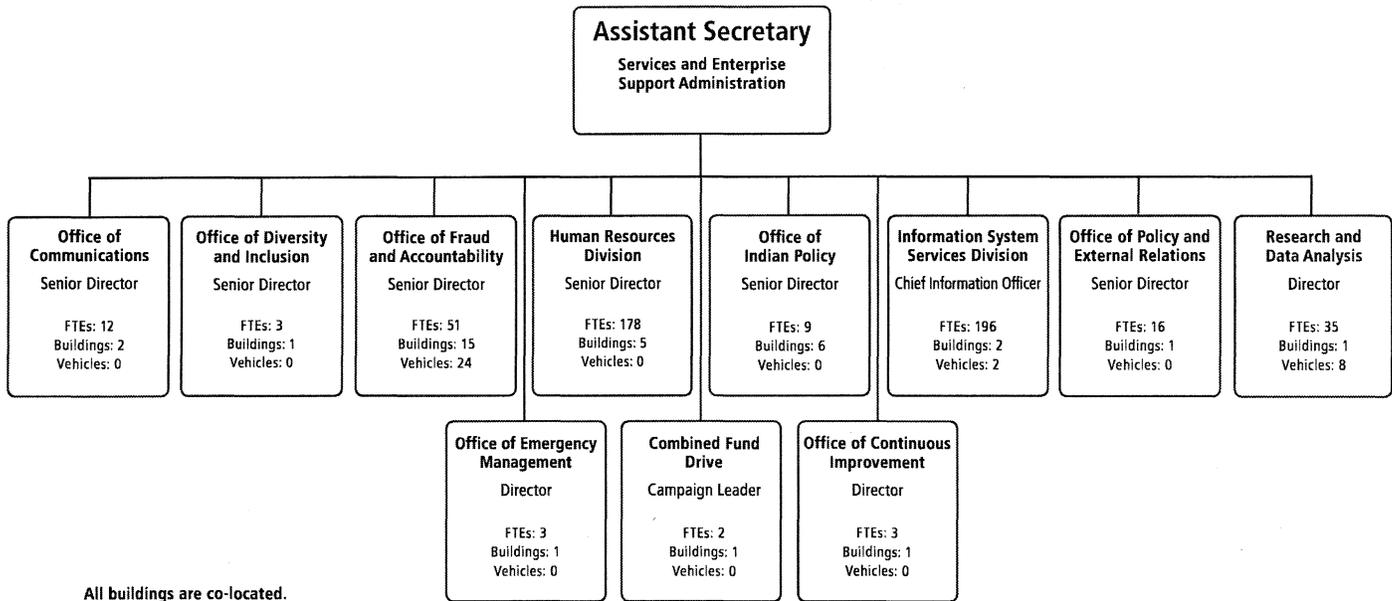
***DSHS Budget Division***

**110 – Section 1  
Organization Chart**

Department of Social and Health Services  
Financial Services Administration



# Department of Social and Health Services Services and Enterprise Support Administration



All buildings are co-located.





## Recommendation Summary

Version: K1 - 110 2015-17 Final 2-YR LEG Budget

Budget Period: 2015-17  
 Budget Level Criteria: ALL

Dollars in Thousands	Agency Priority	Annual Avg FTEs	General Fund State	Other Funds	Total Funds	
<b>CB - Current Biennium</b>						
00	Current Biennium Base	0	494.6	58,086	37,721	95,807
	<b>SubTotal CB</b>		<b>494.6</b>	<b>58,086</b>	<b>37,721</b>	<b>95,807</b>
	<b>Cumulative Total Thru CB</b>		<b>494.6</b>	<b>58,086</b>	<b>37,721</b>	<b>95,807</b>
<b>CL - Carry Forward Level</b>						
02	Carry Forward Adjustments	0	(1.3)	1,559	174	1,733
	<b>SubTotal CL</b>		<b>(1.3)</b>	<b>1,559</b>	<b>174</b>	<b>1,733</b>
	<b>Cumulative Total Thru CL</b>		<b>493.4</b>	<b>59,645</b>	<b>37,895</b>	<b>97,540</b>
<b>M1 - Mandatory Caseload and Enrollment Changes</b>						
90	Maintenance Level Revenue	0	0.0	0	0	0
	<b>SubTotal M1</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Cumulative Total Thru M1</b>		<b>493.4</b>	<b>59,645</b>	<b>37,895</b>	<b>97,540</b>
<b>M2 - Inflation and Other Rate Changes</b>						
7S	One-Time Relocation	0	0.0	59	13	72
85	Telecommunication Sys Modernization	0	0.0	1,555	342	1,897
8L	Lease Rate Adjustments	0	0.0	324	71	395
8P	Postage Rate Adjustments	0	0.0	36	4	40
9B	Microsoft Enterprise Licensing Agmt	0	0.0	1,586	348	1,934
9F	Federal Funding Adjustment	0	0.0	0	0	0
9G	Workers Comp Base Correction	0	0.0	42	9	51
9T	Transfers	0	0.0	848	160	1,008
9Y	Electronic Records Vault - EVault	0	0.0	498	110	608
	<b>SubTotal M2</b>		<b>0.0</b>	<b>4,948</b>	<b>1,057</b>	<b>6,005</b>
	<b>Cumulative Total Thru M2</b>		<b>493.4</b>	<b>64,593</b>	<b>38,952</b>	<b>103,545</b>
<b>PL - Performance Level</b>						
Z0	Enhanced Internal Auditing Function	0	3.0	476	104	580
Z1	Confidential Data Comp with HIPPA	0	3.0	1,428	314	1,742
Z2	Securing Sensitive and Confid Data	0	0.0	4,920	1,080	6,000
Z3	Building Org Lean Capacity	0	3.8	757	166	923
Z4	Redesign DSHS Customer WebPages	0	1.0	194	42	236
Z5	Alleviate Growing Backlog	0	13.0	1,216	1,216	2,432
Z6	TLA Readiness Project	0	3.0	1,312	288	1,600
Z7	Emergency Preparedness Resp System	0	5.5	1,042	228	1,270
Z8	Agency Content Workflow Mgmt Sys	0	0.0	1,074	236	1,310
Z9	Agency Business Process Management	0	0.0	2,050	450	2,500
ZA	Admin Hearings Legal Mgmt System	0	1.2	2,628	576	3,204
ZB	Geospatial Data and Services	0	5.0	1,050	230	1,280
ZC	Replace Performance Evaluation Syst	0	1.0	1,305	287	1,592
ZD	Alternative Workspace Pilot Project	0	0.0	923	202	1,125
	<b>SubTotal PL</b>		<b>39.5</b>	<b>20,375</b>	<b>5,419</b>	<b>25,794</b>
	<b>Cumulative Total Thru PL</b>		<b>532.8</b>	<b>84,968</b>	<b>44,371</b>	<b>129,339</b>
<b>Total Proposed Budget</b>			<b>532.8</b>	<b>84,968</b>	<b>44,371</b>	<b>129,339</b>





# Recommendation Summary

Budget Period:2015-17

Version: K1 - 110 2015-17 Final 2-YR LEG Budget

Budget Level Criteria: M1+M2

Dollars in Thousands		Agency Priority	Annual Avg FTEs	General Fund State	Other Funds	Total Funds
<b>M1 - Mandatory Caseload and Enrollment Changes</b>						
90	Maintenance Level Revenue	0	0.0	0	0	0
<b>SubTotal M1</b>			<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>M2 - Inflation and Other Rate Changes</b>						
7S	One-Time Relocation	0	0.0	59	13	72
85	Telecommunication Sys Modernization	0	0.0	1,555	342	1,897
8L	Lease Rate Adjustments	0	0.0	324	71	395
8P	Postage Rate Adjustments	0	0.0	36	4	40
9B	Microsoft Enterprise Licensing Agmt	0	0.0	1,586	348	1,934
9F	Federal Funding Adjustment	0	0.0	0	0	0
9G	Workers Comp Base Correction	0	0.0	42	9	51
9T	Transfers	0	0.0	848	160	1,008
9Y	Electronic Records Vault - EVault	0	0.0	498	110	608
<b>SubTotal M2</b>			<b>0.0</b>	<b>4,948</b>	<b>1,057</b>	<b>6,005</b>
<b>Total Proposed M1+M2 Budget</b>			<b>0.0</b>	<b>4,948</b>	<b>1,057</b>	<b>6,005</b>

**Department of Social and Health Services**

**DP Code/Title: M2-7S One-Time Relocation**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests one-time funding for relocation and project costs to support DSHS' Leased Facilities Strategic Plan.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	35,000	24,000	59,000
001-C General Fund - Basic Account-Medicaid Federal	8,000	5,000	13,000
<b>Total Cost</b>	<b>43,000</b>	<b>29,000</b>	<b>72,000</b>

Staffing

**Package Description:**

The DSHS Leased Facilities Strategic Plan was developed in Spring 2014 for inclusion in the Office of Financial Management's (OFM) 2015-21 Six-Year Facilities Plan as defined by RCW 43.82.055, which is due to the Legislature January 1, 2015. DSHS' long-range strategies increase the agency's current leasehold footprint by approximately 100,000 square feet in order to accommodate increasing space needs for the Aging and Long Term Support Administration, Developmental Disabilities Administration, Economic Services Administration, Administrative Services, Vocational Rehabilitation, and Childrens Administration.

Agency Contact: Charles Wang (360) 902-8154

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

DSHS is legally obligated to provide services to its estimated 2.5 million clients across the state. To accomplish this mission DSHS must have accessible American Disability Act (ADA) Compliant office locations across the state, which allow staff to meet with clients and provide them services.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

FY 1

FY 2

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

This request supports the following goal identified in the DSHS 2013-2015 Strategic Plan:

Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This package supports Governor Inslee's Goals:

Department of Social and Health Services

**DP Code/Title: M2-7S One-Time Relocation**

**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

Goal 4: Healthy and Safe Communities - Fostering the health of Washingtonians from a healthy start to a safe and supported future.

Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

None

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources. Not funding this request will decrease the agency's ability to serve our clients' needs. Funding will need to be diverted from other client services in order to support this expenditure.

*What are the consequences of adopting or not adopting this package?*

Funding this request will prevent a negative impact on client services.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: AW One-Time Relocation.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are one-time and will not carry forward.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
E Goods\Other Services	43,000	29,000	72,000

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: M2-7S One-Time Relocation**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**DSHS Source Code Detail**

<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources</u>   <u>Title</u></b>			
0011    General Fund State	35,000	24,000	59,000
<i>Total for Fund 001-1</i>	<b>35,000</b>	<b>24,000</b>	<b>59,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
19UL    Title XIX Admin (50%)	8,000	5,000	13,000
<i>Total for Fund 001-C</i>	<b>8,000</b>	<b>5,000</b>	<b>13,000</b>
<b>Total Overall Funding</b>	<b>43,000</b>	<b>29,000</b>	<b>72,000</b>

**2015-17 Biennial Budget  
One-Time Relocation**

<b>Department of Social &amp; Health Services</b>									
Program	State			Other			Total		
	2016	2017	Total	2016	2017	Total	2016	2017	Total
010	\$ 2,210,000	\$ 813,000	\$ 3,023,000	\$ 232,000	\$ 85,000	\$ 317,000	\$ 2,442,000	\$ 898,000	\$ 3,340,000
020	\$ 2,000	\$ 185,000	\$ 187,000	\$ -	\$ -	\$ -	\$ 2,000	\$ 185,000	\$ 187,000
040	\$ 330,000	\$ 533,000	\$ 863,000	\$ 229,000	\$ 370,000	\$ 599,000	\$ 559,000	\$ 903,000	\$ 1,462,000
050	\$ 44,000	\$ 163,000	\$ 207,000	\$ 40,000	\$ 150,000	\$ 190,000	\$ 84,000	\$ 313,000	\$ 397,000
060	\$ 786,000	\$ 761,000	\$ 1,547,000	\$ 275,000	\$ 266,000	\$ 541,000	\$ 1,061,000	\$ 1,027,000	\$ 2,088,000
100	\$ 127,000	\$ 155,000	\$ 282,000	\$ -	\$ -	\$ -	\$ 127,000	\$ 155,000	\$ 282,000
110	\$ 35,000	\$ 24,000	\$ 59,000	\$ 8,000	\$ 5,000	\$ 13,000	\$ 43,000	\$ 29,000	\$ 72,000
<b>Total</b>	<b>\$ 3,534,000</b>	<b>\$ 2,634,000</b>	<b>\$ 6,168,000</b>	<b>\$ 784,000</b>	<b>\$ 876,000</b>	<b>\$ 1,660,000</b>	<b>\$ 4,318,000</b>	<b>\$ 3,510,000</b>	<b>\$ 7,828,000</b>

Department of Social and Health Services

**DP Code/Title: M2-85 Telecommunication Sys Modernization**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA), Information System Services Division (ISSD) requests funding and a FTE to procure and implement shared telephony systems in order to replace or upgrade failing legacy telephony systems that provide voice and fax services to 17 of 84 agency sites (can only complete 17 of 84 sites in 2015-17). By funding this request, clients will have more consistent access to services, and the department will be able to be more efficient and effective in its use of shared data and voice networks. It will reduce operational costs and extended outages while retaining the ability to effectively budget for this service. DSHS Capital Programs will request \$9.2 million in a separate Telecommunications decision package for the 2015-17 Capital Budget.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	778,000	777,000	1,555,000
001-C General Fund - Basic Account-Medicaid Federal	171,000	171,000	342,000
<b>Total Cost</b>	<b>949,000</b>	<b>948,000</b>	<b>1,897,000</b>

Staffing

**Package Description:**

Problem Statement:

DSHS has a variety of dissimilar systems used to deliver telephone services to agency staff. The systems range from large Private Branch exchange (PBX) telephone systems owned and operated by Consolidated Technology Services (CTS) to small hybrid telephone systems owned by the local DSHS office or administration. There is no overall governance for acquisition, operation, or maintenance for these various systems. Many of the small hybrid systems have reached the end of their useful or supportable life, and have no maintenance contracts or replacement plans in place, resulting in emergency corrective maintenance being the norm. This impacts not only agency staff but the department's business partners, clients, and the public when contacting the agency for services.

As a result of the agency administrations "owning" their telephony systems, many systems reach end of life or end of support without lifecycle replacement strategies. The consequence is that many of these systems are no longer sustainable. At times, a system has failed with no chance of repair because it is so old that parts are no longer manufactured (often even trying to find a "spare" part here and there fails) and vendors won't touch it because of lack of knowledge and/or fear of responsibilities. End of life telephony equipment is inefficient due to costly repairs and staff downtime. Many end of life systems are no longer supported by vendors or providers and are extremely difficult (and costly) to find technicians who know how to repair an outdated system.

If this decision package is not fulfilled, DSHS will continue to use outdated systems, continue to accrue costly repair costs, and increase risk of outages and downtime. Between July, 2013 and June, 2014, these end of life systems generated over 10,000 incidents, repairs, and/or troubleshooting calls, resulting in an average of six days per month downtime, resulting in a loss of productivity and impacting the ability to provide client services throughout the agency. Each year, the cost of doing nothing to update these outdated systems greatly increases the chances of a system failing with the only option available being to procure a complete new system. Many offices have had staff that are unable to contact clients by phone or fax, potentially causing delays and impacting clients.

Not funding this package compromises the department's ability to support and provide client services. DSHS will not be able to retire existing end of life systems which are now at high risk of catastrophic failure and prevents the department from transforming its service delivery model to one that can improve its service capabilities without continued increases in the cost of providing those

Department of Social and Health Services

**DP Code/Title: M2-85 Telecommunication Sys Modernization**

**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

services. The result will be compromises and heightened risk to client safety and wellbeing along with diminished case workers ability to serve clients as the population at risk increases.

DSHS cannot effectively budget or plan telephony operational expenses due to the inability to predict the number of failures and sometimes lacks options other than purchasing a complete replacement system, resulting in extended outages with unacceptable timeframes. These outdated telephony systems prevent the agency from leveraging existing and future Infrastructure Technology (IT) Investments to their total capability. These outdated systems force the inefficient use of the network infrastructure, and prevent the deployment of newer technology features that would benefit the business. In addition, these older systems are an increased security risk as vendors do not provide patches for these outdated systems.

**Proposed Solution:**

The proposed solution is to upgrade or repair outdated telephony systems by contracting with CTS or other vendors. The funding will provide the ability to implement several efficiencies, including expanded local dialing (minimal long distance charges between offices); shared data and voice networks (reducing circuit and equipment costs); consistent system maintenance (decreasing repair costs); standardized systems throughout the agency; consistent security updates, etc. This proposed solution will reduce ongoing operational costs for repairs and hardware/software upgrades.

The decision package will fund 1.0 FTE to coordinate and organize the approximately 17 upgrades needed throughout the agency. This FTE will help create agency enterprise governance for these systems to ensure future proactive support. The FTE is needed to implement the upgrade and for on-going service management (for CTS and DSHS-managed telephony systems) Working with CTS and other contractors, the upgrades will be designed, procured, and implemented throughout the 2015-17 Biennium. ISSD's goal is to establish a new model of telephony management. ISSD and/or CTS would own and manage the telephony systems and procure new systems as existing systems enter end of life or end of support. This promotes standardization, consolidation, and maintenance agreement which avoids future problems and unexpected costs.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Cheryl Fowble (360) 902-7747

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The upgraded telephony systems will enhance performance outcomes due to the following:

- Provide the agency with updated, consistent, reliable, and easier telephone systems.
- Replace stand alone systems with standard CTS networked managed systems (will reduce the number of abandoned calls per month throughout the agency (currently at 7,000 per month))
- Call Centers will be in a shared data and voice environment and be able to take advantage of upgraded, networked systems (resulting in more efficient and effective, responding to and serving clients more quickly)

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

	<b>FY 1</b>	<b>FY 2</b>
	0.00	0.00

***Is this decision package essential to implement a strategy identified in the agency's strategic plan?***

Department of Social and Health Services

**DP Code/Title: M2-85 Telecommunication Sys Modernization**  
**Program Level - 110 Administrative & Supporting Services**

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Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

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The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency

The decision package is essential to implementing the SESA Strategic Objective 5.10: Pursue excellence in the technology services we offer.

***Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?***

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

- By reducing future ongoing costs while improving services.
- By supporting a more productive workforce.
- By keeping the telephony service an efficient, nimble, and frugal resource.
- By improving service and providing increased options to partners and clients.

***What are the other important connections or impacts related to this proposal?***

Upgrades or replacement of systems are managed to minimize the impact on stakeholders by performing the work during non-business hours, or through planned outages coordinated with the business owners. Stakeholders will benefit from consistent, more reliable, maintainable systems and the benefits it will create to assist clients more efficiently.

***What alternatives were explored by the agency, and why was this alternative chosen?***

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

***What are the consequences of adopting or not adopting this package?***

Not funding this request will cause the agency to continue having an average of 7,000 abandoned calls a month due to having an old outdated telephony system. Additionally, these outdated telephony systems prevent the agency from leveraging existing and future Infrastructure Technology (IT) Investments to their total capability. They also force the inefficient use of the network infrastructure, and prevent the deployment of newer technology features that would benefit the business. In addition, these older systems are an increased security risk as vendors do not provide patches for these outdated systems.

***What is the relationship, if any, to the state's capital budget?***

DSHS Capital Programs will request \$9.2 million in a separate Telecommunications decision package for the 2015-17 Capital Budget.

***What changes would be required to existing statutes, rules, or contracts, in order to implement the change?***

This request has no impact to existing statutes, rules or contracts.

***Expenditure and revenue calculations and assumptions***

Salary, benefits, goods and services, and travel for 1 FTE, plus equipment for the modernization of telephone systems across the agency.

***Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?***

The funding for the 2015-17 Biennium is for 17 facilities and is one-time for those facilities. However, there are several more facilities (approximately 80) that require telecommunications upgrades and therefore the costs are ongoing until all facilities

**Department of Social and Health Services**

**DP Code/Title: M2-85 Telecommunication Sys Modernization**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

receive upgrades.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
J    Capital Outlays	825,000	824,000	1,649,000
T    Intra-Agency Reimbursements	124,000	124,000	248,000
<b>Total Objects</b>	<b>949,000</b>	<b>948,000</b>	<b>1,897,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011    General Fund State	778,000	777,000	1,555,000
<i>Total for Fund 001-1</i>	<b>778,000</b>	<b>777,000</b>	<b>1,555,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL    Title XIX Admin (50%)	171,000	171,000	342,000
<i>Total for Fund 001-C</i>	<b>171,000</b>	<b>171,000</b>	<b>342,000</b>
<b>Total Overall Funding</b>	<b>949,000</b>	<b>948,000</b>	<b>1,897,000</b>

# Information Technology Addendum

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## Recsum Code and Title      M2-85 Telecommunication Systems Modernization

**Brief Description:** The Services and Enterprise Support Administration (SESA), Information System Services Division (ISSD) requests \$1,897,000 and a 1.0 FTE to procure and implement shared telephony systems in order to replace or upgrade failing legacy telephony systems that provide voice and fax services to 15 of 84 agency sites (can only complete 15 of 84 sites in 2015-17). By funding this request, clients will have more consistent access to services, and the Department will be able to be more efficient and effective in its use of shared data and voice networks. It will reduce operational costs and extended outages while retaining the ability to effectively budget for this service. DSHS Capital Programs will request funding in a separate Telecommunications decision package for the 2015-17 Capital Budget.

**If this investment includes the use of servers, do you plan to use the state data center?**

- Yes       No, waiver received       No, waiver not received       Does not apply

### Security

**Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

The Telecommunication systems modernization will improve security by upgrading and standardizing end of support and failing telephony systems. Security updates are often not provided for end of support systems; upgrading these systems will allow security updates to be implemented on a regular, proactive basis reducing vulnerabilities and protecting unauthorized access to DSHS systems.

### Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

This investment will provide standardization for phone systems and associated voicemail, long distance calling procedures, etc. This change is welcome, as the current variety of systems causes confusion on agency-level communications and training that is provided to staff. Staff will need minimal training on the new phone sets that are required with the upgraded systems. The digital phone sets that are implemented are standard for similar sites within the agency, and have been installed in many DSHS offices and other state agencies. Other minimal training for staff may include voice mail, call center, Interactive Voice Response (IVR).

### Telecommunications Sys Modernization

## **2015-17 Biennium Budget Department of Social and Health Services**

### **Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

Yes, the telecommunication systems upgrades can realistically be completed within the 2015-2017 biennium. Consolidated Technology Services (CTS) has implemented many telecommunication system upgrades over the past few years. The upgrades are proven, standard technology. Similar, standardized agency data communications upgrades have been managed on schedule for the past four years.

### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

If this decision package is not fulfilled during this funding cycle, DSHS will continue to use outdated telecommunication systems, continue to accrue costly repair costs, and increase risk of outages and downtime. Over an eleven month period, the end of life telecommunication systems generated over 10,000 incidents, repairs, and/or troubleshooting calls, resulting in an average of 6 days per month downtime, resulting in a loss of productivity and impacting the ability to provide client services throughout the agency.

### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

The cost of doing nothing to update these outdated systems greatly increases the chances of a system failing with the only option available being to procure a complete new system, resulting in multiple days of down time. Many offices have had, and will continue to have staff that are unable to contact clients by phone or fax, potentially causing delays and impacting clients.

Not funding this package will compromise the Department's ability to support and provide client services. DSHS will not be able to retire existing end of life systems which are now at high risk of catastrophic failure and will prevent the department from transforming its service delivery model to one that can improve its service capabilities while minimizing increases in the cost of providing those services. The result will be compromises and heightened risk to client safety and wellbeing, along with diminished case workers ability to serve them as the population at risk increases.

## **Technology Strategy Alignment**

### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The Telecommunication Systems Modernization project will use an incremental approach to upgrading systems, prioritizing based on performance measures of the existing system. The systems that are at highest risk of failing and tend to have many repair or troubleshooting incidents will be upgraded first. Coordinating with CTS and DSHS Administrations, the remaining telecommunication systems will be upgraded as needed per requirements.

### **Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

## **Telecommunications Sys Modernization**

## **2015-17 Biennium Budget Department of Social and Health Services**

Yes, this investment will upgrade legacy, failing, and end of life telecommunication systems with standardized, modern networked systems that CTS implements and manages. This will enable the various agency Call Centers to be in a shared data and voice environment and will allow them to take advantage of new features not available in the older systems. These newer systems also have enhanced features for voice mail and Interactive Voice Response, providing more efficient and effective telephony services so that DSHS staff can respond and serve a larger number of clients more quickly.

### **Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

The telecommunication systems upgrades will provide the infrastructure necessary to support mobility and newer related technologies. Customers will have better access to automated Interactive Voice Response (IVR) systems and DSHS call center agents.

### **Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

Currently, DSHS experiences an average of six days of down time per month due to system errors and failures; and an average of 7000 abandoned calls per month. The telecommunication systems upgrades and modernization will decrease the number of errors and failures, and should decrease the number of abandoned calls made by Washington citizens. These improvements will increase public access to the agency and provide better public facing service.

### **Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

The telecommunication systems upgrades will result in a decreased number of repair and troubleshooting incidents. These are measured through the Information System Services Division’s Incident Monitor ticketing system. Success will be measured by a lower number of tickets, decreased trouble calls, lower repair costs, and decreased number of abandoned calls.

## **Financial**

### **Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

The risk of fines or loss of federal funding is minimal. However it is possible with the current age of some DSHS telephone systems that an outage could take days or weeks to resolve with the possibility of an entire office without standard telephone service. If such an outage were to occur, there would be a significant local impact on the provision of health and safety services to customers with negative impacts on the public perception of the agency and State government.

### **Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

The telecommunication systems upgrades and modernization will provide the ability to implement several efficiencies, including expanded local dialing (minimal long distance charges between offices); shared data and voice networks (saving money with circuit and equipment costs); system maintenance (decreasing repair costs); standardized systems throughout the

## **Telecommunications Sys Modernization**

**2015-17 Biennium Budget  
Department of Social and Health Services**

agency; consistent security updates, etc. This proposed solution will reduce ongoing, unscheduled and unplanned operational costs for repairs and hardware/software upgrades and allow DSHS to make informed decisions for budgeting telephony expenses.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate or capture additional revenue. This investment will reduce unscheduled costly repairs, reduce loss of productivity during outages, and provide better customer service.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

The upgrades will help transform lives by providing enhanced communication support to our service delivery staff. This will be achieved by making the telecommunication systems more consistent, more reliable, standardized, and maintainable.

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

DSHS currently has approximately 86 agency sites with failing legacy or end of support telephony systems that provide voice and fax services for these locations. This investment clearly solves this business problem by modernizing and standardizing these telecommunication systems, thus reducing the risk due to unplanned outages and system failures.

**Department of Social and Health Services**

**DP Code/Title: M2-8L Lease Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests funding for the incremental cost of lease changes for offices and client service centers statewide.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	114,000	210,000	324,000
001-C General Fund - Basic Account-Medicaid Federal	25,000	46,000	71,000
<b>Total Cost</b>	<b>139,000</b>	<b>256,000</b>	<b>395,000</b>

Staffing

**Package Description:**

DSHS requests to fund the rate change associated with a total of 176 leases and sub-leases. These facilities house over 11,000 staff and community partners who provide mission-critical services and administrative support to an estimated 2.5 million DSHS clients annually. Currently, DSHS leases over 3.1 million square feet of space in 135 facilities statewide.

Agency Contact: Charles Wang (360) 902-8154

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

DSHS is legally obligated to provide services to its estimated 2.5 million clients across the state. To accomplish this mission, DSHS must have accessible American Disability Act (ADA) Compliant office locations across the state, which allow staff to meet with clients and provide them services.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes

FY 1

FY 2

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal:

5: Public Trust - Strong management practices will be used to ensure quality and efficiency

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This package supports the Results Washington goals to:

Goal 4: Healthy and Safe Communities - Fostering the health of Washingtonians from a healthy start to a safe and supported future.

**Department of Social and Health Services**

**DP Code/Title: M2-8L Lease Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

None

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources. DSHS has no alternative but to pay its legally binding lease obligations, which may range from five-year to 15-year terms. Not funding this request will decrease the agency's ability to serve our clients' needs. Funding will need to be diverted from other client services in order to support this expenditure.

*What are the consequences of adopting or not adopting this package?*

Funding this request will prevent negative impacts on client services.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

***Expenditure and revenue calculations and assumptions***

See attachment: AW Lease Rate Adjustments.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<b><u>Object Detail</u></b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Overall Funding</b>			
E Goods\Other Services	139,000	256,000	395,000

State of Washington  
 Decision Package  
 Department of Social and Health Services

**DP Code/Title: M2-8L Lease Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**DSHS Source Code Detail**

<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources</u>   <u>Title</u></b>			
0011    General Fund State	114,000	210,000	324,000
<i>Total for Fund 001-1</i>	<b>114,000</b>	<b>210,000</b>	<b>324,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
19UL    Title XIX Admin (50%)	25,000	46,000	71,000
<i>Total for Fund 001-C</i>	<b>25,000</b>	<b>46,000</b>	<b>71,000</b>
<b>Total Overall Funding</b>	<b>139,000</b>	<b>256,000</b>	<b>395,000</b>

**2015-17 Biennial Budget  
Lease Rate Adjustments**

Department of Social & Health Services

Program	State			Other			Total		
	2016	2017	Total	2016	2017	Total	2016	2017	Total
010 - CA	\$340,000	\$830,000	\$1,170,000	\$36,000	\$87,000	\$123,000	\$376,000	\$917,000	\$1,293,000
020 - JRA	(\$36,000)	\$219,000	\$183,000	\$0	\$0	\$0	(\$36,000)	\$219,000	\$183,000
030 - MHD	(\$37,000)	(\$33,000)	(\$70,000)	(\$3,000)	(\$2,000)	(\$5,000)	(\$40,000)	(\$35,000)	(\$75,000)
040 - DDD	\$346,000	\$703,000	\$1,049,000	\$241,000	\$488,000	\$729,000	\$587,000	\$1,191,000	\$1,778,000
050 - LTC	\$76,000	(\$20,000)	\$56,000	(\$20,000)	(\$107,000)	(\$127,000)	\$56,000	(\$127,000)	(\$71,000)
060 - ESA	(\$174,000)	\$288,000	\$114,000	(\$104,000)	\$173,000	\$69,000	(\$278,000)	\$461,000	\$183,000
070 - ASA	(\$58,000)	(\$51,000)	(\$109,000)	(\$13,000)	(\$12,000)	(\$25,000)	(\$71,000)	(\$63,000)	(\$134,000)
100 - DVR	\$299,000	\$309,000	\$608,000	\$0	\$0	\$0	\$299,000	\$309,000	\$608,000
110 - ADMIN	\$114,000	\$210,000	\$324,000	\$25,000	\$46,000	\$71,000	\$139,000	\$256,000	\$395,000
135 - SCC	(\$25,000)	(\$24,000)	(\$49,000)	\$0	\$0	\$0	(\$25,000)	(\$24,000)	(\$49,000)
<b>Total</b>	<b>\$845,000</b>	<b>\$2,431,000</b>	<b>\$3,276,000</b>	<b>\$162,000</b>	<b>\$673,000</b>	<b>\$835,000</b>	<b>\$1,007,000</b>	<b>\$3,104,000</b>	<b>\$4,111,000</b>

Program	Total Request			Lease Matrix			On-Going Leases Only		
	2015-17 Biennium Request (Incremental)			2015-17 Biennium Need			2015-17 Total Carry Forward Level		
	FY 2016	FY 2017	Total	FY 2016	FY 2017	Total	FY 2016	FY 2017	Total
010 - CA	376,000	917,000	1,293,000	16,901,000	17,559,000	34,460,000	16,525,000	16,642,000	33,167,000
020 - JRA	(36,000)	219,000	183,000	805,000	1,037,000	1,842,000	841,000	818,000	1,659,000
030 - MHD	(40,000)	(35,000)	(75,000)	380,000	385,000	765,000	420,000	420,000	840,000
040 - DDD	587,000	1,191,000	1,778,000	4,062,000	4,787,000	8,849,000	3,475,000	3,596,000	7,071,000
050 - LTC	56,000	(127,000)	(71,000)	8,053,000	8,432,000	16,485,000	7,997,000	8,559,000	16,556,000
060 - ESA	(278,000)	461,000	183,000	27,648,000	28,424,000	56,072,000	27,926,000	27,963,000	55,889,000
070 - ASA	(71,000)	(63,000)	(134,000)	290,000	290,000	580,000	361,000	353,000	714,000
100 - DVR	299,000	309,000	608,000	2,670,000	2,680,000	5,350,000	2,371,000	2,371,000	4,742,000
110 - ADMIN	139,000	256,000	395,000	441,000	554,000	995,000	302,000	298,000	600,000
135 - SCC	(25,000)	(24,000)	(49,000)	305,000	306,000	611,000	330,000	330,000	660,000
<b>Total</b>	<b>1,007,000</b>	<b>3,104,000</b>	<b>4,111,000</b>	<b>61,555,000</b>	<b>64,454,000</b>	<b>126,009,000</b>	<b>60,548,000</b>	<b>61,350,000</b>	<b>121,898,000</b>

**Department of Social and Health Services**

**DP Code/Title: M2-8P Postage Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social Health and Services (DSHS) requests funding for the 6.52 percent postage rate increase which went into effect January 27, 2014. By funding this request, DSHS is expected to meet its postal obligations to customers, clients, and constituents.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	18,000	18,000	36,000
001-C General Fund - Basic Account-Medicaid Federal	2,000	2,000	4,000
<b>Total Cost</b>	<b>20,000</b>	<b>20,000</b>	<b>40,000</b>

Staffing

**Package Description:**

**Problem Statement:**

The United States Postal Services (USPS) increased its postal rate for first-class mail from \$0.46 to \$0.49 (6.52 percent increase) on January 27, 2014. The USPS increase impacts all DSHS programs.

Communication between clients and programs are a routine and essential part of doing business. Clients expect written responses to their inquiries and concerns. Other areas impacted by this postage rate increase are payments to clients and notices to clients required by law.

The USPS mail services are considered accessible to all clients and it is an efficient means of communication. Other forms of communication or remittance of payments such as electronic banking and e-mail are not accessible to the majority of the department's clients or may require revisions to state laws.

**Proposed Solution:**

DSHS requests \$1,106,000 (\$744,000 GF-State) for a postal rate adjustment so that all the DSHS programs can meet its current postal obligations.

Agency Contact: Don Petrich (360) 902-7831

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

By funding this decision package, DSHS will continue meeting its obligations and statutory requirements to ensure all clients receive their proper information in a timely manner without negative impacts to other client services.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

**Incremental Changes**

**FY 1**

**FY 2**

Department of Social and Health Services

**DP Code/Title: M2-8P Postage Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

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Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

No measures linked to package

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal:

5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal:

5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

Ensure efficiency and performance to the public by providing transparency and accountability in state agency operations and:

--Increase Washington State government's transparency.

--Increase customer satisfaction.

--Increase on-time delivery for state services.

*What are the other important connections or impacts related to this proposal?*

None

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources. Funds supporting other client services would need to be diverted if funding for this USPS rate increase is not provided.

*What are the consequences of adopting or not adopting this package?*

Not funding this request will have a negative impact to the agency's ability to communicate with clients and hamper its ability to remain responsive to constituent needs. If not approved, funds will have to be diverted from other program activities and/or services to cover the cost increase.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: AW Postage Rate Adjustments.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: M2-8P Postage Rate Adjustments**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
E Goods\Other Services	10,000	10,000	20,000
T Intra-Agency Reimbursements	10,000	10,000	20,000
<b>Total Objects</b>	<b>20,000</b>	<b>20,000</b>	<b>40,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<u>Sources Title</u>			
0011 General Fund State	18,000	18,000	36,000
<i>Total for Fund 001-1</i>	<b>18,000</b>	<b>18,000</b>	<b>36,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	2,000	2,000	4,000
<i>Total for Fund 001-C</i>	<b>2,000</b>	<b>2,000</b>	<b>4,000</b>
<b>Total Overall Funding</b>	<b>20,000</b>	<b>20,000</b>	<b>40,000</b>

**2015-17 Biennial Budget  
Postage Rate Adjustments**

**Department of Social and Health Services**

**Rounded** =Round(link,-3)

Program	Year			ISSD - TZ			Total		
	2016	2017	Total	2016	2017	Total	2016	2017	Total
010	19,000	19,000	38,000	6,000	6,000	12,000	25,000	25,000	50,000
020	2,000	2,000	4,000	1,000	1,000	2,000	3,000	3,000	6,000
030	5,000	5,000	10,000	3,000	3,000	6,000	8,000	8,000	16,000
040	9,000	9,000	18,000	4,000	4,000	8,000	13,000	13,000	26,000
050	13,000	13,000	26,000	4,000	4,000	8,000	17,000	17,000	34,000
060	445,000	445,000	890,000	15,000	15,000	30,000	460,000	460,000	920,000
070	0	0	0	0	0	0	0	0	0
100	4,000	4,000	8,000	1,000	1,000	2,000	5,000	5,000	10,000
110	10,000	10,000	20,000	10,000	10,000	20,000	20,000	20,000	40,000
135	1,000	1,000	2,000	1,000	1,000	2,000	2,000	2,000	4,000
145	0	0	0	0	0	0	0	0	0
150	45,000	45,000	90,000	(45,000)	(45,000)	(90,000)	0	0	0
<b>Total</b>	<b>553,000</b>	<b>553,000</b>	<b>1,106,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>553,000</b>	<b>553,000</b>	<b>1,106,000</b>

**State/Other Split**

Program	State			Other			Total		
	2016	2017	Total	2016	2017	Total	2016	2017	Total
010	23,000	23,000	46,000	2,000	2,000	4,000	25,000	25,000	50,000
020	3,000	3,000	6,000	0	0	0	3,000	3,000	6,000
030	8,000	8,000	16,000	0	0	0	8,000	8,000	16,000
040	9,000	9,000	18,000	4,000	4,000	8,000	13,000	13,000	26,000
050	11,000	11,000	22,000	6,000	6,000	12,000	17,000	17,000	34,000
060	293,000	293,000	586,000	167,000	167,000	334,000	460,000	460,000	920,000
070	0	0	0	0	0	0	0	0	0
100	5,000	5,000	10,000	0	0	0	5,000	5,000	10,000
110	18,000	18,000	36,000	2,000	2,000	4,000	20,000	20,000	40,000
135	2,000	2,000	4,000	0	0	0	2,000	2,000	4,000
145	0	0	0	0	0	0	0	0	0
150	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>372,000</b>	<b>372,000</b>	<b>744,000</b>	<b>181,000</b>	<b>181,000</b>	<b>362,000</b>	<b>553,000</b>	<b>553,000</b>	<b>1,106,000</b>

Department of Social and Health Services

**DP Code/Title: M2-9B Microsoft Enterprise Licensing Agmt**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA), Information System Services Division (ISSD) requests funding to move from the standard Microsoft Client Access License (CAL) to the Enterprise Client Access License (ECAL) Suite. By funding this request, SESA is expected to reduce future ongoing costs while improving services; support a more productive workforce; keep the Microsoft service platform efficient, nimble, and cost-effective; and improve service and provide increased options to partners and clients.

**Fiscal Detail:**

**Operating Expenditures**

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	793,000	793,000	1,586,000
001-C General Fund - Basic Account-Medicaid Federal	174,000	174,000	348,000
<b>Total Cost</b>	<b>967,000</b>	<b>967,000</b>	<b>1,934,000</b>

**Staffing**

**Package Description:**

**Problem Statement:**

Currently, the Department of Social and Health Services (DSHS) has only the basic licenses for the primary business tools used across the agency. With the upgrade to the Enterprise CAL Suite, the agency can realize the full business productivity features of SharePoint, Office, Lync and applications we develop using the Microsoft environment.

Without this upgrade, the department is unable to utilize such features as delivering key performance indicators on SharePoint dashboards, enhanced search of documents, and automated document routing and approvals, which could reduce time to delivery of services. Currently there is no ability to integrate Office documents and Business Analytics Reporting. This prevents the use of intelligent dashboards for making better business decisions and tracking performance indicators. In addition, the department will incur additional licensing and other fees for the use of Lync conferencing service.

The Enterprise CAL Suite is a critical prerequisite to moving to a cloud service such as Office 365 which includes Exchange e-mail, SharePoint, and Lync. At a minimum, the enterprise CAL positions DSHS to take advantage of Office 365 licensing which would reduce the overall number of licenses. Office 365 moves DSHS from per device licensing to a per user licensing method for some products. In field offices, this means that fewer licenses are likely to be required. This will position DSHS stakeholders to access critical e-mails, schedules, tasks, etc. from anywhere, thereby increasing productivity.

**Proposed Solution:**

DSHS would upgrade approximately 18,500 user licenses from the current basic license of the Microsoft Enterprise Agreement to the Enterprise CAL Suite.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Sue Langen (360) 902-7714

Department of Social and Health Services

**DP Code/Title: M2-9B Microsoft Enterprise Licensing Agmt**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Procurement of Microsoft Enterprise CAL Suite license upgrade will produce the following outcomes:

- Provide SharePoint, Lync, and other features with the ability to implement improvements such as management dashboards tied to key indicators (providing real time decision data)
- Search for documents across all DSHS SharePoint sites (improving ability to locate documents for public disclosure and the like)
- Direct editing of files from SharePoint web pages (improving productivity and reducing duplication of files)
- Availability of Lync conferencing (reducing the need for travel costs and time)
- As well as many other features that will improve DSHS computing abilities

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes	
<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goal to:

Ensure efficiency and performance to the public by providing transparency and accountability in state agency operations and:

- Increase Washington State government's transparency.
- Increase customer satisfaction.
- Increase Washington State as an employer of choice.
- Increase on-time delivery for state services.

*What are the other important connections or impacts related to this proposal?*

The stakeholders are the DSHS users who will benefit from the ECAL. Some of the agencies that DSHS interacts/partners with have developed applications that require ECAL to be able to connect and use. CTS is implementing Lync communication services which require users to have ECAL. ECAL procurement will enhance the work efficiency of our internal stakeholders by providing the ability to use document workflow for initiating, tracking, document review and approval, issue tracking, and signature collection. DSHS stakeholders will have access to Systems Center Data Protection Manager to secure their desktops.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client service programs.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in not improving services, limiting the capabilities of the workforce, reducing platform

**Department of Social and Health Services**

**DP Code/Title: M2-9B Microsoft Enterprise Licensing Agmt  
 Program Level - 110 Administrative & Supporting Services**

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efficiency, reducing the agencies abilities to make real time decisions, and limiting the agency's ability to interact with some of the agency's partners.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

***Expenditure and revenue calculations and assumptions***

Total of \$967,000 per year for upgrade to the Microsoft ECAL suite as a part of the enterprise agreement.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
E Goods\Other Services	967,000	967,000	1,934,000
<b><u>DSHS Source Code Detail</u></b>			
<b>Overall Funding</b>			
Fund 001-1, General Fund - Basic Account-State			
<u>Sources Title</u>			
0011 General Fund State	793,000	793,000	1,586,000
<i>Total for Fund 001-1</i>	<u>793,000</u>	<u>793,000</u>	<u>1,586,000</u>
Fund 001-C, General Fund - Basic Account-Medicaid Federal			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	174,000	174,000	348,000
<i>Total for Fund 001-C</i>	<u>174,000</u>	<u>174,000</u>	<u>348,000</u>
<b>Total Overall Funding</b>	<u>967,000</u>	<u>967,000</u>	<u>1,934,000</u>

# Information Technology Addendum

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**Recsum Code and Title**      **M2-9B Microsoft Enterprise License Agreement**

**Brief Description:** The Department of Social and Health Services requests an annual increase over the basic Microsoft Enterprise Agreement license to include the Office 365 (O-365) Hybrid licensing with Enterprise Client Access License (ECAL), amounting to \$967,000 annually (\$1,934,000 for the biennium). The full cost, including the base agreement currently in place is \$3,722,482 annually (\$7,445,564 for the biennium. Program areas have requested the expansion of the licensing agreement to support management of documents within their workflow processes, and other cloud features that the O-365 ECAL Suite provides to meet their business needs. These other features include enabling business analytics integration into management dashboards, streamlining approval processes, and enhancing security of the collaboration environment.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security:** How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

The investment enhances the security of the DSHS business productivity/collaboration environment and improves infrastructure security by acquiring required licensing for data protection and recovery on the Department's workstations.

## Feasibility/Risk

**Cultural readiness/organizational capacity:** Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

The agency has been culturally ready to improve its workforce collaboration, performance metrics reporting, and open government/transparency but has not had the available tools.

**Technical complexity:** Can the investment realistically be completed within the proposed framework of time, budget and resources?

The investment upgrades existing software licensing and can realistically be completed within the stated cost.

**Urgency:** Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

## 2015-17 Biennial Budget Department of Social and Health Services

This investment is urgent and should be completed as soon as possible. Currently, DSHS has only basic licenses for the primary business tools used across the agency. The capabilities accessible with the basic licenses are limiting the program area's abilities to move to a shared service cloud model, improve communications between staff and across programs, their effectiveness in communicating metrics, and their ability to support more workflow automation. Current limitations in our licensing model are impeding productivity due to the absence of features that will allow for business intelligence for the use of scorecards and trending analysis using real time information.

License contract terms are three years and payments are made incrementally on an annual basis.

### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

Without this upgrade, the Department is unable to utilize such features as:

- Shared services would not be possible without the cloud features of O-365.
- Automated document routing and approval workflows, which could reduce time for delivering services.
- Improved communications between staff and across programs through tools such as Lync conferencing service (without incurring additional licensing and other fees)
- Collaboration between SharePoint and other applications such as Microsoft Dynamics CRM
- Intelligent dashboards for making better business decisions and tracking performance indicators.
- Enhanced search and electronic discovery of documents for improved efficiencies in work processes and in response to public disclosure and investigative requests

## Technology Strategy Alignment

### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

N/A

### **Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

This investment won't replace legacy systems but will enhance and modernize our current desktop productivity tools and allow for a more efficient and secure computing environment. It will also increase the availability of business analytical tools to all staff for improved decision making.

### **Mobility: Does the investment help state employees conduct business "any time, anywhere"? Does it improve mobile access to services for customers?**

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## Microsoft Enterprise Licensing Agmt

**2015-17 Biennial Budget  
Department of Social and Health Services**

This investment does not directly improve mobile access to services for customers.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

This investment does not increase public visibility of services provided with public funds.

**Accountability: Are the investment's goals well articulated? How will "success" be determined or measured?**

The investment's goals for procuring Microsoft Enterprise CALS include:

- reducing future ongoing costs while improving services;
- supporting a more productive workforce;
- keeping the Microsoft service platform efficient, nimble, and cost-effective;
- improving service and providing increased options to partners and clients.

The functionality resulting from productivity software licensing at the Enterprise CAL Suite level includes improved communication, collaboration, presence, synchronous communications (instant messaging) , information rights management, client workstation security, server and Web security, client and server real-time monitoring and updates, conferencing, Web-based forms solutions, and business data connectors, among many other features.

Sample performance outcomes include:

- Time/productivity gains through improved ability to locate documents across current information boundaries and overcome lack of search features across sister organizations (without which documents are unnecessarily duplicated and cause increased IT storage requirements and costs)
- Reduced travel time and associated costs by using multi-point group video conferencing through Lync, and eliminating the need to pay for additional licenses for WebEx, GoToMeeting, or other conferencing services currently used in the Department
- Better/faster decision-making as a result of access to real-time decision support through key performance indicators highlighted in management dashboards posted on SharePoint webpages or sent via e-mails directly to management wherever they can access Outlook
- Improved collaboration and productivity, and reduced duplication of files, through direct editing of files from SharePoint webpages

Sample performance measures include:

- Improved response times for public disclosure requests as a result of better document search capabilities
- Reduction in IT storage costs for documents as a result of reduced duplication of files

## 2015-17 Biennial Budget Department of Social and Health Services

- Reduction in license costs for WebEx, GoToMeeting and other conferencing services as a result of using Lync conferencing included in the Microsoft Enterprise CAL Suite of products.

### Financial

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

Due to licensing regulations, we could face a compliance issue that could result in fines.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment could eliminate the need for additional agreements with other software vendors (McAfee; WebEx) which could result in a cost savings of over \$150,000 per year. This will also reduce the number of CRM licenses required as the ECAL would allow reports to be generated from CRM data and viewed in SharePoint. Users could view these reports via the SharePoint site, eliminating the need of an explicit CRM license.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate new revenue or capture additional revenue left “on the table” by current solutions.

### Business Case/Agency Mission Priority

**Mission priority: Does this investment help the agency better deliver its mission?**

As more demands are made on the agency, we need to keep up with current technologies. There is an increasing need for the added features of the ECAL, especially in the SharePoint environment. Additionally, this will:

- Reduce duplicative storage costs
- Lower the amount of effort associated with public disclosure requests
- Provide a uniform tool to view data
- Prepare us for an enterprise-wide System Center Suite Solution for desktop data protection.
- Enable use of the full features of Lync for improved communications and conferencing services
- Improve service delivery with document tracking and workflow

This investment supports DSHS Goal 5:  
Public Trust – Strong management practices will be used to ensure quality and efficiency.

This request supports the *Results Washington* Goal 5:

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## Microsoft Enterprise Licensing Agmt

**2015-17 Biennial Budget**  
**Department of Social and Health Services**

Effective, efficient and accountable government

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

By moving to the ECAL suite we will obtain additional features that will allow us to enhance our services.

- There is an increasing need for the SharePoint ECAL as part of the SharePoint 2013 Project. These features include:
  - Business Intelligence to allow for enterprise wide use of scorecards and trending analysis, using real time data.
  - Enterprise Search features to allow for more efficient response to discovery requests.
  - Could be cost offsets from current BI expenditures.
- As we move towards an Enterprise System Center Configuration Manager solution we will require the System Center Suite CAL, included with the ECAL, in order to better manage workstations.
- Exchange Enterprise benefits:
  - Help support the mobility initiative by giving us the ability to apply advanced ActiveSync policies, which will give a higher level of management of mobile devices.
  - Data Loss Prevention will provide the Department with the ability to control the release of sensitive data, such as PII, credit cards, or any data determined to be sensitive.
  - If we were to move from the current CTS Shared Service we would need the ECAL in order to do e-discovery and set custom retention policies.

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: M2-9F Federal Funding Adjustment**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests the adjustment of authority for federal fund types in order to properly align with expected earnings of federal dollars. By funding this request, DSHS will more closely align earnings with federal appropriation authority.

**Fiscal Detail:**

**Operating Expenditures**

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-2 General Fund - Basic Account-Federal	(1,882,000)	(1,768,000)	(3,650,000)
001-C General Fund - Basic Account-Medicaid Federal	1,882,000	1,768,000	3,650,000
<b>Total Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Staffing**

**Package Description:**

**Problem Statement**

Administration and Supporting Services (Admin) is currently earning less in federal fund type 001-2 (General Fund - Federal) than the appropriated amount. Admin is currently earning more 001-C (General Fund - Medicaid) than the appropriated amount.

The Children's Administration (CA) currently has Temporary Aid for Needy Families (TANF) funding designated for Social Services Block Grant (SSBG) services, but currently the funding authority is classified under SSBG. The funding authority should be TANF as that is the source of the federal funding. This adjustment does not change the appropriation, it only corrects the title of the fund source.

**Proposed Solution**

**ADMIN**

For Fiscal Year 2016, decrease federal appropriation 001-2 from \$6,298,000 to \$4,416,000 - (\$1,882,000) and increase federal appropriation 001-C from \$6,716,000 to \$8,598,000 - \$1,882,000.

For Fiscal Year 2017, decrease federal appropriation 001-2 from \$6,343,000 to \$4,575,000 - (\$1,768,000) and increase federal appropriation 001-C from \$6,712,000 to \$8,480,000 - \$1,768,000.

**CA**

For Fiscal Year 2016, decrease federal appropriation 001-0 from \$42,170,000 to \$33,977,000 - (\$8,193,000) and increase federal appropriation 001-D from \$23,404,000 to \$31,597,000 - \$8,193,000.

For Fiscal Year 2017, decrease federal appropriation 001-0 from \$42,328,000 to \$33,686,000 - (\$8,642,000) and increase federal appropriation 001-D from \$23,737,000 to \$32,379,000 - \$8,642,000.

Agency Contact: Don Petrich (360) 902-7831

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

**Department of Social and Health Services**

**DP Code/Title: M2-9F Federal Funding Adjustment**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

To align budgeted federal funding sources with projected federal earnings.

*Performance Measure Detail*

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes	
<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goals to ensure efficiency and performance to the public by providing transparency and accountability in state agency operations.

*What are the other important connections or impacts related to this proposal?*

There is no impact to stakeholders.

*What alternatives were explored by the agency, and why was this alternative chosen?*

Not applicable.

*What are the consequences of adopting or not adopting this package?*

Not realigning federal funds will result in the budgeted fund sources not being aligned with how they are actually earned.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: AW Federal Funds Adjustment.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
<b>Program Totals</b>			

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: M2-9F Federal Funding Adjustment**  
**Program Level - 110 Administrative & Supporting Services**

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Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

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**DSHS Source Code Detail**

<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-2, General Fund - Basic Account-Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
FLIV    Fed Entered as Lidded (various%s)	(1,882,000)	(1,768,000)	(3,650,000)
<i>Total for Fund 001-2</i>	<b>(1,882,000)</b>	<b>(1,768,000)</b>	<b>(3,650,000)</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
19UL    Title XIX Admin (50%)	1,882,000	1,768,000	3,650,000
<i>Total for Fund 001-C</i>	<b>1,882,000</b>	<b>1,768,000</b>	<b>3,650,000</b>
<b>Total Overall Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2015-17 Biennial Budget  
Federal Funds Adjustment**

**Department of Social and Health Services**

**Children's Administration Federal Funds Adjustment**

		2015-17 CFL		Adjustment		After Adjustment	
DSHS Source							
Code	Fund/Source Title	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
667B	001-0 SSBG	33,977,000	33,686,000			33,977,000	33,686,000
667T	001-0 TANF Trsn-SSBG 100%	8,193,000	8,642,000	(8,193,000)	(8,642,000)	-	-
	<u>001-0 SSBG Total</u>	<u>42,170,000</u>	<u>42,328,000</u>	<u>(8,193,000)</u>	<u>(8,642,000)</u>	<u>33,977,000</u>	<u>33,686,000</u>
558B	001-D TANF	23,404,000	23,737,000			23,404,000	23,737,000
558T	001-D TANF Trsn-SSBG 100%			8,193,000	8,642,000	8,193,000	8,642,000
	<u>001-D TANF Total</u>	<u>23,404,000</u>	<u>23,737,000</u>	<u>8,193,000</u>	<u>8,642,000</u>	<u>31,597,000</u>	<u>32,379,000</u>

**Realign the TANF funding designated for SSBG services into the TANF fund 001-D from the SSBG fund 001-0. The TANF authority would still be used to pay for SSBG services.**

**Administration and Supporting Services Federal Funds Adjustment**

		2015-17 CFL		Adjustment		After Adjustment	
DSHS Source							
Code	Fund/Source Title	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
FLIV	001-2 Federal - Fed Lidded (Var %)	1,882,000	1,768,000	(1,882,000)	(1,768,000)	-	-
19UL	001-C Medicaid - T19 Admin (50%)	6,716,000	6,712,000	1,882,000	1,768,000	8,598,000	8,480,000

**Realign the federal authority based on what the Program can actually earn.**

Department of Social and Health Services

**DP Code/Title: M2-9G Workers Comp Base Correction**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests funding to correct the base funding level of premiums paid to Labor and Industries (L&I) for worker's compensation. By funding this request, DSHS will not have to divert funding from services to clients in order to cover the cost of this mandatory premium.

**Fiscal Detail:**

**Operating Expenditures**

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	21,000	21,000	42,000
001-C General Fund - Basic Account-Medicaid Federal	5,000	4,000	9,000
<b>Total Cost</b>	<b>26,000</b>	<b>25,000</b>	<b>51,000</b>

Staffing

**Package Description:**

A review of the funding for worker's compensation found two steps in previous biennial budgets that resulted in an inadequate amount of funding being provided for the premiums that are paid to L&I.

The first adjustment that needs to be made is in the calculation of the Worker's Compensation Changes for the 2011-13 Biennial Budget. The information provided for the calculation showed an Estimated Premium Paid of \$25.2 million for the first year and \$28.5 million for the second year. Using these amounts against the proposed estimated premium of \$31.9 million per fiscal year resulted in an increase in funding of \$6.7 million in the first year and \$3.4 million in the second. The actual cost for the second year for the department was \$24.7 million, instead of the \$28.5 million above, a difference of \$3.8 million for the increased cost in the second year.

The second adjustment is for the Carry Forward Level (CFL) adjustment in the 2013-15 Biennial Budget. The 2011-13 funding was placed into DSHS program Payments to Other Agencies (PTOA or Program 145). As part of the 2012 Supplemental Budget, the funding was transferred out of PTOA to the appropriate DSHS programs. When CFL was completed, Step G01 Transfers contained a reduction of \$3.4 million for the 2011-13 Worker's Compensation Step. This step brought the first year funding to the second year level for the workers compensation portion of the transfer step. There should not have been a CFL adjustment for the Worker's Compensation Step, because the original step was done to bring the funding up to \$31.9 million per Fiscal Year as estimated by L&I.

By funding this request the programs budgets will receive the funding necessary to cover the amounts that are being paid to L&I each quarter.

Agency contact: Bill Jordan (360) 902-8183.

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

By funding this mandatory payment requirement, DSHS will not have to divert other funds that currently support client services.

Department of Social and Health Services

**DP Code/Title: M2-9G Workers Comp Base Correction**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*Performance Measure Detail*

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goals:

1: Heath - Each individual and each community will be healthy.

5: Public Trust - Strong management policies will be used to ensure quality and efficiency. This request will limit risk to the department by establishing mechanisms for appropriate charges incurred by DSHS programs.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This package supports Governor Inslee's Goal:

5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

None

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed with existing resources without reducing the funding for services to clients.

*What are the consequences of adopting or not adopting this package?*

Funding this request will prevent any negative impact on client services.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: AW Workers Comp Base Correction.xlsx.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

L&I's cost for worker's compensation is an ongoing cost to the department.

**Department of Social and Health Services**

**DP Code/Title: M2-9G Workers Comp Base Correction**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
B Employee Benefits	26,000	25,000	51,000
<b><u>DSHS Source Code Detail</u></b>			
<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
Fund 001-1, General Fund - Basic Account-State			
<b><u>Sources Title</u></b>			
0011 General Fund State	21,000	21,000	42,000
<i>Total for Fund 001-1</i>	<u>21,000</u>	<u>21,000</u>	<u>42,000</u>
Fund 001-C, General Fund - Basic Account-Medicaid Federal			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	5,000	4,000	9,000
<i>Total for Fund 001-C</i>	<u>5,000</u>	<u>4,000</u>	<u>9,000</u>
<b>Total Overall Funding</b>	<u>26,000</u>	<u>25,000</u>	<u>51,000</u>

**2015-17 Biennial Budget  
Workers Comp Base Correction**

**Department of Social and Health Services**

Program	FY 16	FY 17	FY 16 FUNDING			FY 17 FUNDING		
	B	B	State	Other	Total	State	Other	Total
010 Children's Administration	149,000	137,000	135,000	14,000	149,000	124,000	13,000	137,000
020 Juvenile Rehabilitation Admin	203,000	231,000	203,000	-	203,000	231,000	-	231,000
030 Mental Heath Division	1,257,000	1,296,000	1,171,000	86,000	1,257,000	1,207,000	89,000	1,296,000
040 Developmental Disabilites Admin	1,363,000	1,698,000	804,000	559,000	1,363,000	1,002,000	696,000	1,698,000
050 Aging & Long-Term Support	74,000	70,000	39,000	35,000	74,000	36,000	34,000	70,000
060 Economic Services Admin	236,000	231,000	148,000	88,000	236,000	144,000	87,000	231,000
070 Alcohol & Substance Abuse	4,000	4,000	3,000	1,000	4,000	3,000	1,000	4,000
100 Division of Vocational Rehab	18,000	16,000	18,000	-	18,000	16,000	-	16,000
110 Administration	26,000	25,000	21,000	5,000	26,000	21,000	4,000	25,000
135 Special Commitment Center	93,000	116,000	93,000	-	93,000	116,000	-	116,000
<b>TOTAL</b>	<b>3,423,000</b>	<b>3,824,000</b>	<b>2,635,000</b>	<b>788,000</b>	<b>3,423,000</b>	<b>2,900,000</b>	<b>924,000</b>	<b>3,824,000</b>

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Department of Social and Health Services

**DP Code/Title: M2-9T Transfers**

**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests the shift of FTEs and funding among programs in the 2015-17 Biennial Budget. This transfer will align FTEs and funds with the programs where the costs are incurred. The net impact is zero.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	424,000	424,000	848,000
001-C General Fund - Basic Account-Medicaid Federal	80,000	80,000	160,000
<b>Total Cost</b>	<b>504,000</b>	<b>504,000</b>	<b>1,008,000</b>

Staffing

**Package Description:**

DSHS requests internal transfers among several program budgets resulting in a net zero funding change for the department. This aligns program appropriations with planned expenditures. DSHS requests the following adjustments for the 2015-17 Biennial Budget:

Information System Services Division (ISSD) Compensation Adjustment-  
 (Program 110 to Programs 010, 020, 030, 040, 050, 060, 100, 135):

Program 110 - Administration and Supporting Services (Administration) will transfer compensation adjustments for staff in the Information Systems Services Division (Program 150) to other DSHS programs. ISSD is a chargeback program where the funding resides in program's Sub-Object TZ budget. Administration will transfer (\$214,000) GF-State to the other programs. The transfer will realign the funding with the correct DSHS programs to be charged by ISSD.

Consolidated Field Services (CFS) Compensation Adjustment -  
 (Program 110 to Programs 010, 020, 030, 040, 050, 060, 135):

Program 110 - Administration and Supporting Services (Administration) will transfer compensation adjustments for staff in Consolidated Field Services (Program 160) to other DSHS programs. CFS is a chargeback program where the funding resides in program's budget. Administration will transfer (\$216,000) GF-State to the other programs. The transfer will realign the funding with the correct DSHS programs to be charged by CFS.

ISSD Chargeback Reallocation -  
 (Programs 010, 020, 030, 040, 050, 060, 070, 100, 110, 135):

The Financial Services Administration (FSA), in conjunction with program areas and ISSD, updated the chargeback methodology for services that are being provided. The methodology simplifies the categories of service, as well as the metrics used to fairly and efficiently distribute charges for services utilized. As a result of the methodology updates, the allocation of funding to the program area needs to be re-distributed to reflect the changes. This re-allocation will in essence hold harmless the program areas, so that all programs will be sufficiently funded for currently identified ISSD service needs.

Information Technology Savings (ITS) Adjustment-  
 (Program 145 to Programs 010, 020, 030, 040, 050, 060, 070, 100, 110):

Program 145 - Payments to Other Agencies (PTOA) will transfer the ITS reduction to other DSHS programs. The ITS step was placed into PTOA as part of the 2014 Supplemental budget. The PTOA will transfer (\$676,000) GF-State to the other programs. The transfer will realign the reduction with the DSHS programs that incur the charges.

Office of Deaf and Hard of Hearing (ODHH) Compensation Adjustment-

Department of Social and Health Services

**DP Code/Title: M2-9T Transfers**

**Program Level - 110 Administrative & Supporting Services**

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(Program 100 to Program 050):

Program 100 - Division of Vocational Rehabilitation (DVR) will transfer compensation adjustments for ODHHS staff to Program 050 - Aging and Long-Term Support Administration (ALISA). ODHHS was transferred from DVR to ALISA in the 2014 Supplemental budget. This transfer is for the ODHHS portion of the employee benefit steps that remains in program 050. DVR will transfer (\$6,000) in FY 16 and \$12,000 in FY 17 to ALISA. The transfer will realign the funding for the ODHHS staff into the correct program.

Aging and Long-Term Support Administration to Developmental Disability Administration Transfer-  
(Program 050 to Program 040):

Transfer of 3 FTEs and the funding for the staff that are working on the Roads to Community Living project.

Children's Administration to Aging and Long-Term Support Administration Transfer-  
(Program 010 to Program 050):

Transfer of .5 FTE and the funding for the staff that are working on the Foster Well Being project.

Economic Services Administration to Aging and Long-Term Support Administration Transfer-  
(Program 060 to Program 050):

Transfer of .5 FTE and the funding for the long term care workload related to Western State Hospital.

These transfers will realign the funding with the DSHS programs to be charged.

Agency contact: Bill Jordan 360-902-8183.

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

DSHS accounts for the wise use of public dollars by maximizing federal funding sources.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes	
<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 1: Health - Each individual and each community will be healthy and Goal 5: Public Trust - Strong management policies will be used to ensure quality and efficiency. This request will limit risk to the department by establishing mechanisms for appropriate charges incurred by DSHS programs.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This package supports Governor Inslee's Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

None

*What alternatives were explored by the agency, and why was this alternative chosen?*

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: M2-9T Transfers**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

The request transfers funding between programs so that the needs can be met within existing resources.

*What are the consequences of adopting or not adopting this package?*

These transfers will realign the funding with the DSHS programs that are charged for the services.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: AW Transfers.xlsx.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

The transfer is one-time then all costs associated with it will be ongoing and will carry-forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
B Employee Benefits	108,000	108,000	216,000
E Goods\Other Services	(8,000)	(8,000)	(16,000)
T Intra-Agency Reimbursements	404,000	404,000	808,000
<b>Total Objects</b>	<b>504,000</b>	<b>504,000</b>	<b>1,008,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<u>Sources Title</u>			
0011 General Fund State	424,000	424,000	848,000
<i>Total for Fund 001-1</i>	<b>424,000</b>	<b>424,000</b>	<b>848,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	80,000	80,000	160,000
<i>Total for Fund 001-C</i>	<b>80,000</b>	<b>80,000</b>	<b>160,000</b>
<b>Total Overall Funding</b>	<b>504,000</b>	<b>504,000</b>	<b>1,008,000</b>

**2015-17 Biennial Budget  
Transfers**

Program	FTEs			FY 2016			FY 2017			2015-17 Biennium		
	FY16	FY17	Total	001-1	Other	Total	001-1	Other	Total	001-1	Other	Total
<b>010 Children's Administration</b>												
1. ISSD Compensation Adjustments			0.0	(18,000)		(18,000)	(18,000)		(18,000)	(36,000)	0	(36,000)
2. CFS Compensation Adjustments			0.0	(6,000)		(6,000)	(6,000)		(6,000)	(12,000)	0	(12,000)
3. ISSD Chargeback Reallocation			0.0	(501,000)	(24,000)	(525,000)	(501,000)	(24,000)	(525,000)	(1,002,000)	(48,000)	(1,050,000)
4. ITS Adjustment			0.0	(73,000)		(73,000)	(73,000)		(73,000)	(146,000)	0	(146,000)
7. CA to ALTSA Transfer	(0.5)	(0.5)	(0.5)	(29,000)	(28,000)	(57,000)	(29,000)	(28,000)	(57,000)	(58,000)	(56,000)	(114,000)
			0.0			0			0	0	0	0
<b>010 Total</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(627,000)</b>	<b>(52,000)</b>	<b>(679,000)</b>	<b>(627,000)</b>	<b>(52,000)</b>	<b>(679,000)</b>	<b>(1,254,000)</b>	<b>(104,000)</b>	<b>(1,358,000)</b>
<b>020 Juvenile Rehabilitation</b>												
1. ISSD Compensation Adjustments			0.0	(3,000)		(3,000)	(3,000)		(3,000)	(6,000)	0	(6,000)
2. CFS Compensation Adjustments			0.0	(14,000)		(14,000)	(14,000)		(14,000)	(28,000)	0	(28,000)
3. ISSD Chargeback Reallocation			0.0	140,000		140,000	140,000		140,000	280,000	0	280,000
4. ITS Adjustment			0.0	(14,000)		(14,000)	(14,000)		(14,000)	(28,000)	0	(28,000)
			0.0			0			0	0	0	0
<b>020 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>109,000</b>	<b>0</b>	<b>109,000</b>	<b>109,000</b>	<b>0</b>	<b>109,000</b>	<b>218,000</b>	<b>0</b>	<b>218,000</b>
<b>030 Mental Health</b>												
1. ISSD Compensation Adjustments			0.0	(10,000)		(10,000)	(10,000)		(10,000)	(20,000)	0	(20,000)
2. CFS Compensation Adjustments			0.0	(34,000)		(34,000)	(34,000)		(34,000)	(68,000)	0	(68,000)
3. ISSD Chargeback Reallocation			0.0	532,000	39,000	571,000	532,000	39,000	571,000	1,064,000	78,000	1,142,000
4. ITS Adjustment			0.0	(20,000)		(20,000)	(20,000)		(20,000)	(40,000)	0	(40,000)
			0.0			0			0	0	0	0
<b>030 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>468,000</b>	<b>39,000</b>	<b>507,000</b>	<b>468,000</b>	<b>39,000</b>	<b>507,000</b>	<b>936,000</b>	<b>78,000</b>	<b>1,014,000</b>
<b>040 Developmental Disabilities Administration</b>												
1. ISSD Compensation Adjustments			0.0	(12,000)		(12,000)	(12,000)		(12,000)	(24,000)	0	(24,000)
2. CFS Compensation Adjustments			0.0	(35,000)		(35,000)	(35,000)		(35,000)	(70,000)	0	(70,000)
3. ISSD Chargeback Reallocation			0.0	511,000	355,000	866,000	511,000	355,000	866,000	1,022,000	710,000	1,732,000
4. ITS Adjustment			0.0	(40,000)		(40,000)	(40,000)		(40,000)	(80,000)	0	(80,000)
6. ALTSA to DDA Transfer	3.0	3.0	3.0		339,000	339,000		339,000	339,000	0	678,000	678,000
			0.0			0			0	0	0	0
<b>040 Total</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>424,000</b>	<b>694,000</b>	<b>1,118,000</b>	<b>424,000</b>	<b>694,000</b>	<b>1,118,000</b>	<b>848,000</b>	<b>1,388,000</b>	<b>2,236,000</b>
<b>050 Aging &amp; Long-Term Support Admin</b>												
1. ISSD Compensation Adjustments			0.0	(13,000)		(13,000)	(13,000)		(13,000)	(26,000)	0	(26,000)
2. CFS Compensation Adjustments			0.0	(2,000)		(2,000)	(2,000)		(2,000)	(4,000)	0	(4,000)
3. ISSD Chargeback Reallocation			0.0	12,000	12,000	24,000	12,000	12,000	24,000	24,000	24,000	48,000
4. ITS Adjustment			0.0	(83,000)		(83,000)	(83,000)		(83,000)	(166,000)	0	(166,000)
5. ODHH Compensation Adjustment			0.0	6,000		6,000	(12,000)		(12,000)	(6,000)	0	(6,000)
6. ALTSA to DDA Transfer	(3.0)	(3.0)	(3.0)	0	(339,000)	(339,000)	0	(339,000)	(339,000)	0	(678,000)	(678,000)
7. CA to ALTSA Transfer	0.5	0.5	0.5	29,000	28,000	57,000	29,000	28,000	57,000	58,000	56,000	114,000
8. ESA to ALTSA Transfer	0.5	0.5	0.5	24,000	23,000	47,000	24,000	23,000	47,000	48,000	46,000	94,000
			0.0			0			0	0	0	0
<b>050 Total</b>	<b>(2.0)</b>	<b>(2.0)</b>	<b>(2.0)</b>	<b>(27,000)</b>	<b>(276,000)</b>	<b>(303,000)</b>	<b>(45,000)</b>	<b>(276,000)</b>	<b>(321,000)</b>	<b>(72,000)</b>	<b>(552,000)</b>	<b>(624,000)</b>
<b>060 Economic Services Administration</b>												
1. ISSD Compensation Adjustments			0.0	(47,000)		(47,000)	(47,000)		(47,000)	(94,000)	0	(94,000)
2. CFS Compensation Adjustments			0.0	(7,000)		(7,000)	(7,000)		(7,000)	(14,000)	0	(14,000)
3. ISSD Chargeback Reallocation			0.0	(1,023,000)	(463,000)	(1,486,000)	(1,023,000)	(463,000)	(1,486,000)	(2,046,000)	(926,000)	(2,972,000)
4. ITS Adjustment			0.0	(411,000)		(411,000)	(411,000)		(411,000)	(822,000)	0	(822,000)
8. ESA to ALTSA Transfer	(0.5)	(0.5)	(0.5)	(24,000)	(23,000)	(47,000)	(24,000)	(23,000)	(47,000)	(48,000)	(46,000)	(94,000)
			0.0			0			0	0	0	0
<b>060 Total</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(1,512,000)</b>	<b>(486,000)</b>	<b>(1,998,000)</b>	<b>(1,512,000)</b>	<b>(486,000)</b>	<b>(1,998,000)</b>	<b>(3,024,000)</b>	<b>(972,000)</b>	<b>(3,996,000)</b>
<b>070 Alcohol and Substance Abuse</b>												
3. ISSD Chargeback Reallocation			0.0	2,000	1,000	3,000	2,000	1,000	3,000	4,000	2,000	6,000
4. ITS Adjustment			0.0	(6,000)		(6,000)	(6,000)		(6,000)	(12,000)	0	(12,000)
			0.0			0			0	0	0	0
<b>070 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(4,000)</b>	<b>1,000</b>	<b>(3,000)</b>	<b>(4,000)</b>	<b>1,000</b>	<b>(3,000)</b>	<b>(8,000)</b>	<b>2,000</b>	<b>(6,000)</b>
<b>100 Division of Voc. Rehabilitation</b>												
1. ISSD Compensation Adjustments			0.0	(2,000)		(2,000)	(2,000)		(2,000)	(4,000)	0	(4,000)
2. CFS Compensation Adjustments			0.0			0			0	0	0	0
3. ISSD Chargeback Reallocation			0.0	(35,000)		(35,000)	(35,000)		(35,000)	(70,000)	0	(70,000)
4. ITS Adjustment			0.0	(15,000)		(15,000)	(15,000)		(15,000)	(30,000)	0	(30,000)
5. ODHH Compensation Adjustment			0.0	(6,000)		(6,000)	12,000		12,000	6,000	0	6,000
			0.0			0			0	0	0	0
<b>100 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(58,000)</b>	<b>0</b>	<b>(58,000)</b>	<b>(40,000)</b>	<b>0</b>	<b>(40,000)</b>	<b>(98,000)</b>	<b>0</b>	<b>(98,000)</b>
<b>110 Administration &amp; Supporting Services</b>												
1. ISSD Compensation Adjustments			0.0	107,000		107,000	107,000		107,000	214,000	0	214,000
2. CFS Compensation Adjustments			0.0	108,000		108,000	108,000		108,000	216,000	0	216,000
3. ISSD Chargeback Reallocation			0.0	219,000	80,000	299,000	219,000	80,000	299,000	438,000	160,000	598,000
4. ITS Adjustment			0.0	(10,000)		(10,000)	(10,000)		(10,000)	(20,000)	0	(20,000)
			0.0			0			0	0	0	0
<b>110 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>424,000</b>	<b>80,000</b>	<b>504,000</b>	<b>424,000</b>	<b>80,000</b>	<b>504,000</b>	<b>848,000</b>	<b>160,000</b>	<b>1,008,000</b>

**2015-17 Biennial Budget  
Transfers**

Program	FTEs			FY 2016			FY 2017			2015-17 Biennium		
	FY16	FY17	Total	001-1	Other	Total	001-1	Other	Total	001-1	Other	Total
<b>135 Special Commitment Center</b>												
1. ISSD Compensation Adjustments			0.0	(2,000)		(2,000)	(2,000)		(2,000)	(4,000)	0	(4,000)
2. CFS Compensation Adjustments			0.0	(10,000)		(10,000)	(10,000)		(10,000)	(20,000)	0	(20,000)
3. ISSD Chargeback Reallocation			0.0	143,000		143,000	143,000		143,000	286,000	0	286,000
4. ITS Adjustment			0.0	(4,000)		(4,000)	(4,000)		(4,000)	(8,000)	0	(8,000)
			0.0			0			0	0	0	0
<b>135 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>127,000</b>	<b>0</b>	<b>127,000</b>	<b>127,000</b>	<b>0</b>	<b>127,000</b>	<b>254,000</b>	<b>0</b>	<b>254,000</b>
<b>145 Payments to Other Agencies</b>												
4. ITS Adjustment			0.0	676,000		676,000	676,000		676,000	1,352,000	0	1,352,000
			0.0			0			0	0	0	0
<b>145 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>676,000</b>	<b>0</b>	<b>676,000</b>	<b>676,000</b>	<b>0</b>	<b>676,000</b>	<b>1,352,000</b>	<b>0</b>	<b>1,352,000</b>
<b>150 Information System Services Division</b>												
4. ITS Adjustment			0.0			0			0	0	0	0
			0.0			0			0	0	0	0
<b>150 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>160 Consolidated Field Services</b>												
			0.0			0			0	0	0	0
<b>160 Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Agency-Wide Total:</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**NOTES:**

1. Information System Services Division (ISSD) compensation adjustments from Administration & Supporting Services (Admin). Item adjusts object TZ costs. No Carry Forward Level adjustment needed for the 2017-19 Biennium.
2. Consolidated Field Services (CFS) compensation adjustments from Administration & Supporting Services (Admin). Item adjusts object B. No Carry Forward Level adjustment needed for the 2017-19 Biennium.
3. Information System Services Division (ISSD) reallocation of chargeback funding. Item adjusts object TZ costs. No Carry Forward Level adjustment needed for the 2017-19 Biennium.
4. Information Technology Savings from Payments to Other Agencies. Item adjust object E and TZ. No Carry Forward Level adjustment needed for the 2017-19 Biennium.
5. Office of Deaf and Hard of Hearing compensation adjustment from Division of Vocational Rehabilitation. Item adjusts object B. No Carry Forward Level adjustment needed from the 2017-19 Biennium.
6. ATSA to DDA Transfer - alignment of the budget for the staff are working on Roads to Community Living.
7. CA to ALTSA Transfer - alignment of the budget for the staff that are working on Foster Well Being.
8. ESA to ALTSA Transfer - alignment of the budget for the long term care workload related to Western State Hospital.

**Department of Social and Health Services**

**DP Code/Title: M2-9Y Electronic Records Vault - EVault**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Service and Enterprise Supporting Administration (SESA) requests funding for migrating the Department of Social and Health Services (DSHS) email to the Washington State Electronic Records Vault (WaSERV a.k.a. Vault) managed by Consolidated Technology Services (CTS) as part of the shared enterprise messaging service. By funding this request, SESA is expected to cover the cost of migrating all DSHS email to the Electronic Records Vault.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	249,000	249,000	498,000
001-C General Fund - Basic Account-Medicaid Federal	55,000	55,000	110,000
<b>Total Cost</b>	<b>304,000</b>	<b>304,000</b>	<b>608,000</b>

**Staffing**

**Package Description:**

**Problem Statement:**

In alignment with former Governor's Directive 09-02, DSHS completed its migration to the shared e-mail service in November 2012. DSHS employees create, send, and receive well over two-hundred and fifty thousand e-mails every working day. The Shared Services Exchange environment is not designed as storage or records management system; this is the function of the Vault.

The Shared Services Enterprise Vault is intended to store and retrieve email messages in compliance with agency records retention requirements, and facilitate identification, retrieval, and production of email for public records requests and litigation purposes. The Vault provides a single repository for agency email locking email documents into set required retention periods allowing a comprehensive search for email documents related to specific public records or litigation discovery requests. DSHS is migrating all DSHS email to the Shared Services Vault. The effort to move active mailboxes into the Vault will complete in Fiscal Year 2015. In Fiscal Year 2015 and extending into Fiscal Year 2016, DSHS will begin moving locally stored Personal Storage Tables (PST) files, also known as personal folders to the Vault.

With its large daily email volume, DSHS has historically encouraged personnel to use PSTs as an alternate method of storing and managing emails. Currently, PSTs are mainly stored in network servers and local drives, rather than on a centralized storage location, presenting significant management challenges and business risks. In addition, PSTs pose a high impact in network server storage and backup, can elude DSHS retention policies, and are prone to data loss or corruption.

While the Vault un-duplicates e-mails and compresses files to reduce storage needs, overall storage costs will increase dramatically based on published rates. DSHS does not have discretionary funds to pay the increased storage costs.

**Proposed Solution:**

The Legislature appropriates funds to cover the costs for services rendered by CTS.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Department of Social and Health Services

**DP Code/Title: M2-9Y Electronic Records Vault - EVault**  
**Program Level - 110 Administrative & Supporting Services**

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Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

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Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Sue Langen (360) 902-7714

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Migrating to EVault will achieve the following outcomes:

- Centralize storage of email into a single location instead of 200 plus locations.
- Improve agency compliance with state records retention requirements, ensuring email is properly stored, maintained and available on request
- Minimize the risk of email data loss or corruption
- Minimize the risk of prematurely or intentionally deleting email that needs to be retained
- Minimize per user storage expense by providing a common storage location that uses modern efficiency and compression technology to limit additional expenditures and provide 'economy of scale'
- Minimize the complexity of producing email records for public disclosure requests and litigation proceedings

***Performance Measure Detail***

**Agency Level**

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

Ensure efficiency and performance to the public by providing transparency and accountability in state agency operations and:

- Increase Washington State government's transparency.
- Increase customer satisfaction.
- Increase Washington State as an employer of choice.
- Increase on-time delivery for state services.

*What are the other important connections or impacts related to this proposal?*

Without additional appropriated funding, impacts on administrations will vary, but diversion of existing funds will impact client services.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking dollars away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will cause DSHS to shift funding from client services in order to meet the requirements of

**Department of Social and Health Services**

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Governor's Directive 09-02.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Electronic Records Vault - EVault.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

**Object Detail**

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
E Goods\Other Services	304,000	304,000	608,000

**DSHS Source Code Detail**

<b>Overall Funding</b>		<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>				
<b><u>Sources</u></b>	<b><u>Title</u></b>			
0011	General Fund State	249,000	249,000	498,000
<i>Total for Fund 001-1</i>		<u>249,000</u>	<u>249,000</u>	<u>498,000</u>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>				
<b><u>Sources</u></b>	<b><u>Title</u></b>			
19UL	Title XIX Admin (50%)	55,000	55,000	110,000
<i>Total for Fund 001-C</i>		<u>55,000</u>	<u>55,000</u>	<u>110,000</u>
<b>Total Overall Funding</b>		<u>304,000</u>	<u>304,000</u>	<u>608,000</u>

2015-17 Biennial Budget  
Electronic Records Vault - EVault

Department of Social and Health Services

Rate per GB \$ 1.27

ADMIN/PROGRAM AREA	NUMBER OF MAILBOXES	ALL ITEM SIZE (in MBs)	35% COMPRESSION (in MBs)	TOTAL ITEM SIZE WITH 35% COMPRESSION (in MBs)	TOTAL MONTHLY VAULT STORAGE COST
ADSA	8,532	1,418,059	496,321	921,738	\$1,171
CA	2,874	1,302,898	456,014	846,884	\$1,076
ESA	3,581	749,901	262,465	487,436	\$619
ESA-DCS	1,259	245,027	85,759	159,268	\$202
JRA	975	265,361	92,876	172,485	\$219
Secretary	1,207	364,536	127,588	236,948	\$301
DVR	528	94,903	33,216	61,687	\$78
ODHH	20	5,437	1,903	3,534	\$4
SCC (already in Vault - storage includes PSTs)*	417			1,043,000	\$1,325
<b>DSHS TOTAL</b>	<b>19,393</b>	<b>4,446,122</b>	<b>1,556,143</b>	<b>3,932,979</b>	<b>\$4,995</b>

ADMIN/PROGRAM AREA	NUMBER OF MAILBOXES	ALL ITEM SIZE (in GBs)	35% COMPRESSION (in GBs)	TOTAL ITEM SIZE WITH 35% COMPRESSION (in GBs)	TOTAL MONTHLY VAULT STORAGE COST	Annual Cost
ADSA	8,532	1,418	496	922	\$1,171	\$14,047
CA	2,874	1,303	456	847	\$1,076	\$12,907
ESA	3,581	750	262	487	\$619	\$7,429
ESA-DCS	1,259	245	86	159	\$202	\$2,427
JRA	975	265	93	172	\$219	\$2,629
Secretary	1,207	365	128	237	\$301	\$3,611
DVR	528	95	33	62	\$78	\$940
ODHH	20	5	2	4	\$4	\$54
SCC (already in Vault - storage includes PSTs)*	417			1,043	\$1,325	\$15,895
<b>DSHS MAILBOX TOTAL</b>	<b>19,393</b>	<b>4,446</b>	<b>1,556</b>	<b>3,933</b>	<b>\$4,995</b>	<b>\$59,939</b>
						0
PSTs (from 2012 PST analysis)	102,600	24,669	8,634	16,035	\$20,364	\$244,369
<b>DSHS PSTs TOTAL</b>	<b>102,600</b>	<b>24,669</b>	<b>8,634</b>	<b>16,035</b>	<b>\$20,364</b>	<b>\$244,369</b>
						0
<b>TOTAL STORAGE AND COST</b>		<b>29,115</b>	<b>10,190</b>	<b>19,968</b>	<b>\$25,359</b>	<b>\$304,308</b>

GF-State	0.82	249,000
GF-Federal	0.18	55,000
<b>TOTAL</b>		<b>304,000</b>

# Information Technology Addendum

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**Recsum Code and Title**      **M2-9Y Electronic Records Vault - EVault**

**Brief Description:** The Service and Enterprise Supporting Administration (SESA) requests funding for migrating the Department of Social and Health Services (DSHS) email to the Washington State Electronic Records Vault (WaSERV a.k.a. Vault) managed by Consolidated Technology Services (CTS) as part of the shared enterprise messaging service. By funding this request, SESA is expected to cover the cost of migrating all DSHS email to the Electronic Records Vault.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

This request would provide the funding for DSHS to utilize the CTS e-Vault service. This environment has been deemed appropriate for all categories of data. In addition, DSHS has established a Business Associates Agreement with CTS regarding HIPAA data contained in various CTS managed data repositories.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

Staff are already migrated, or will be migrated into the CTS managed Shared Messaging environment by the time we begin migrating PSTs into the Vault. As such, staff have, or will have familiarity with the Vault and its features. This effort will not require any additional cultural change beyond what is already in motion for using the Shared Messaging environment.

**Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

Yes, the design of the injection of the PSTs is taking into account the dispersed nature of the data, as well as the volume of data. A similar methodology for gathering large amounts of dispersed data is being used currently to support existing litigation discovery requests.

**Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

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The urgency of this request is driven by cost avoidance. Until the PSTs have successfully been injected into the Vault, the agency will be subject to increased liability due to the inability to always produce complete records for disclosure or discovery. The liability, and the costs associated with a more manual process will continue until this process is done (i.e. an investment is needed, before we can benefit from the advantages this effort will bring.) So while it can wait, it is at a cost that well exceeds the investment needed.

### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

As noted above, that impact of not completing this effort is the continued costs associated with a more manual process, and the increased financial liability resulting from incomplete disclosure and discovery request responses. These costs are both monetary and political in nature.

## **Technology Strategy Alignment**

### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

While the steps are incremental in nature, the customer-facing value is limited until the project is complete. Until complete, the data retrievable from the Vault may have limited value, depending upon the scope of the disclosure or discovery request.

### **Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

Yes, this investment will upgrade older e-mail technology to a modern service that CTS implements and manages. This will replace current agency solutions that are distributed, which are causing business problems for disclosure and discovery, and which require multiple manual efforts to gather the appropriate data.

### **Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

By centralizing the PST content, the agency is better able to support its mobile workforce. Remote access is a centralized service, so by centralizing all of the email content, staff are not dependent on links from the centralized service out to data sources in the field, which are subjected, to a greater degree, to outages and network congestion.

### **Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

As noted above, a key driver is providing increased, and more consistent access to email/data content for purposes of public disclosure and litigation discovery. This will increase public access to data (searches not subject to manual processes), while reducing State liability.

### **Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

Reduce number of service calls from e-mail data loss or corruption, or prematurely/intentionally deletion of e-mails. The DSHS Information System Services Division’s (ISSD) incident ticket

## **Electronic Records Vault**

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tracking system will be used to measure the decreased number of tickets associated to e-mail corruption or data loss.

Improve the quality of email data searches for public disclosure requests and litigation proceedings. This performance outcome will be measured through dashboard reporting.

**Financial**

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

This investment will enable the agency to reduce its liability risk from public disclosure and litigation discovery requests. The current process has resulted in multiple court findings against the State.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment will reduce the amount of staff time required to respond the disclosure and discovery request through centralization. The agency does not currently catalog the amount of time spent responding to disclosure and discovery requests.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate or capture additional revenue.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

The funding will help transform lives by providing the data, in a timely fashion, to citizens for disclosure and discovery request. Having a complete and clear capture of data to support private and business needs is important to a transparent government.

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

The status quo is resulting in inconsistent, and sometimes inaccurate capture of data, that can be slow due to the decentralized collection of that data. This investment will result in the centralization of the data, providing more accurate and timely response to requests.





## Recommendation Summary

Budget Period:2015-17

Version: K1 - 110 2015-17 Final 2-YR LEG Budget

Budget Level Criteria: PL Only

Dollars in Thousands	Agency Priority	Annual Avg FTEs	General Fund State	Other Funds	Total Funds	
<b>PL - Performance Level</b>						
Z0	Enhanced Internal Auditing Function	0	3.0	476	104	580
Z1	Confidential Data Comp with HIPPA	0	3.0	1,428	314	1,742
Z2	Securing Sensitive and Confid Data	0	0.0	4,920	1,080	6,000
Z3	Building Org Lean Capacity	0	3.8	757	166	923
Z4	Redesign DSHS Customer WebPages	0	1.0	194	42	236
Z5	Alleviate Growing Backlog	0	13.0	1,216	1,216	2,432
Z6	TLA Readiness Project	0	3.0	1,312	288	1,600
Z7	Emergency Preparedness Resp System	0	5.5	1,042	228	1,270
Z8	Agency Content Workflow Mgmt Sys	0	0.0	1,074	236	1,310
Z9	Agency Business Process Management	0	0.0	2,050	450	2,500
ZA	Admin Hearings Legal Mgmt System	0	1.2	2,628	576	3,204
ZB	Geospatial Data and Services	0	5.0	1,050	230	1,280
ZC	Replace Performance Evaluation Syst	0	1.0	1,305	287	1,592
ZD	Alternative Workspace Pilot Project	0	0.0	923	202	1,125
<b>SubTotal PL</b>			<b>39.5</b>	<b>20,375</b>	<b>5,419</b>	<b>25,794</b>
<b>Total Proposed PL Only Budget</b>			<b>39.5</b>	<b>20,375</b>	<b>5,419</b>	<b>25,794</b>

Department of Social and Health Services

**DP Code/Title: PL-Z0 Enhanced Internal Auditing Function**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) Financial Services Administration (FSA) requests funding and three Auditor and Consultant 4 positions to be specifically charged with assisting the Chief Audit Executive to conduct internal audits as outlined in RCW 43.88.160(4) and will assist in carrying out the Internal Audit Plan each fiscal year as required by the Institute of Internal Auditor Standards. By funding this request, FSA/Enterprise Risk Management Office (ERMO) is expected to enhance its offering of an independent, objective audit and consulting activity designed to add value and improve DSHS' operations.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	238,000	238,000	476,000
001-C General Fund - Basic Account-Medicaid Federal	52,000	52,000	104,000
<b>Total Cost</b>	<b>290,000</b>	<b>290,000</b>	<b>580,000</b>

Staffing

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Package Description:**

**Problem Statement:**

The Internal Audit Department has decreased in FTE from 41.0 in 1988 to its current staffing level of 8.5 FTE. There are approximately 250 identified audit areas in the Internal Audit Universe, which is constantly expanding. Internal Audit will conduct audits of these areas to ensure that assets are safeguarded, policies and procedures are followed, there is accuracy and reliability of its accounting data, client health and safety procedures for residents are followed, and operational efficiency is promoted. Background Checks, Client Resident Funds, Contracts Administration, and Monitoring are significant risk areas to DSHS and should be audited frequently. In addition to the approved annual audit plan each fiscal year, Internal Audit has done significant work in areas of fraud investigation and consultation engagement. It is increasingly difficult, if not impossible, to meet all of the audit and consultation demands in a timely manner within the current staffing levels.

Internal Audit recently completed a Quality Assurance Review (QAR) by an independent external assessor as required by the Institute of Internal Auditors Professional Standards. This review is required every five years. The last review prior to Internal Audit's 2014 QAR was completed in 2006. One of the findings in the report was the following:

"DSHS Executive Management recognizes the need and budgets for a larger, well qualified internal audit staff over the next several biennia. A staff that is suitable to the whole agency and can audit more strategically, has an in depth knowledge of current business and management practices, uses data analytics and Information Technology audits, uses advanced risk assessment and program performance outcomes to increase Internal Audit's value to the whole agency".

**Proposed Solution:**

FSA intends to hire three Auditor and Consultant 4 positions to be managed by the ERMO Operation Review and Consultation's Internal Audit Manager should FTEs and funding be provided. These positions will provide statewide coverage. They will be assigned internal audit and consultation engagements outlined on the annual audit plan as directed by the Internal Audit Manager and the Institute of Internal Auditor Standards and described in RCW 43.88.160(4).

The positions will provide an independent and objective review of internal controls of an assigned audit or consultation engagement with respect to safeguarding of assets, compliance with policies and procedures, accuracy and reliability of its accounting data, and

Department of Social and Health Services

**DP Code/Title: PL-Z0 Enhanced Internal Auditing Function**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

promoting operational efficiency. This could potentially lead to cost savings and cost avoidance.

Historically, Internal Audit has not completed performance type audits. DSHS Administrations are requesting that Internal Audit complete a number of performance-based audits in addition to compliance-based audits. These performance audits will have high value and could potentially yield both improved processes and a decrease in expenditures. For example, Internal Audit is currently conducting a performance review of "Client Resident Funds Best Practices."

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Kevin Krueger (360) 902-7794

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

DSHS Goals of Health, Safety, Protection, Quality of Life, and Public Trust are part of Internal Audit's guides for state hospitals, institutions, state operated living alternatives, and group homes. The protection of vulnerable clients is reviewed in DSHS internal audits. For example, they ensure the proper administration of client resident funds.

Both internal audits and consultations can assist executive and mid-level management to ensure proper internal controls are in place to support the strategic goals of each administration. Internal Audit can provide an independent, objective assurance, and consulting activity designed to add value and improve DSHS' operations. Internal Audit can help DSHS accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and their governance processes.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes	
<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

It is anticipated that there would be only positive reinforcement related to the proposed investment from stakeholders. The increase of three FTEs will give increased internal audit coverage, align with both DSHS and FSA's strategic plan, and add value to DSHS. They will assist executive and mid-level management in safeguarding assets, following policies and procedures, and promoting efficiencies as outlined in RCW 43.88.160(4) and the Institute of Internal Auditors Standards.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

Department of Social and Health Services

**DP Code/Title: PL-Z0 Enhanced Internal Auditing Function**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What are the consequences of adopting or not adopting this package?*

Not adopting this request may cause the agency to have insufficient internal controls including separation of duties, safeguarding of assets, compliance with policies and procedures, accuracy and reliability of department accounting data, payment authorizations, timely payments, staff training, record keeping, and promoting operational efficiency. In addition, Internal Audit will be unable to maintain a three to five year rotation of the 24 facilities across the state including state hospitals, institutions, community facilities, residential habilitation centers and state operated living alternatives. Lack of additional staffing will also inhibit the number of performance audits that can be completed by Internal Audit across the department.

Internal Audit recently completed a Quality Assurance Review (QAR) in March 2014 by an independent external assessor as required by the Institute of Internal Auditors Professional Standards. There were a number of risks identified by the independent external assessor for Internal Audit.

One risk identified was that "DSHS Executive Management recognizes the need and budgets for a larger, well qualified internal audit staff over the next several biennia. A staff that is suitable to the whole agency and can audit more strategically, has an in depth knowledge of current business and management practices, uses data analytics and Information Technology audits, uses advanced risk assessment and program performance outcomes to increase Internal Audit's value to the whole agency".

Not adopting this request may result in the agency not meeting the Institute of Internal Auditor Standards for the Professional Practice of Internal Auditing.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

Costs are based on salary, benefits, goods and services, and travel for 3 auditor positions.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	173,000	173,000	346,000
B Employee Benefits	55,000	55,000	110,000
E Goods\Other Services	48,000	48,000	96,000
G Travel	3,000	3,000	6,000
J Capital Outlays	6,000	6,000	12,000
T Intra-Agency Reimbursements	5,000	5,000	10,000
<b>Total Objects</b>	<b>290,000</b>	<b>290,000</b>	<b>580,000</b>

**Department of Social and Health Services**

**DP Code/Title: PL-Z0 Enhanced Internal Auditing Function**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**DSHS Source Code Detail**

<b>Overall Funding</b>		<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-1, General Fund - Basic Account-State</b>				
<b><u>Sources</u></b>	<b><u>Title</u></b>			
0011	General Fund State	238,000	238,000	476,000
<i>Total for Fund 001-1</i>		<b>238,000</b>	<b>238,000</b>	<b>476,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>				
<b><u>Sources</u></b>	<b><u>Title</u></b>			
19UL	Title XIX Admin (50%)	52,000	52,000	104,000
<i>Total for Fund 001-C</i>		<b>52,000</b>	<b>52,000</b>	<b>104,000</b>
<b>Total Overall Funding</b>		<b>290,000</b>	<b>290,000</b>	<b>580,000</b>

Department of Social and Health Services

**DP Code/Title: PL-Z1 Confidential Data Comp with HIPPA**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs for training in order to comply with newly adopted federal privacy rules. By funding this request, the department is expected to ensure that client confidential information is protected by achieving compliance with the significant changes to the Health Information Portability and Accountability Act (HIPAA) brought about by the newly adopted Omnibus Rule.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	714,000	714,000	1,428,000
001-C General Fund - Basic Account-Medicaid Federal	157,000	157,000	314,000
<b>Total Cost</b>	<b>871,000</b>	<b>871,000</b>	<b>1,742,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
Agency FTEs	3.0	3.0	3.0

**Package Description:**

**Problem Statement:**

The Department of Social and Health Services (DSHS) serves over 2.5 million clients per year, has over 17,000 employees, holds over 80,000 contracts, and maintains extremely personal and confidential information about its clients. This includes large amounts of sensitive mental health information. If, for example, a client's mental health diagnosis and treatment information were to be viewed by an unauthorized person, depending on the circumstances, that client could experience a variety of negative outcomes. To help protect confidential information, DSHS must comply with and monitor adherence to the HIPAA Omnibus Rule which expanded department liability for protecting client information. Updated rules took effect September 23, 2013 and require significant and ongoing changes to agency policies and practice. These changes are important to avoiding breaches of client confidential information and potential fines from the Department of Health and Human Services Office of Civil Rights (OCR). Expectations for DSHS from HIPAA and other privacy rules require additional staff resources including a full time privacy officer, a manager to oversee application of the security rules, and a position that develops and implements training for staff on HIPAA. Not only does DSHS need to change policy and practice, but compliance with these changes must be assessed, documented, and re-assessed at least every two years. The requested staff will ensure that the agency's practices remain aligned with HIPAA rules and the Health Care Information Act.

HIPAA and other confidentiality laws apply to all parts of DSHS, and compliance to new rules will not be achieved without new resources. In the absence of the requested resources, DSHS is at substantial risk to have a breach of confidential records, which includes Protected Health Information (PHI). This risk can jeopardize clients' personal information and lowers public trust in an agency that serves a large percentage of Washington citizens. The department can receive significant financial penalties from OCR for any breaches of confidentiality. Examples of recent OCR fines of public entities include a \$1.7 million fine to the State of Alaska, \$400,000 fine to Idaho State University, and \$215,000 fine to Skagit County Department of Health. All fines were for loss of unsecured protected health information due to a lack of compliance to HIPAA Privacy and Security Rules.

**Proposed Solution:**

Needed resources include 1.0 FTE to function as the DSHS Privacy Officer, 1.0 FTE for assessing agency compliance with the security rules, and 1.0 FTE for specific training development and delivery of training in DSHS. In addition, the agency requests backfill for direct care staff in DSHS who need to be trained in the new requirements. The requested resources are the minimum amount needed to support broader compliance with privacy rules throughout the department. Implementation of the rules began

Department of Social and Health Services

**DP Code/Title: PL-Z1 Confidential Data Comp with HIPPA**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

September 23, 2013 but the requirements include ongoing improvements and monitoring of agency compliance.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Katy Ruckle (360) 902-7802

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

DSHS holds large volumes of confidential client data, which must be protected from unauthorized release and breaches in confidentiality laws and rules. Last year DSHS reported 41 breaches to the OCR. In each one of these breaches, confidential client information was available to individuals that did not have a right to see the information. DSHS has well over 200 information sets that contain confidential client data including PHI. These systems must each have a risk analysis completed to determine whether they comply with HIPAA and other confidentiality laws. In addition, DSHS must implement corrective action plans as well as update and revise policy and practice to comply with federal and state laws governing confidential information. DSHS aims to reduce reportable breaches to OCR by 50 percent in the coming year. This request is essential to accomplishing this goal as well as reducing DSHS vulnerability for fines levied by the federal government. Any unauthorized data release could potentially place the welfare of clients in jeopardy.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

Incremental Changes	
<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

5: Public Trust - Strong management practices will be used to ensure quality and efficiency. The decision package is essential to implementing the SESA's Strategic Objective 5.6: Through department-wide processes and policy, ensure that strong procedures are in place for the protection of DSHS clients' information and records. This request also supports the Results Washington goal to have Effective, Efficient and Accountable Government.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goals to:

Goal 5: Effective, Efficient, and Accountable Government.

*What are the other important connections or impacts related to this proposal?*

DSHS stakeholders, partners, and clients are unlikely to have concerns about the proposed investment since compliance with HIPAA and other privacy laws and rules benefits each of these parties.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services to support this Federal requirement.

**Department of Social and Health Services**

**DP Code/Title: PL-Z1 Confidential Data Comp with HIPPA  
 Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What are the consequences of adopting or not adopting this package?*

Not adopting this package may place DSHS at substantial risk to have a breach of confidential records, which includes PHI. This risk can jeopardize clients' personal information and lowers public trust in an agency that serves a large percentage of Washington citizens. Additionally, DSHS will be at risk of receiving fines for not properly meeting OCR standards.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Confidential Data Comp with HIPAA.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	182,000	182,000	364,000
B Employee Benefits	57,000	57,000	114,000
E Goods\Other Services	627,000	627,000	1,254,000
T Intra-Agency Reimbursements	5,000	5,000	10,000
<b>Total Objects</b>	<b>871,000</b>	<b>871,000</b>	<b>1,742,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<u>Sources Title</u>			
0011 General Fund State	714,000	714,000	1,428,000
<i>Total for Fund 001-1</i>	<b>714,000</b>	<b>714,000</b>	<b>1,428,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	157,000	157,000	314,000
<i>Total for Fund 001-C</i>	<b>157,000</b>	<b>157,000</b>	<b>314,000</b>
<b>Total Overall Funding</b>	<b>871,000</b>	<b>871,000</b>	<b>1,742,000</b>

# 2015-17 Biennial Budget Confidential Data Comp with HIPPA

## Department of Social and Health Services

	FY2016	FY2017
Total	871,000	871,000

### DSHS Privacy Officer

	FY2016	FY2017
FTE	2.0	2.0
GF-State	196,000	196,000
GF-Federal	43,000	43,000
<b>Total</b>	<b>239,000</b>	<b>239,000</b>

### Specific Training Development and Delivery to DSHS

	FY2016	FY2017
FTE	1.0	1.0
GF-State	92,000	92,000
GF-Federal	20,000	20,000
<b>Total</b>	<b>112,000</b>	<b>112,000</b>

### Backfill for Direct Care

	FY2016	FY2017
FTE	0.0	0.0
GF-State	426,000	426,000
GF-Federal	94,000	94,000
<b>Total</b>	<b>520,000</b>	<b>520,000</b>

### Total All Requirements

	FY2016	FY2017
FTE	3.0	3.0
GF-State	714,000	714,000
GF-Federal	157,000	157,000
<b>Total</b>	<b>871,000</b>	<b>871,000</b>

Department of Social and Health Services

**DP Code/Title: PL-Z2 Securing Sensitive and Confid Data**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Department of Social and Health Services (DSHS) requests funding and FTEs for software, hardware, and personnel services for data masking and encryption of confidential information contained in agency information technology systems. In its current state, the confidential information of the agency's clients and business partners is vulnerable to data breaches and accidental disclosures. By funding this request, the agency expects to be more efficient and consistent in securing client and business partner critical data, reducing the risk from security threats that result in identity theft, fraud, or direct financial loss to clients and partners.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	2,460,000	2,460,000	4,920,000
001-C General Fund - Basic Account-Medicaid Federal	540,000	540,000	1,080,000
<b>Total Cost</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>6,000,000</b>

Staffing

**Package Description:**

**Problem Statement:**

The department has many programs and systems that are required to capture, store and provide access to confidential data, such as Social Security numbers (SSNs) and banking/financial information. The protection of this private data is mandated by federal and state laws and statutes.

The agency does not have the resources to sufficiently address modern security threats, and enhanced security policy and law. Historical practice has been to update applications individually, but funding and resources have not kept pace with state and federally mandated changes, emerging security threats, and the expanding demand for increased functionality that allows the business to do more with limited resources.

The agency is at risk of unauthorized access or inadvertent disclosure of client data. The result could expose the state, the department and staff to legal and financial liabilities and/or compromise the safety of individuals and cause financial loss or hardship for the entities the agency serves.

The potential impacts of data breaches and inadvertent disclosure of confidential data include administrative costs in notification to affected clients; reimbursement of related actual costs that are incurred by the financial institutions to mitigate potential current or future damages to the affected clients (RCW 19.255.020); Office of Civil Rights (OCR) penalties of up to \$500,000 per violation up to a maximum of \$1.5 million per year; legal costs and settlements on law suits filed by affected clients; negative media exposure; and loss of public trust in government services.

**Proposed Solution:**

The funding will procure technology (hardware and software) and implementation services to support widespread use of an enterprise-level data masking and encryption solution within DSHS. The funding will also provide 1.5 FTEs to manage the software and hardware following implementation. This solution to secure the confidential information of DSHS clients and business partners will be implemented in the 2015-17 Biennium Budget.

**CTS Consultation:**

Department of Social and Health Services

**DP Code/Title: PL-Z2 Securing Sensitive and Confid Data**  
**Program Level - 110 Administrative & Supporting Services**

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Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Sue Langen (360) 902-7714

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The expected results of this enterprise data masking and complex encryption solution will allow the department to enhance security around the private and confidential information of Washingtonians. This request will reduce the risk of exposure of SSNs and banking information through inadvertent disclosure and/or data breaches, better protect the privacy of DSHS' clients and business partners, and support public trust in government.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

<b>FY 1</b>	<b>FY 2</b>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

5: Public Trust - Strong management practices will be used to ensure quality and efficiency by enhancing security practices around private and confidential information contained within DSHS systems/applications. This enhanced data security will improve the quality and efficiency of the Department's data management, and help government better protect the data its citizens provide in confidence.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington by modernizing and maintaining secure platforms for SSN and banking information, more effectively protecting the private and confidential information of DSHS clients and business partners, and reducing legal/financial liability as a result of unauthorized access or inadvertent disclosure of this data.

These results also align with the state Information Technology (IT) strategic objectives to improve security by creating a more vigilant approach to cyber security across the Department and by enhancing the department's security posture through training, staffing, and investments in emerging technology.

*What are the other important connections or impacts related to this proposal?*

DSHS provides direct services to upwards of 2.5 million clients. This implementation will have a positive impact on the clients by way of added protections around their confidential data. DSHS shares data with other state agencies and external entities. The governance and controls established as a result of this implementation will have an impact on how this data is shared with them and modification of their processes to adapt to the changed security requirements.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client

**Department of Social and Health Services**

**DP Code/Title: PL-Z2 Securing Sensitive and Confid Data**  
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services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS remaining at risk of unauthorized access or inadvertent disclosure of client data. This includes DSHS being unable to protect social security numbers and banking information through automatic encryption and data masking. As a result, the state, the Department, and staff would be exposed to legal and financial risks. These risks compromise the safety of individuals and can cause financial loss or hardship.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact to the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Securing Sensitive and Confid Data.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are one-time and will not carry forward.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
T Intra-Agency Reimbursements	3,000,000	3,000,000	6,000,000

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	2,460,000	2,460,000	4,920,000
<i>Total for Fund 001-1</i>	<u>2,460,000</u>	<u>2,460,000</u>	<u>4,920,000</u>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	540,000	540,000	1,080,000
<i>Total for Fund 001-C</i>	<u>540,000</u>	<u>540,000</u>	<u>1,080,000</u>
<b>Total Overall Funding</b>	<u>3,000,000</u>	<u>3,000,000</u>	<u>6,000,000</u>

**2015-17 Biennial Budget  
Securing Sensitive and Confid Data**

**Department of Social and Health Services**

		<b>FY2016</b>	<b>FY2017</b>	<b>2015-17 Total</b>
Software	Data masking enterprise licensing & maintenance year 2	2,324,000	0	2,324,000
	Encryption software & certificates & maintenance year 2	0	500,000	500,000
Hardware	Servers, switches, firewalls	336,000	164,000	500,000
Services	Implementation services & personnel services for application programming - Program areas	0	2,000,000	2,000,000
FTE	3.0 FTE's - 1 x ITS6, 2 x ITS 5	340,000	336,000	676,000
<b>Total</b>		<b>3,000,000</b>	<b>3,000,000</b>	<b>6,000,000</b>

# Information Technology Addendum

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**Recsum Code and Title**      **PL-Z2 Securing Sensitive and Confidential Data**

**Brief Description:** The Services and Enterprise Support Administration (SESA) within the Department of Social and Health Services (DSHS) requests 3.0 FTEs and \$6 million to procure software, hardware, and personnel services for data masking and encryption of confidential information, such as the Social Security numbers (SSNs) and banking/financial-information of DSHS clients and business partners. By funding this request, the agency will be more efficient and consistent in securing client and business partner critical data, reducing the risk from security threats that result in identity theft, fraud, or direct financial loss to clients and partners.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

The investment improves DSHS infrastructure security by acquiring and implementing an enterprise data masking and complex encryption solution to better protect the privacy of DSHS clients and business partners by reducing risk from security threats that result in identify theft, fraud, or direct financial loss to clients and partners through exposure of sensitive/confidential data such as Social Security Numbers (SSNs) and banking information.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

The investment requires some cultural/organizational change in how Department staff deal with sensitive/confidential data. This is a high priority for executive leadership. The Secretary has committed to an enterprise-wide approach to the critically important issue of safeguarding DSHS client and business partner data. The Department has a record of successful large/agency-wide project implementations, such as ProviderOne, and will bring proven expertise to the investment. The effort will use collaborative and creative problem-solving methodologies across administrations to objectively explore and evaluate a wide variety of innovative and cost effective solutions.

**Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

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High-level planning indicates the investment can realistically be completed within the proposed framework of time (24 months), budget (\$6 million) and resources (3 FTEs). This requests \$4 million for procurement and initial agency implementation, governance establishment and training, and an additional \$2 million for program implementation services. We expect the requested 3 FTEs (one project manager, one architect and one implementation specialist) be sufficient to lead the implementation.

#### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

This investment is urgent and should be completed as soon as possible. Due to the critical importance of securing sensitive/confidential client and business partner data, we cannot risk waiting to provide data masking and complex encryption solutions for future funding cycles as any delay puts the agency and the state at significant risk of exposure to legal and financial liabilities.

Subsequent solutions beyond data masking and complex encryption may require future investment, which could potentially break into incremental pieces.

#### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

The Department operates many programs and systems that capture, store and provide access to sensitive/confidential data such as SSNs and banking/financial information. Protection of this data is mandated by federal and state laws and statutes.

At present, the Department does not have the necessary resources to sufficiently address emerging security threats, enhanced security policy and current law.

DSHS risks unauthorized access or inadvertent disclosure of this data. If no action is taken, this could:

- Cause financial loss or hardship for clients and business partners and compromise their safety
- Expose the state, the Department and staff to legal and financial liabilities
- Subject the Department to public and media scrutiny, and cause loss of public trust

## **Technology Strategy Alignment**

#### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The investment will use Agile methodology and will incrementally roll out the solutions in phases across the Department.

## **Securing Sensitive and Conf Data**

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**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

This investment won't replace legacy systems but will enhance and modernize security options around the sensitive/confidential data managed through these legacy systems.

**Mobility: Does the investment help state employees conduct business "any time, anywhere"? Does it improve mobile access to services for customers?**

This investment will prepare for rendering confidential data on mobile devices.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

This investment is intended to decrease visibility of highly confidential data, but increase the public trust in the agency's ability to protect their data.

**Accountability: Are the investment's goals well articulated? How will "success" be determined or measured?**

The investment's goals are to reduce the risk of exposure of SSNs and banking information and better protect the privacy of DSHS' clients and business partners.

Success will be determined in performance outcomes for enhanced security around clients' and business partners' SSN and banking information through deployment of complex data masking and encryption software and hardware, and implementation of various governance and controls.

Success measures include:

- Encryption of all the databases within DSHS that contain confidential information.
- Data masking of the confidential information in all user-facing internal DSHS applications.
- Securing the database servers from external and internal data breaches.
- Implementing the governance and controls that will be established as a part of this process to secure the confidential information both, within DSHS and, with data sharing external partners.

## Financial

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

There are potential legal and financial consequences for not securing sensitive/confidential data, such as significant fines for noncompliance with federal and state laws and statutes such as the following:

- Federal Tax Information (FTI) under IRS 1075 — Tax Information Security Guidelines For Federal, State and Local Agencies, including encryption requirements for FTI in transit in Section 9.3.16.6 and additional computer security requirements in Section 9.4.

## Securing Sensitive and Conf Data

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- Internal Revenue Code (IRC) 6103 — Confidentiality and disclosure of returns and return information
- State law (Chapter 19.255 RCW PERSONAL INFORMATION — NOTICE OF SECURITY BREACHES)

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment helps prevent direct financial losses and reduces financial/legal liability from unauthorized access or inadvertent disclosure of sensitive/confidential information such as SSNs and banking/financial information.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate new revenue or capture additional revenue left “on the table” by current solutions.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

By better protecting the privacy of DSHS clients and business partners, this investment helps the agency better deliver its mission to transform lives, and its vision of healthy, safe and supported people.

This investment supports DSHS Goal 5:  
Public Trust – Strong management practices will be used to ensure quality and efficiency.

The investment is essential to implementing SESA Strategic Objective 5.6:  
Through department-wide processes and policy, ensure that strong procedures are in place for the protection of DSHS clients’ information and records.

This request supports the *Results Washington* Goal 5:  
Effective, efficient and accountable government

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

There is a clear problem with the status quo, in that the Department has many programs and systems that are required to capture, store and provide access to confidential and special handling data, such as SSNs and banking/financial information. The protection of this data is mandated by federal and state laws and statutes.

The agency does not have the resources to sufficiently address modern security threats, and enhanced security policy and law. Historical practice has been to update applications individually, but funding and resources have not kept pace with state- and federally-mandated changes, emerging security threats, and the expanding demand for increased functionality that

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allows the business to do more with limited resources. If no action is taken, the agency is at risk of unauthorized access or inadvertent disclosure of this data. This could:

- Expose the state, the Department and staff to legal and financial liabilities.
- Compromise the safety of individuals and cause financial loss or hardship for the entities we serve.
- Subject the Department to public and media scrutiny.

This investment clearly helps solve this business problem through the application of a technical solution to mask and encrypt sensitive/confidential data across the enterprise.

Once fully implemented, this investment will provide stronger security around the SSNs and banking information captured and stored by DSHS for its clients and business partners. By implementing this complex data masking and encryption solution, the Department will enhance security around the private and confidential information of Washingtonians by reducing the risk of exposure of SSNs and banking information, protecting the privacy of DSHS' clients, and building/protecting public trust in government.

Department of Social and Health Services

**DP Code/Title: PL-Z3 Building Org Lean Capacity**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs for materials and related travel expenses in order to build and maintain the Department's organizational capacity in the areas of continuous improvement (e.g. Lean). By funding this request, on an annual basis, SESA is expected to help facilitate 120 Developmental Job Assignments for the continuous improvement audience and provide project lead training for approximately 100 staff to ensure the action plans from Lean events are properly implemented. Additionally, this request provides Department-wide management of Lean activities and policy development, and ensures standardization and clear implementation of improvement efforts.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	379,000	378,000	757,000
001-C General Fund - Basic Account-Medicaid Federal	83,000	83,000	166,000
<b>Total Cost</b>	<b>462,000</b>	<b>461,000</b>	<b>923,000</b>

Staffing

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
Agency FTEs	3.8	3.8	3.8

**Package Description:**

Problem Statement:

Clients and the public complain about excessive and wasteful steps while seeking and receiving Department of Social and Health Services (DSHS) services, as well as lack of communication and coordination between the multiple administrations. The Governor has committed to using Lean management principles to deliver customer satisfaction, employee engagement and innovation, and transparency, and accountability. By Executive Orders 11-04 and 13-04, the department is tasked with "deploying efforts to build capacity for Lean, while embedding Lean in the department's culture." In order to effectively institute a culture which embraces change, the department must systematically build the knowledge base about continuous improvement principles and cultivate a culture where excellence (innovation, respect for people, authentic leadership) is promoted. If not funded, the staffing to commit to effective state-wide processes could potentially be eliminated, which will impact the ability to maintain, build capacity, and embed Lean and other continuous improvement processes into the department's culture. The cross-agency coordination between administrations to build consistent practices and messaging to staff would cease. We are at risk to have disparate Lean transformation between headquarters and field staff that continues a divisive paradigm between managers and staff.

Proposed Solution

To build the department's organizational Lean capacity, the needed resources include 1.0 FTE to function as a Continuous Improvement Manager, 1.0 FTE to function as a Continuous Improvement Project Manager, 0.5 FTE to function as a Management Analyst, 0.8 FTE to function as administrative support, and 0.5 FTE to function as the Director. In addition, funds are needed to cover travel expenses and the production of printed materials. The requested resources are the minimum amount needed to support broader efforts to strengthen and deepen the department's commitment for effective, efficient, and accountable government.

The proposed solution involves sustaining the already implemented Lean supports to meet the Executive Orders 11.04 and 13.04 requirements and Results Washington Goal 5, Leading Indicator 2.1, and implementing a project lead skills training in the fall of 2014. Once implemented all efforts would need to be sustained to reach the entire DSHS workforce and address staffing transitions.

Agency Contact: Don Petrich (360) 902-7831  
 Program Contact: Linda Kleingartner (360) 902-0787

Department of Social and Health Services

**DP Code/Title: PL-Z3 Building Org Lean Capacity**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

All of the necessary infrastructure to build employee development curriculum, host training, and coordinate resources for projects are managed by resources requested in this decision package.

**Performance Measure Detail**

**Agency Level**

Activity: **K001 Administration and Supporting Services**  
No measures linked to package

**Incremental Changes**

<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

The decision package is essential to implementing the Services and Enterprise Support Administration's Strategic Objectives 5.4, 5.5 and 5.9.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goals to:

Goal 5: Effective, Efficient, and Accountable Government by fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

The stakeholders for this decision package are the employees of the DSHS administrations, and indirectly their clients. The DSHS administrations will receive effective and efficient products, clear policy, and centralized management of Lean. The result is the organizational capacity in place to improve processes and in turn provide the best possible services to the clients we serve. The clients and public will have confidence in the government processes as DSHS uses Lean to look at service delivery through the lens of the customer, maintaining value added steps, eliminating waste, and receiving similar service no matter which DSHS office they visit.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services in order to adhere to Executive Orders 11.04 and 13.04.

*What are the consequences of adopting or not adopting this package?*

Not adopting this package will result in the continuance of complaints by customers concerning excessive and wasteful steps while seeking and receiving DSHS services as well as the lack of communication and coordination between the multiple Administrations.

*What is the relationship, if any, to the state's capital budget?*

**Department of Social and Health Services**

**DP Code/Title: PL-Z3 Building Org Lean Capacity**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Building Org Lean Capacity.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	300,000	300,000	600,000
B Employee Benefits	91,000	91,000	182,000
E Goods\Other Services	47,000	46,000	93,000
G Travel	18,000	18,000	36,000
T Intra-Agency Reimbursements	6,000	6,000	12,000
<b>Total Objects</b>	<b>462,000</b>	<b>461,000</b>	<b>923,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<u>Sources Title</u>			
0011 General Fund State	379,000	378,000	757,000
<i>Total for Fund 001-1</i>	<b>379,000</b>	<b>378,000</b>	<b>757,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	83,000	83,000	166,000
<i>Total for Fund 001-C</i>	<b>83,000</b>	<b>83,000</b>	<b>166,000</b>
<b>Total Overall Funding</b>	<b>462,000</b>	<b>461,000</b>	<b>923,000</b>

**2015-17 Biennial Budget  
Building Org Lean Capacity**

**Department of Social and Health Services**

**Office of Continuous Improvement:**

Type:		Qty.	Salary	Benefits	Travel	Materials	Facility	Other	FY2015	FY2016	Comments
FTE	100% Sjan Talbot	1	81,600	23,713				17,000	122,313	122,313	
FTE	100% Jeremy Satre	1	71,214	21,415				17,000	109,629	109,629	
FTE	50% MAS	1	63,192	20,167				17,000	50,179	50,179	
FTE	50% Linda Kleingartner	1	89,760	24,984				8,500	61,622	61,622	
FTE	75% Marie Hendershot	1	53,148	18,707				12,750	63,454	63,454	
		<b>SUM:</b>							<b>407,196</b>	<b>407,196</b>	

**Training**

Lean Trainings for Staff (Intro to Lean, A3, Visual Controls), 6 trainings statewide a month, up to 30 people per class

Spokane (Eastern Washington coverage 4 xs a year)

Air fare	4			250				1,000	1,000	1 person * 4 trips	
Hotel	4							88	352	1 person * 4 trips, nights	
Perdiem	4							61	244	1 person * 4 trips, days	
Car rent	4							50	200		
Other	4							30	120		
		<b>SUM:</b>							<b>1,916</b>	<b>1,916</b>	

Day trip locations

Hotel	8							106	848	848	1 person * 8 trainings, nights
Perdiem	8							71	568	568	1 person * 8 trainings, days
Car rent	8							50	400		
Other	4							30	120		
		<b>SUM:</b>							<b>1,936</b>	<b>1,936</b>	

Print Materials for 2 months 6 1,350 8,100 8,100 \$1350 = 350 participants

**SUM: 8,100 8,100**

DJA Training --- 20 participants per a class, 6 classes a year

Spokane (instructor travel to Eastside trainings, 1 class a year)

Air fare	4			250				1,000	1,000	1 person * 4 trips	
Hotel	8							88	704	1 person * 4 trips * 2 nights	
Perdiem	12							61	732	2 person * 4 trips * 3 days	
Car rent	12							50	600		
Other	4							30	120		
		<b>SUM:</b>							<b>3,156</b>	<b>3,156</b>	

Day trip locations (hosted in Tumwater, no travel associated/ required)

**SUM: - -**

Print Materials 1 1,000 1,000 1,000 Enough for 12 trainings

Books 1 2,400 2,400 2,400 Enough for 12 trainings

**SUM: 3,400 3,400**

Lean Leaders Training --- (2 classes per month, 25 participants per class; 4 trips to eastern WA, 4 in central WA, 2 north (Mt Vernon), 2 south (Vancouver); balance in Puget Sound area)

Spokane

Air fare	4			250				1,000	1,000	1 person * 4 trips	
Hotel	4							88	352	1 person * 4 trips, nights	
Perdiem	4							61	244	1 person * 4 trips, days	
Car rent	4							50	200		
Other	4							30	120		
		<b>SUM:</b>							<b>1,916</b>	<b>1,916</b>	

**2015-17 Biennial Budget**  
**Building Org Lean Capacity**

Extended trip locations (Central WA, Vancouver & Mt Vernon ); Puget Sound area do not have travel costs					
Hotel	8		106	848	848 1 person * 8 trainings, nights
Perdiem	8		71	568	568 1 person * 8 trainings, days
Car rent	8		50	400	400
Other	8		30	240	240
SUM:				2,056	2,056
Day trip locations (hosted in Thurston County, no travel associated/ required )					
SUM:				-	-
Print Materials	2	1,350		2,700	2,700 \$1350 = 350 participants
Reference materials	600	20		12,000	12,000 assumes 600 participants
SUM:				14,700	14,700
Project Leads Training--- (10 classes in one year, 20 participants per class; 2 trips to eastern WA, 4 in north Puget Sound area, 4 in Olympia ); class is 2 days, spread apart by two weeks					
Spokane (instructor travel to Eastside trainings, 2 class a year)					
Air fare	8	250		2,000	2,000 2 ppl * 4 trips
Hotel	16		88	1,408	1,408 2 person * 4 trips * 2 nights
Perdiem	16		61	976	976 2 person * 4 trips * 3 days
Car rent	16		50	800	800
Other	8		30	240	240
SUM:				5,424	5,424
Extended trip locations (4 class a year in North Puget Sound Area )					
Hotel	8		106	848	848 1 person * 8 trips, nights
Perdiem	8		71	568	568 1 person * 8 trips, days
Car rent	8		50	400	400
Other	8		30	240	240
SUM:				2,056	2,056
Day trip locations (hosted in Thurston County, no travel associated/ required )					
SUM:				-	-
Print Materials	1	1,000		1,000	1,000 Enough for 10 trainings
Reference materials	200	20		4,000	4,000 Assumes 200 participants
SUM:				5,000	5,000
Staff Professional Development					
Training cost	3		1500	4,500	4,500
SUM:				4,500	4,500
<b>Total</b>				<b>461,356</b>	<b>461,356</b>
					<b>922,713</b>

**DP Code/Title: PL-Z4 Redesign DSHS Customer WebPages**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTE to develop and lead departmental communication efforts regarding the Department of Social and Health Services (DSHS) public website. The department's website is a communication tool that furthers the department's goal of disseminating information to the general public and stakeholders at-large. By funding this request, SESA is expected to ensure that the content from all DSHS administrations for the website is client focused, improves accessibility to department information, and is directed to support enterprise strategic goals surrounding communication as well as meets departmental messaging and visual identity/graphic design standards.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	97,000	97,000	194,000
001-C General Fund - Basic Account-Medicaid Federal	21,000	21,000	42,000
<b>Total Cost</b>	<b>118,000</b>	<b>118,000</b>	<b>236,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Package Description:**

**Problem Statement:**

DSHS is the largest state agency serving over 2.5 million clients annually. DSHS online communication tools ensure each and every one of our Washington State residents, who are often in crisis, are able to access services and information 24/7. This new web platform gives clients, and the public, immediate access to information about what services may be available to them, their families, and/or caregivers. The current website is difficult for clients, staff and the public to navigate when needing information about offices, services, or programs. Over time this new web platform allows for the department to increase its web based applications, public records information, and electronic service access. It also meets requirements set by Consolidated Technology Services (CTS) for migration to a new web platform. The existing DSHS public website (www.dshs.wa.gov) was last re-designed in 2007 on an older content management system (CMS) platform supported by CTS. CTS intends to terminate support for that platform with a target date of December 2014. This requires DSHS to transition to a modern CMS. DSHS is using this opportunity to strengthen the department's public website as it builds the new site on a new platform. The goal is to meet the CTS requirements and to improve DSHS' website usability and value.

**Proposed Solution:**

The funding will pay for 1.0 FTE position to manage, create, and execute a unified approach to DSHS' website and online communication tools.

The re-designed website will include improved navigation and a consistent look and feel for all web pages. Internally, the re-designed website will offer simpler content management capabilities, improved user management and administration, and the ability to integrate mobile applications into the website solution. The position will provide technical assistance and serve as the lead in the department on the new website and online tools. The re-designed public website will be built upon a modern CMS and delivered with a suite of tools, templates, and standards to support DSHS staff in maintaining the website after initial development.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Pat Lashway (360) 902-7812

Department of Social and Health Services

**DP Code/Title: PL-Z4 Redesign DSHS Customer WebPages**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

By funding this request, the department will have the resources necessary to manage the implementation of a new website and an increase in its online traffic on the DSHS website. It also allows compliance with CTS requirements. It will enable DSHS to achieve its goal of ease of website navigation, increasing website presence for public users. DSHS serves well over 2.5 million Washington residents each year. Assisting these clients, as well as other members of the public, to understand what services and supports are available from DSHS is important to achieving many of the agency's strategic goals.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

<b>FY 1</b>	<b>FY 2</b>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The Budget Request Supports DSHS Goal

5: Public Trust - Strong management practices will be used to ensure quality and efficiency. The decision package is essential to implementing SESA's Strategic Objective 5.11: Establish and provide easy access for the public and staff to information about DSHS.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient, and Accountable Government.

*What are the other important connections or impacts related to this proposal?*

DSHS stakeholders, partners, and clients will support the proposed investment since the newly redesigned DSHS website will provide consistent navigation, increased accessibility, and transparency for DSHS programs. Other agencies will also support this improved access as DSHS clients are served by multiple agencies and often seek referral from other agencies. In addition, moving to a new platform is in the best interest of state government given that CTS will cease supporting the current platform.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the absence of funding for web services and the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Adoption of this package will provide the resources necessary to manage the implementation of the web site and expand online services on the DSHS website. It will enable DSHS to address inadequate website navigation and increase usability for the public. DSHS serves well over 2.5 million Washington residents each year. Assisting these clients, as well as other members of the public, to find services and supports is important to the state and to achieving many of the agency's strategic goals. It also allows the department to meet CTS requirements related to web platform support.

Not adopting this package will result in DSHS not having a supported website. Ultimately that will result in the public being unable to access services and information that they need in their daily lives and in situations of personal or family crisis such as finding a long term care facility or obtaining food benefits.

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: PL-Z4 Redesign DSHS Customer WebPages**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

Costs are based on the salaries, benefits, and goods and services for one additional position.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	78,000	78,000	156,000
B Employee Benefits	24,000	24,000	48,000
E Goods\Other Services	14,000	14,000	28,000
T Intra-Agency Reimbursements	2,000	2,000	4,000
<b>Total Objects</b>	<b>118,000</b>	<b>118,000</b>	<b>236,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	97,000	97,000	194,000
<i>Total for Fund 001-1</i>	<b>97,000</b>	<b>97,000</b>	<b>194,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	21,000	21,000	42,000
<i>Total for Fund 001-C</i>	<b>21,000</b>	<b>21,000</b>	<b>42,000</b>
<b>Total Overall Funding</b>	<b>118,000</b>	<b>118,000</b>	<b>236,000</b>

Department of Social and Health Services

**DP Code/Title: PL-Z5 Alleviate Growing Backlog**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests 16.0 FTEs in order to alleviate a growing backlog of fraud investigations. By funding this request the Office of Fraud and Accountability (OFA) is expected to eliminate the backlog of cases and enable a timely response to allegations of fraud, waste and abuse.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	466,000	750,000	1,216,000
001-C General Fund - Basic Account-Medicaid Federal	466,000	750,000	1,216,000
<b>Total Cost</b>	<b>932,000</b>	<b>1,500,000</b>	<b>2,432,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>10.0</b>	<b>16.0</b>	<b>13.0</b>

**Package Description:**

**Problem Statement:**

OFA investigates all allegations of fraud, waste and abuse in the Department of Social and Health Services (DSHS) programs with the exception of Medicaid provider cases. In 2011, DSHS had a pool of approximately 6,500 cases that were waiting for investigation. Significant administrative efficiencies instituted by DSHS through Lean, and the addition of five staff by the legislature attempted to address the backlog of cases. However, in 2011 new responsibility was given to OFA requiring staff to also begin investigations of childcare providers, electronic benefit card (EBT) fraud and misuse that were not being done in previous years.

The Office of Fraud and Accountability utilized Lean practices, the new staff and a new fraud case management system installed in 2013 to reduce the backlog of fraud investigations. However, a large pool of cases remains. The current backlog total is over 3,500 cases made up of 500 cases for eligibility fraud (FRED) and approximately 3,000 overpayment/criminal cases.

Efforts in 2014 are underway to examine and prioritize the 3,000 overpayment/criminal cases with available resources. Without new resources it is anticipated to take until early January 2016 to complete the review, with investigations still pending. In addition, the amount of referrals for overpayment or criminal prosecution grows an average of 100 cases per month.

**Proposed Solution:**

The funding will provide additional personnel to investigate fraud cases that currently are not being investigated due to an increase in both cases and activity. The funding will provide 5.0 FTE to investigate questions of eligibility in a timely manner to assure public benefits are provided to those who truly need the benefits. An additional 10.0 FTE will investigate cases where a client or provider has lied about eligibility and an overpayment or criminal case needs to be completed for an administrative hearing or prosecution. The additional funding will reduce or eliminate backlogs in the Office of Fraud and Accountability during the 2015-2017 Biennium. 1.0 FTE will be an overpayment specialist to process the increase in overpayments created by the work of the new investigators.

The addition of 5.0 FTE in 2011 has increased the amount of overpayments due back to the state by \$500,000 in fiscal year 2013.

Agency Contact: Don Petrich (360) 902-7831  
 Program Contact: Yacob Zekarias (360) 902-8356

Department of Social and Health Services

**DP Code/Title: PL-Z5 Alleviate Growing Backlog**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The funding will reduce or eliminate backlogs in the Office of Fraud and Accountability as well as increase the overpayments due back to the state in the 2015-17 Biennium.

**Performance Measure Detail**

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

This budget request supports DSHS Goal #5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This request also supports Results Washington Goal 5: Effective, efficient and accountable government by ensuring that any allegations of fraud, waste and abuse is investigated both timely and thoroughly to assure public benefits are spent appropriately and those who defraud the program are held accountable.

*What are the other important connections or impacts related to this proposal?*

DSHS provides direct services to upwards of 2.4 million clients. These investigators and their investigations will have a positive impact on the clients by ensuring more benefit money is available to those who truly need the benefits. Public support of providing these benefits is enhanced when the public knows the benefits are being paid to those in need.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client service programs.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS continuing to have a large backlog of eligibility fraud and overpayment/criminal cases.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

**Expenditure and revenue calculations and assumptions**

See attachment: Alleviate Growing Backlog.xlsx

**Department of Social and Health Services**

**DP Code/Title: PL-Z5 Alleviate Growing Backlog**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	550,000	885,000	1,435,000
B Employee Benefits	208,000	334,000	542,000
E Goods\Other Services	155,000	251,000	406,000
G Travel	4,000	6,000	10,000
T Intra-Agency Reimbursements	15,000	24,000	39,000
<b>Total Objects</b>	<b>932,000</b>	<b>1,500,000</b>	<b>2,432,000</b>

**DSHS Source Code Detail**

<b>Overall Funding</b>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	466,000	750,000	1,216,000
<i>Total for Fund 001-1</i>	<b>466,000</b>	<b>750,000</b>	<b>1,216,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	466,000	750,000	1,216,000
<i>Total for Fund 001-C</i>	<b>466,000</b>	<b>750,000</b>	<b>1,216,000</b>
<b>Total Overall Funding</b>	<b>932,000</b>	<b>1,500,000</b>	<b>2,432,000</b>

**2015-17 Biennial Budget  
Alleviate Growing Backlog**

**Department of Social and Health Services**

**FTEs**

<b>Job Classification</b>	<b>Number FTE</b>	<b>Cost per FTE</b>
Investigator 2	5.0	\$80,000
Investigator 3	10.0	\$102,000
Overpayment Specialist	1.0	\$80,000

<b>Budget Request</b>	<b>FY 2016</b>		<b>FY 2017</b>	
<b>Job Classification</b>	<b>Number FTE</b>	<b>FY FTE Cost</b>	<b>Number FTE</b>	<b>FY FTE Cost</b>
Investigator 2	3.0	\$240,000	5.0	\$400,000
Investigator 3	6.0	\$612,000	10.0	\$1,020,000
Overpayment Specialist	1.0	\$80,000	1.0	\$80,000
<b>Total =</b>	<b>10.0</b>	<b>\$932,000</b>	<b>16.0</b>	<b>\$1,500,000</b>

**Department of Social and Health Services**

**DP Code/Title: PL-Z6 TLA Readiness Project**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Financial Services Administration (FSA) requests funding and FTEs for contract services to ensure the Department of Social and Health Services (DSHS) is prepared to implement the new Time, Leave and Attendance (TLA) system. By funding this request, the department will be prepared to implement TLA within the next two years. TLA, which is anticipated to be an enterprise system implemented by all or most state agencies, is expected to significantly increase the accuracy and efficiency of time and leave reporting processes as well as employee scheduling processes within DSHS.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	656,000	656,000	1,312,000
001-C General Fund - Basic Account-Medicaid Federal	144,000	144,000	288,000
<b>Total Cost</b>	<b>800,000</b>	<b>800,000</b>	<b>1,600,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Package Description:**

**Problem Statement:**

The enterprise TLA readiness system is currently operating in a pilot project with the Department of Transportation and Department of Ecology. The Department of Enterprise Services (DES), the Office of Financial Management (OFM), and the TLA vendor are working with other state agencies, such as DSHS, to plan for implementation by agencies at the end of the pilot project, which is expected to be around two years from now (approximately 2016). TLA is a statewide enterprise system, so we anticipate it will be mandatory for DSHS to transition to TLA.

DSHS has over 17,000 employees and several programs that have varied needs surrounding employee schedules and time and leave reporting, including hospitals, residential facilities, and other facilities that operate seven days per week, 24 hours per day. As such, DSHS is operating various systems and processes for time and leave reporting and scheduling. TLA will bring an opportunity to provide a single system that will meet all of DSHS' various needs. However, successful implementation within an agency of DSHS' size and complexity will take significant planning and preparation. The TLA Readiness Project will ensure DSHS identifies all of the myriad requirements within DSHS, establish timelines for implementation, prepare staff for the transition to TLA, identify information systems requirements, and numerous other issues that are necessary to ensure successful implementation. The scope of change necessary to transition to TLA is estimated to take at least two years to prepare DSHS for implementation. The ability to adequately prepare for transition and work with the vendor and DES to develop DSHS requirements in the TLA system should result in more efficient time, leave, and scheduling processes.

DSHS does not have the resources in house to adequately staff a project of this scope and magnitude. If the TLA Readiness Project is not funded, DSHS would not be able to transition to TLA anytime in the near future, and there is a risk that not all DSHS requirements will be identified and added to the TLA system. If that happens, DSHS may be unable to implement or only partially able to implement the system. The state and DSHS would not be able to benefit from any efficiency savings that could potentially be realized from TLA being fully implemented within DSHS.

**Proposed Solution:**

DSHS will contract with a vendor to perform project management and business analysis services for TLA readiness. The vendor will be primarily responsible for working with staff throughout the numerous programs within DSHS to identify time reporting,

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leave reporting, and scheduling requirements for DSHS and working with DSHS management and the TLA vendor to get those requirements included in the system. The vendor will also be responsible for recommending an implementation schedule for DSHS and providing change management planning to ensure a smooth transition for staff. Funding will also provide for three FTE positions that will be dedicated to the TLA Readiness Project and work on transition issues, to include systems transition from DSHS legacy systems to TLA and other readiness issues. The proposal noted above is the minimal necessary to achieve successful transition within the 24-30 month estimated timeframe for DSHS to transition to TLA. Without funding for the project, it may be several more years before the agency can transition to TLA.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Terry Westhoff (360) 902-7642

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The decision package is essential to implementing the DSHS Goal of Public Trust. Successful implementation of TLA will provide for more effective and efficient time reporting, leave reporting, and scheduling processes within DSHS and will reduce the time spent on these activities. DSHS will also increase compliance with federal and state requirements, while reducing payroll errors and overtime. The new system will also benefit other DSHS goals as optimal implementation of TLA will allow direct program staff to spend more time on program activities and less on administrative functions.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goals to:

Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

The department's union partners may have concerns about the impacts surrounding the transition to TLA on its members. Because this is an enterprise system, the Office of Financial Management's Labor Relations Office will likely take the lead on any negotiations with the union. However, the department will also partner with its labor partners as appropriate during this project.

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*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request would likely result in DSHS's inability to successfully transition to the TLA system and significantly delay any such implementation.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

Costs are for the a contract and associated costs for 3 positions to implement the TLA system.

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	605,000	605,000	1,210,000
B Employee Benefits	190,000	190,000	380,000
T Intra-Agency Reimbursements	5,000	5,000	10,000
<b>Total Objects</b>	<b>800,000</b>	<b>800,000</b>	<b>1,600,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	656,000	656,000	1,312,000
<i>Total for Fund 001-1</i>	<b>656,000</b>	<b>656,000</b>	<b>1,312,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	144,000	144,000	288,000
<i>Total for Fund 001-C</i>	<b>144,000</b>	<b>144,000</b>	<b>288,000</b>
<b>Total Overall Funding</b>	<b>800,000</b>	<b>800,000</b>	<b>1,600,000</b>

# Information Technology Addendum

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**Recsum Code and Title** PL-Z6 TLA Readiness Project  
**Brief Description:** Time, Leave, and Attendance (TLA) System Readiness

**If this investment includes the use of servers, do you plan to use the state data center?**

- Yes     No, waiver received     No, waiver not received     Does not apply

## Security

**Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

The TLA system will be a statewide enterprise system. Therefore, DES should be taking the lead in ensuring the system is within the state’s security posture. However, Departmental security considerations will continue to be a part of the planning as the project moves forward.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

Yes, the TLA will require significant institutional change for all DSHS employees in how they perform time reporting, leave, and/or scheduling functions. Preparing the Department for this change will be a long, challenging process, and this is why the TLA Readiness Project is so critical. Change management planning is one of the key deliverables of this project to help ensure a successful transition. To help ensure success and the appropriate strategic leadership for this project, we have two executive sponsors at the Assistant Secretary-level and have established a Steering Committee made up of leadership from every administration within DSHS. The TLA Project is utilizing project planning models that have been proven successful in other large-scale projects within DSHS, and the Department has a record of successful management of large, complex projects.

**Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

Starting the TLA Project now, with about two years until expected implementation, gives us a very realistic chance of being completed within the proposed timelines and within budget and resources. With the complexity and size of DSHS and its many challenges related to time reporting and scheduling, starting the project any later would delay implementation. TLA is an opportunity for DSHS to significantly increase the efficiency, effectiveness, and compliance related to time and leave reporting and scheduling.

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**Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

TLA will provide an opportunity for DSHS to significantly increase the efficiency, effectiveness, and compliance within its time and leave reporting and scheduling processes. If appropriate planning and analysis is done, the TLA can allow DSHS to save substantial state resources. Waiting for a future funding cycle will not allow DSHS to perform appropriate planning necessary to successfully transition to TLA. The implementation date would have to be moved back commensurate to the amount of time funding is delayed.

**Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

TLA is an enterprise system, so our assumption is we are required to transition to the system.

### **Technology Strategy Alignment**

**Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The project will be broken down into phases and w

**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

Yes, TLA will replace the legacy time, leave, and attendance systems within DSHS.

**Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

TLA is expected to have features that will allow employees to enter time reports and leave from smart phones and other mobile devices. Monitoring and some other scheduling functions are also expected to be available. This has the opportunity for significant benefit for DSHS with its social workers and other staff that spend significant time in the field.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

As an enterprise system, TLA should provide greater accessibility and consistency related to time reporting, leave reporting, and similar state employee related information.

**Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

The TLA Project has a charter with clearly defined goals and objectives. The project has a Steering Committee, Business Sponsor, and Executive Sponsor that are all responsible for ensuring the goals and objectives of the project are met. Success will be determined by the successful implementation of TLA in DSHS; specific measures around timeliness, accuracy, cost savings, and change management will be developed within the project.

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**Financial**

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

Not conducting the appropriate planning to transition to TLA would not only result in an unsuccessful transition of TLA. This would mean inaccurate pay and leave of employees, state and federal non-compliance, and negatively impact program operations Department-wide on a broad scale.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

The efficiencies expected in having a uniform scheduling and time reporting system that meets all the various needs of DSHS should result in significant savings to the Department.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

I am not aware of any revenue generating capabilities of TLA.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

Yes. It will be mandatory for DSHS to transition to TLA and we need to ensure a successful transition. Aside from the fact that it will be mandatory, the TLA will provide efficiency in time, leave, and scheduling processes throughout DSHS. This will allow program staff to devote more of their time to direct program work and less on time-consuming administrative processes.

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

The timekeeping and scheduling processes are inconsistent throughout DSHS. This results in inaccuracy, inefficiency, and non-compliance. The TLA allows for configuration to meet the various needs of the Department. However, it will take significant planning for us to determine all of the requirements within DSHS in order to ensure the system can be configured to meet our needs. The TLA project will ensure those requirements are identified, communicated to the vendor, and developed in the system. It will also ensure we have communications and change management processes in place to ensure we are able to successfully transition employees into the new environment. The project will also include phased timelines for transition in order to minimize operational impacts department-wide.

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**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs for equipment and software to build the fully functional Emergency Preparedness and Response System (EPRS). The existing EPRS prototype is the only system in the state capable of identifying locations of vulnerable clients during disasters. By funding this request, SESA is expected to securely provide first responders with critical location and health information for clients and provide emergency planners with information to support disaster preparedness. EPRS helps achieve State statutory emergency management requirements under RCW 38.52, and the National Preparedness Goal established by the Presidential Directive on National Preparedness (PPD-8).

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	521,000	521,000	1,042,000
001-C General Fund - Basic Account-Medicaid Federal	114,000	114,000	228,000
<b>Total Cost</b>	<b>635,000</b>	<b>635,000</b>	<b>1,270,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>

**Package Description:**

**Problem Statement:**

With significant care needs, Department of Social and Health Services (DSHS) clients are among the most vulnerable Washingtonians in a disaster. This decision package would safeguard lives in the case of an emergency and would allow the agency to provide better care after a disaster. Washington ranks 50th in disaster preparedness (2014 report card, American College of Emergency Physicians). Meanwhile, the Federal Emergency Management Agency has made 62 major emergency declarations for Washington since 2000. The EPRS prototype is the only statewide system able to identify the residential location and special needs of vulnerable persons in the path of a disaster. During the 2012-13 Eastern Washington wildfires, DSHS was able to identify the location of providers, clients, and foster families and share that information with local responders. After the SR530 Mudslide, EPRS quickly provided the Snohomish Office of Emergency Management a list of 479 vulnerable clients who lived in the evacuation area. Lives are safeguarded because addresses, contact information, and client needs are pre-identified in the EPRS. For comparison, it took several months in 2009 to compile similar information for preparedness efforts related to the potential Green River flooding. Since then, SESA received federal funding (ending June 2014) to develop the EPRS prototype. Given there is no other system that can provide this information, DSHS believes that a state funded production system should be developed from the EPRS prototype.

If the current request is not funded, DSHS will no longer be able to identify, within minutes, vulnerable persons in harm's way as another disaster unfolds. The information from the system needed for emergency preparedness planning by local jurisdictions will not be available.

**Proposed Solution:**

The funding will pay for 5.5 FTE positions to (1) maintain and enhance the EPRS, (2) support disaster response, and (3) extend capability to support state and local disaster preparedness efforts. Additionally, the funding will cover costs for Information Technology (IT) services, equipment, and software. In order for the system to work as intended and to fully leverage the investment to-date, it is imperative to fund the proposed activities in their entirety.

**CTS Consultation:**

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Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Dave Mancuso (360) 902-7557

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Mobility - EPRS supports mobility by giving staff and emergency responders quick access to detailed needs of especially vulnerable persons in the area impacted by an emergency. EPRS recognizes mobile devices and will optimize for them.

Modernization and Agility - The EPRS prototype is an innovative solution built using agile practices to reduce investment risks through incremental implementation. High value, readily available data is prioritized and made available to the customer. As high value, more difficult to obtain information becomes available, it will be integrated into the system. EPRS lets DSHS provide jurisdictions with detailed information which first responders can use immediately in evacuations and search and rescue operations to protect human life.

Security - EPRS limits access to client information based on the user roles that comply with HIPAA and state confidentiality laws, using secure access technologies.

Transparency and Accountability - EPRS has two primary goals. 1) Make non-confidential data openly available to facilitate local emergency preparedness. 2) Make client needs and locations available to jurisdictions upon request for emergency response. Performance measures include number of vulnerable clients identified in an emergency.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

1: Health - Each individual and each community will be healthy. The decision package is essential to implementing SESA Strategic Objective 1.1: Increase access to coordinated delivery of medical, behavioral health and long-term services through access to integrated data. EPRS uses integrated data to provide Office of Emergency Management and partners with critical location and health risk information for coordinated life-saving disaster response. As an interactive application, EPRS provides secure access based on individual preparedness or response roles.

3: Protection - Each individual who is vulnerable will be protected. The decision package is essential to implementing SESA Strategic Objective 3.3: Improve the safety and permanency of individuals who are at-risk or are in state care, treatment, or out-of-home placement. In the hands of emergency responders, EPRS can identify clients in the path of an imminent disaster and protect those clients. EPRS provides planners with geographic and risk factor information about vulnerable DSHS clients to support emergency preparedness planning.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

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This decision package supports the Results Washington goals to:

Goal 4: Healthy & Safe Communities, to ensure all Washingtonians are healthy, safe and supported. Following a disaster, EPRS can provide damage assessment data to secure federal reimbursement for the impacted jurisdictions and people. When EPRS historical data about vulnerable people including their addresses and particular support needs are combined with data from the American Community Survey, EPRS will be used to support and inform near-term and long-term emergency preparedness planning for DSHS and other state and local agencies.

*What are the other important connections or impacts related to this proposal?*

Local jurisdictions and tribes support continued development of EPRS. Agency stakeholders are Emergency Management Division of the Military Department, Department of Health, Department of Early Learning, and Health Care Authority.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request may cause the unnecessary risk of placing some of Washington's most vulnerable citizens in danger in the event of a disaster.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Emergency Preparedness Resp System.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	428,000	428,000	856,000
B Employee Benefits	135,000	135,000	270,000
E Goods\Other Services	37,000	37,000	74,000
G Travel	2,000	2,000	4,000
J Capital Outlays	25,000	25,000	50,000
T Intra-Agency Reimbursements	8,000	8,000	16,000
<b>Total Objects</b>	<b>635,000</b>	<b>635,000</b>	<b>1,270,000</b>

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**DSHS Source Code Detail**

<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources</u>   <u>Title</u></b>			
0011    General Fund State	521,000	521,000	1,042,000
<i>Total for Fund 001-1</i>	<b>521,000</b>	<b>521,000</b>	<b>1,042,000</b>
 <b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
19UL    Title XIX Admin (50%)	114,000	114,000	228,000
<i>Total for Fund 001-C</i>	<b>114,000</b>	<b>114,000</b>	<b>228,000</b>
<b>Total Overall Funding</b>	<b>635,000</b>	<b>635,000</b>	<b>1,270,000</b>

# 2015-17 Biennial Budget Emergency Preparedness Resp System

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## Decision Package Expenditure Calculation

	Purchase Type	SFY 2016	SFY 2017	BI 15-17
<b>Staff (Salaries and Benefits)</b>				
	5.5 FTE	\$563,000	\$563,000	\$1,126,000
<b>Miscellaneous</b>				
	IT shared services	\$12,000	\$12,000	\$24,000
	Equipment	\$25,000	\$25,000	\$50,000
	Travel	\$2,000	\$2,000	\$4,000
	RDA Indirect	\$33,000	\$33,000	\$66,000
<b>Grand Total</b>		<b>\$635,000</b>	<b>\$635,000</b>	<b>\$1,270,000</b>

# Information Technology Addendum

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**Recsum Code and Title**      **PL-Z7 Emergency Preparedness and Response System (EPRS)**

**Brief Description:**

Build a fully functional Emergency Preparedness and Response System (EPRS) that securely provides first responders with critical location and health information of vulnerable DSHS clients and provides emergency planners with information to support disaster preparedness. The existing EPRS prototype is the only statewide system able to rapidly identify residential location and special needs of clients during disasters. After the recent SR530 Slide near Oso, EPRS quickly provided Snohomish County with a list of 479 vulnerable clients who lived in the evacuation area. EPRS helps achieve State statutory emergency management requirements under RCW 38.52, and the National Preparedness Goal established by the Presidential Directive on National Preparedness (PPD-8).

**If this investment includes the use of servers, do you plan to use the state data center?**

- Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

**This investment improves the state’s security posture.**

Without this investment, multiple copies of confidential information about clients are created in an emergency in order to provide case workers and responders information about client needs and locations in the area affected by the emergency.

EPRS will centrally generate the necessary information and provide controlled access with an audit trail and directives as to appropriate use.

In addition, work done on this project has contributed to a discussion and ‘white paper’ on releasing HIPAA-compliant summary client information.

**The proper security considerations have been made; for example:**

- EPRS uses Secure Access Washington and other secure access technologies;
- EPRS limits access to client information based on the user roles that comply with HIPAA and state confidentiality laws.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

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This investment does not require significant institutional change within DSHS: EPRS has been in planning and prototype-development stages since 2009 and has engaged multiple agency stakeholders, including DSHS Emergency Management Coordinating Committee, as needed. The project has a committed and proven leadership both at the executive and program levels. The DSHS Secretary considers the system to be a mission essential function and supports the continued development of the prototype. It is also supported by SESA Assistant Secretary. SESA has implemented many successful projects; some of them, like Predictive Risk Modeling system (PRISM) are state- and nationally-recognized innovations. The EPRS prototype was called a national best practice by the Federal Emergency Management Agency (FEMA) Region 10 staff. This innovative project was conceived by DSHS employees with expert emergency response, information technology, geographic analysis, medical data and client needs assessment data knowledge, proof that the agency fosters a culture of creative problem solving.

#### **Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

Yes. The prototype was built by experienced staff using existing proven technologies. The prototype has been successfully tested in real-life emergency situations. RDA has accumulated sufficient experience and staff expertise to be confident in the continuing success of the next phase of the project.

#### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

The funding need is urgent in order for the prototype to be functional when the next disaster strikes. If funding is postponed, the prototype will be mothballed, momentum will be lost and future development will be more costly. There is a substantial risk that the state will not possess the only system capable to identify vulnerable people in harm's way. The investment can be broken into incremental pieces. For more detail, see 'Agile value' under 'Technology Strategy Alignment'.

#### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

Absent the system and the staff expertise, collecting data for emergency preparedness planning is time consuming and costly, and simply impossible for timely disaster response. EPRS identifies vulnerable people in homes who may not otherwise be identified to emergency responders.

Responders including fire marshals and police chiefs across the state have used maps and client information from the prototype to help keep people safe in emergencies. Preparedness planners in jurisdictions have come to use the prototype EPRS client aggregate counts to anticipate future needs in an emergency. DSHS administrators across the state use information to ensure continuity of service to their fragile clients in an emergency.

EPRS contributes to successfully achieving the State statutory emergency management requirements under RCW 38.52, and the National Preparedness Goal established by the Presidential Directive on National Preparedness (PPD-8).

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**Technology Strategy Alignment**

**Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

Yes, it is. The project prioritizes high value, readily available data about vulnerable clients and makes it available to the customers. As high value, more difficult to obtain information becomes available, it will be integrated into the system. Examples of components with customer facing value which can be added to the system independent of each other include 1) data from ProviderOne about the needs of medically complex clients, 2) information about high-risk clients who could be a danger to self or others, 3) more frequent client residential location updates, 4) improved mobile capabilities, 5) analysis of American Community Survey data to determine community risks, 6) information about residential and work location of DSHS employees, 7) duty station status, 8) an addition of a continuity of operations repository to the duty station module.

**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

EPRS is the first system of its kind in DSHS, the state and nationally. A legacy system does not exist which solves the business problem. The EPRS prototype is a cutting-edge application unlike any in the nation. The project uses a solution that is a combination of cloud and non-cloud. After the recent SR530 Slide, the EPRS prototype quickly provided the Snohomish County a list of 479 vulnerable clients who lived in the evacuation area. In comparison, without EPRS it took several months in 2009 to collect similar data for the Green River flood area.

**Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

Yes, the web application is built to recognize devices. Additional development will be done to accommodate small screens. Users include both state employees and community partners.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

Yes to both questions. EPRS has two primary goals. 1) Make non-confidential data openly available to facilitate local emergency preparedness. (This includes facility information and aggregated information about DSHS clients.) 2) Make client needs and locations available to jurisdictions upon request when legally permissible for emergency response.

**Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

Yes. Over the course of the last decade RDA conducted several feasibility studies and submitted multiple project proposals internally and externally. The investment goals have been vetted with the emergency response and preparedness community. Some of the measures of success include 1) how does the number of vulnerable people identified in an emergency compare to the after the incident ‘on the ground’ counts, 2) how was the output from the system used in an emergency, and 3) how many communities are using the preparedness information.

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**Financial**

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

EPRS can be used to immediately provide information to emergency responders to support evacuation, search and rescue, and victim recovery efforts of many of the state's most vulnerable people. No other agency or function in the state can deliver this information with the speed and accuracy of EPRS. Having a system that can deliver information to support these vital emergency response missions is a compelling reason to sustain it; we otherwise have information but cannot compile and organize it quickly enough to be of use in a disaster response. The financial risk of having life-supporting data that cannot be provided quickly could include claims against the state for negligence if injury or loss of life ensues in a disaster. Class actions suits have been filed in large disasters in other states for not effectively addressing the needs of people with disabilities who were at mortal risk during the emergency. EPRS can support advance planning for evacuation, transportation, sheltering, feeding, and even utility outages.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

The preparedness response to the potential Green River flooding was very labor-intensive. Case managers in the field were required to manually collect data to be sent to headquarters and custom data extracts from systems across DSHS were made in order to provide headquarters with information. These batches of data were then geocoded and mapped. The resulting PDF maps and tables were then sent back to the programs. It was a slow and time-consuming process. The EPRS would eliminate the need for this labor-intensive information gathering.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left "on the table" by current solutions?**

This investment substantially reduces financial risks to DSHS, the state, local jurisdictions and the public from future disasters such as wildfires. It is also a key element in obtaining federal money after a Presidential disaster declaration. The EPRS can be used to more quickly and accurately provide data to support the Preliminary Damage Assessment process which is a prerequisite to getting the state and federal authorizations necessary under the Robert T. Stafford Act to secure federal reimbursement for the impacted jurisdictions, state, and tribes.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

Yes. The proposed investment supports DSHS mission, vision, and strategic plan.

**DSHS Goal 1: *Health – Each individual and each community will be healthy.***

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The decision package advances SESA Strategic Objective 1.1: *Increase access to coordinated delivery of medical, behavioral health and long-term services through access to integrated data.* EPRS uses integrated data to provide Office of Emergency Management and partners with critical location and health risk information for coordinated life-saving disaster response. As an interactive application, EPRS provides secure access based on individual preparedness or response roles.

**DSHS Goal 3: *Protection – Each individual who is vulnerable will be protected.***

The decision package advances SESA Strategic Objective 3.3: *Improve the safety and permanency of individuals who are at-risk or are in state care, treatment, or out-of-home placement.* In the hands of emergency responders, EPRS can identify clients in the path of an imminent disaster and protect those clients. EPRS provides planners with geographic and risk factor information about vulnerable DSHS clients to support emergency preparedness planning.

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

Yes. The prototype development was funded by several federal grants over the course of 4 years; the funding expires in June 2014. The prototype, even if very successful, is not a stable production system and cannot address a growing need in information about vulnerable people for disaster response and emergency preparedness. If the current request is not funded, DSHS will no longer be able to identify, within minutes, vulnerable persons in harm's way as another disaster unfolds. The information from the system needed for emergency preparedness planning by local jurisdictions will not be available either.

**Department of Social and Health Services**

**DP Code/Title: PL-Z8 Agency Content Workflow Mgmt Sys**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs to gather requirements, perform application integration and inter-operability analysis, and complete business process re-engineering necessary to implement an Agency Content Workflow Management (ACWM) solution. By funding this request, SESA is expected to conduct pre-implementation phase activities ahead of full implementation of an agency-wide solution for managing unstructured content including documents, audio and video files, photographs, and data not captured within a database. Implementing this solution will expedite customer service, render content to mobile devices to serve remote clients, and better meet retention and security requirements.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	1,074,000	0	1,074,000
001-C General Fund - Basic Account-Medicaid Federal	236,000	0	236,000
<b>Total Cost</b>	<b>1,310,000</b>	<b>0</b>	<b>1,310,000</b>

Staffing

**Package Description:**

**Problem Statement:**

The Department of Social and Health Services (DSHS) administrations currently have separate solutions for scan/index/store/retrieve functions for documents, voice recordings, photographs, and other media. They store the unstructured data in a variety of locations using differing technologies. Some are outdated, unsupported, and unable to operate on DSHS standard operating systems. Current solutions cannot be integrated with business-critical applications. This prevents improvements needed to serve the clients of various administrations within DSHS. Unstructured data that is shared across administrations is frequently duplicated thereby increasing storage costs. Locating files is an arduous and ineffective process that reduces customer satisfaction and exposes the Department to legal and financial risk.

**Proposed Solution:**

The Office of the Chief Information Officer (OCIO) is leading a workgroup to select a set of Enterprise Content Management (ECM) solution vendors to be included in state master contracts. Implementation of OCIO-selected ECM solution(s) across all program areas of DSHS provides the most efficient and cost-effective strategic solution. Over time, an agency-wide solution will centralize data access, improve compliance with retention policies, enhance security of protected information, provide system backup, speed service delivery, and act as a key resource to other systems. This centralized system will replace multiple aging and obsolete imaging and document management systems. It will address data security requirements, mobility needs, unmet business needs to manage millions of documents, and other content received and used by Department programs. Systems dependent upon content management include the Automated Client Eligibility System (ACES), the Support Enforcement Management System (SEMS), and FamLink. Multiple program areas have an unmet need for a content workflow management solution.

Successful implementation of the solution is dependent upon the availability of detailed requirements, in-depth analysis of current and proposed applications and their integration with the ECM solution, business process re-engineering (where necessary) to accommodate the enhanced security and mobility requirements, and definition of inter-operability needs between the ECM solution and common business processes. This activity is expected to be completed during Fiscal Year 2016. Additional funding to procure and implement the ECM solution will be requested for Fiscal Year 2017 Supplemental Budget request.

Department of Social and Health Services

**DP Code/Title: PL-Z8 Agency Content Workflow Mgmt Sys**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

CTS Consultation:

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Sue Langen (360) 902-7714

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

This investment will allow DSHS to gather requirements, complete application integration and inter-operability analysis, and perform necessary business process re-engineering ahead of implementing a modern and common Agency Content Workflow Management solution across all program areas of DSHS. Expected pre-implementation results will allow the solution to decrease the failure risk of the aging document management systems and reduce the risk of service disruptions; improve unstructured data indexing, storage and retrieval; and enable unstructured data delivery for mobile devices. Further, this provides an opportunity for an enterprise solution that can eliminate multiple implementations for applicable program areas and promote significant cost savings to the department in the long run. When fully implemented, these ACWM tools will allow management to provide staff with the information they need, when they need it, which will support better decision making and help instill public trust in the services the agency provides.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington by increasing government efficiencies through improved access to information and compliance with retention policies, faster service delivery, and increased customer satisfaction.

*What are the other important connections or impacts related to this proposal?*

End users of current agency document management solutions include staff within DSHS as well as outside of the department (including Health Care Authority, Health Benefits Exchange and Department of Early Learning). The pre-implementation phase activities will help ensure that the ACWM solution will integrate with partner agency solutions to minimize stakeholder impact, reduce document duplication and streamline interagency business processes.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

Department of Social and Health Services

**DP Code/Title: PL-Z8 Agency Content Workflow Mgmt Sys**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS remaining at legal and financial risk due to the unstructured data that is shared across administrations.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Agency Content Workflow Mgmt Sys.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are one-time and will not carry forward.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
T Intra-Agency Reimbursements	1,310,000	0	1,310,000
<b><u>DSHS Source Code Detail</u></b>			
<b>Overall Funding</b>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund 001-1, General Fund - Basic Account-State			
<u>Sources Title</u>			
0011 General Fund State	1,074,000	0	1,074,000
<i>Total for Fund 001-1</i>	<u>1,074,000</u>	<u>0</u>	<u>1,074,000</u>
Fund 001-C, General Fund - Basic Account-Medicaid Federal			
<u>Sources Title</u>			
19UL Title XIX Admin (50%)	236,000	0	236,000
<i>Total for Fund 001-C</i>	<u>236,000</u>	<u>0</u>	<u>236,000</u>
<b>Total Overall Funding</b>	<u>1,310,000</u>	<u>0</u>	<u>1,310,000</u>

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		<b>FY2016</b>	<b>FY2017</b>	<b>2015-17 Total</b>
FTE	1 Project Manager ITS 6 @ \$130000	130,000	0	130,000
	3 Business Analysts ITS 5 @120000	360,000	0	360,000
	1 Data Modeler ITS 5 @ 120000	120,000	0	120,000
Contract Services	2 Business Process Re-engineering consultants @ 175 per hour x 2000 hours	700,000	0	700,000
<b>Total</b>		<b>1,310,000</b>	<b>0</b>	<b>1,310,000</b>

# Information Technology Addendum

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**Recsum Code and Title**      **PL-Z8 Agency Content & Workflow Management System**

**Brief Description:** The Services and Enterprise Support Administration requests \$1.3 million to gather requirements, perform application integration and inter-operability analysis, and complete business process re-engineering necessary to implement an Agency Content Workflow Management (ACWM) solution. The funding provides 5.0 FTEs and 2.0 contract staff to conduct pre-implementation phase activities ahead of full implementation of an agency-wide solution for managing unstructured content including documents, audio and video files, photographs, and data not captured within a database. Implementing this solution will expedite customer service, render content to mobile devices to serve remote clients, and better meet retention and security requirements.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security:** How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

This investment improves security around content such as documents, audio and video files, photographs, and other unstructured content by implementing solutions that comply with Department of Defense (DOD) 5015, IRS 1075, HIPAA, and RCW 19.225, and improve public disclosure compliance by allowing redacting of documents and faster, more accurate/complete document retrieval.

## Feasibility/Risk

**Cultural readiness/organizational capacity:** Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

The investment does not require any significant institutional change within the agency. This is a high priority for executive leadership in terms of preparing for sharing content on **mobile devices, securing content on content management systems**, gaining work process efficiencies, and eliminating content redundancy between organizations. The Department has a record of successful large/agency-wide project implementations, such as ProviderOne, and will bring proven expertise to the implementation. The effort will use collaborative and creative problem-solving methodologies across administrations to objectively explore and evaluate a wide variety of innovative and cost effective solutions.

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#### **Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

High-level planning indicates the investment can realistically be completed within the proposed framework of time (12 months), budget (\$1.31 million) and resources (5.0 FTEs). The requested 5 FTEs (one project manager, three business analysts (covering all 8 administrations of DSHS), one data modeler and two contract business process re-engineering will be sufficient to lead the effort.

#### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

This investment is urgent. The current document management systems **do not comply with security requirements, unable to cater to mobile content, do not share content with partner agencies and business processes**, are on obsolete technologies and, are reaching end of life. The current systems are not able to meet increased workload and enhanced business requirements.

#### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

Potential impacts of not making this investment include:

- Risk of data exposure and fines over inadequate information system and electronic document security, which is required for compliance with the Federal Information Security Management Act (FISMA)
- Inability to meet the state's strategic technology objectives for mobility
- Failure to comply with the U.S. Department of Defense (DOD) Standard 5015.2-STD (Design Criteria Standard for Electronic Records Management Software), which has become the accepted electronic records management standard for many state and local governments including the Washington State Office of the Chief Information Officer
- Risk of systems failure and service impacts caused by multiple aging and obsolete document management systems that do not meet current or future business needs
- Risk of failure of the mission critical applications that store content on these systems, and associated risk of service disruption
- Risk of legal/financial impacts resulting from delays in locating files across administrations and non-compliance with information accessibility and state records retention, public disclosure and audit/investigative requirements
- Costly inefficiencies in manual work processes that could be resolved through a unified content management solution across the agency

## **Technology Strategy Alignment**

#### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The investment will generate the requirements, application integration design and data conversion plan to implement the Enterprise Content Management solution in phases. This Agile process will help plan implementing modules in alignment with business readiness and least impact to service delivery.

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**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

This investment will:

- Strengthen information system and electronic document security by complying with the Federal Information Security Management Act (FISMA)
- Prepare the agency's content to meet the state's strategic technology objectives for mobility
- Reduce the risk of systems failure and service impacts caused by multiple aging and obsolete document management systems that do not meet current or future business needs
- Enable cost savings and greater efficiencies in work processes through a unified content management solution with content sharing across the agency
- Meet the U.S. Department of Defense (DOD) Standard 5015.2-STD (Design Criteria Standard for Electronic Records Management Software), which has become the accepted electronic records management standard for many state and local governments including the Washington State Office of the Chief Information Officer
- Improve information accessibility and compliance with state records retention, public disclosure and audit/investigative requirements

**Mobility: Does the investment help state employees conduct business "any time, anywhere"? Does it improve mobile access to services for customers?**

This investment will prepare for receiving and rendering data on mobile devices. For example, there are instances when social workers helping vulnerable children must obtain video or photos during home visits and must be able to transfer those files to an Enterprise Content Management system, and must later be able to efficiently retrieve such content to effectively manage cases.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

Rendering content on mobile devices improves the ability of mobile workers to help vulnerable clients in the field and increases public visibility of services provided with public funds. The investment also increases staff access to case information, improving public service.

**Accountability: Are the investment's goals well articulated? How will "success" be determined or measured?**

The investment's goals are to implement a common and effective enterprise content management solution across all DSHS program areas and, partner agencies such as Health Care Authority, Department of Early Learning and Health Benefit Exchange. This effort will provide accurate business and technology requirements, integration plan with existing applications and a success oriented data conversion plan for an ECM implementation across DSHS. The goals

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include streamlined business processes and reduced service disruptions related to such content will result in better customer service for DSHS clients and business partners.

We will measure success through:

- Improved security on the content obtained by DSHS.
- Enabling content management for mobile devices.
- Efficiency gains in content-related business processes resulting in faster service delivery
- Reductions in maintenance costs for multiple aging systems
- Reductions in content storage costs
- Reductions in legal/financial liability for failure to comply with document retention policies

### Financial

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

A thorough requirements gathering is essential prior to implementation of any Information Technology (IT) system to ensure that the solutions offered meet the business and legislative needs.

There are potential financial consequences for lack of compliance with state records management requirements, and information system and electronic document security requirements in the Federal Information Security Management Act (FISMA) and the U.S. Department of Defense (DOD) Standard 5015.

The ability to locate a file is an arduous and ineffective process that exposes the Department to legal and financial risk. DSHS administrations currently have separate solutions for scan/index/store/retrieve functions for documents, voice recordings, photographs, and other media. They store the content in a variety of locations using differing technologies. Some are outdated, unsupported, and unable to operate on DSHS standard operating systems. Current solutions cannot be integrated with business critical applications. This prevents improvements needed to serve the clients of various administrations within DSHS. Content that is shared across administrations is frequently duplicated, increasing storage costs.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment helps prevent direct financial losses and reduces financial/legal liability from failure to comply with public disclosure or investigative requests for content; data security requirements.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate new revenue or capture additional revenue left “on the table” by current solutions.

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Department of Social and Health Services**

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

Implementing these tools will allow management to provide staff with the information they need, when they need it. This will support better decision making, and help instill public trust in the services the agency provides, thus helping the agency better deliver its mission by supporting **DSHS Goal 5: Public Trust – Strong management practices will be used to ensure quality and efficiency.**

This request also supports the **Results Washington Goal 5** by increasing government efficiencies through improved access to information and compliance with retention policies, faster service delivery, and increased customer satisfaction:

**Effective, efficient and accountable government –**

- **Customer Satisfaction: 1.1 Increase/maintain customer service satisfaction with accuracy and timeliness**
- **Customer Confidence: 1.3 Increase/maintain the timely delivery of state services**

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

DSHS administrations currently have separate solutions for scan/index/store/retrieve functions for documents, voice recordings, photographs, and other media. They store the content in a variety of locations using differing technologies. Some are outdated, unsupported, and unable to operate on DSHS standard operating systems. Current solutions cannot be integrated with business critical applications. This prevents improvements needed to serve the clients of various administrations within DSHS. Content that is shared across administrations is frequently duplicated, increasing storage costs. The ability to locate a file is an arduous and ineffective process that exposes the Department to legal and financial risk.

Investment in an enterprise solution will clearly solve this business problem by:

- Speeding service delivery
  - Centralizing content access
  - Improving compliance with retention policies
  - Enhancing security of protected information
  - Providing system backup, and
  - Acting as a key resource to other systems
- Systems dependent upon content management include Hearings and Appeals, ACES, SEMS, FamLink, and a wide variety of others critical to the business of DSHS.

Examples of EUDM solutions/benefits available through this investment include:

- Interfaces for client-serving online applications to receive documents in electronic form
- Visibility to clients on the documents they have submitted for a service
- Ability to download documents and forms electronically (to satisfy RCW 43.17.095)
- Reductions in the volume of paper document handling and storage since clients will be able to provide documents in electronic form

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- Reductions in printing volume if EUDM is integrated into the applications and becomes a part of workflow, which would eliminate the need to print documents to execute business processes
- Enhanced ability to meet retention requirements by retaining documents in their native format to have better legal standing
- Ability to provide content receiving and rendering from/to mobile devices and from/within mobile applications
- Enhanced/automated redacting of documents to improve timeliness and accuracy of responses to public disclosure requests

Department of Social and Health Services

**DP Code/Title: PL-Z9 Agency Business Process Management**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs to procure an Agency Business Process Management (ABPM) solution. Business Process Modeling (BPM) is a combination of various business process-related steps - Process Discovery, Simulation, Analysis and Process Improvement. Costs include - ABPM software, hardware and staffing to architect, design, implement, and manage the ABPM system. This solution will provide the mechanism for business and technical decision makers to understand the impacts of decisions prior to making the changes. Service delivery to our clients will be improved by reducing time to design and implement business processes.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	1,083,000	967,000	2,050,000
001-C General Fund - Basic Account-Medicaid Federal	238,000	212,000	450,000
<b>Total Cost</b>	<b>1,321,000</b>	<b>1,179,000</b>	<b>2,500,000</b>

Staffing

**Package Description:**

**Problem Statement:**

The Department of Social and Health Services (DSHS) currently lacks a centralized, enterprise approach to requirements gathering and business process modeling. Due to a lack of process documentation and no framework to visualize change, DSHS continues to miss opportunities to make significant service delivery improvements. As business processes get more complex and more interdependent, changes to one business process may affect other business processes and impacts may not be realized until after implementation. The reactive nature of addressing impacts from business process changes causes significant impacts to service delivery and exponential increases in costs of implementing business improvements. In addition, the department is out of compliance with the Center for Medicare and Medicaid Services (CMS) standards and conditions that must be met by the states for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding.

**Proposed Solution:**

This solution would obtain an ABPM tool for the department, including hardware, software, implementation services and 2.0 FTEs to architect, participate in knowledge transfer with the implementation services vendor, and maintain the solution for the eight administrations of DSHS. While maximum value will be realized once all agency business processes are contained in the tool, incremental value will be gained with the addition of each component. The ABPM tool will highlight how a change in one business process element impacts other related processes as well as supporting technology and data. The ABPM tool will help with modeling and rapid implementations of new business processes and aid in implementing changes to a business process faster, thereby reducing service delivery times.

The solution will also enable compliance with the Medicaid Information Technology Architecture (MITA) Maturity Model. This model calls for states to develop Concept of Operations, Business Process Models, and business work flows to any provided by CMS in support of Medicaid and Exchange business operations and requirements. This will help streamline and standardize these operational approaches and business work flows to minimize customization demands on technology solutions and optimize business outcomes. This is essential to comply with the requirements to participate in the Federal Financial Participation (FFP).

**CTS Consultation:**

Department of Social and Health Services

**DP Code/Title: PL-Z9 Agency Business Process Management  
Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Sue Langen (360) 902-7714

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

When it is necessary to make changes to existing business processes or implement new ones due to various factors such as legislative mandates, changes in laws, improvement of service delivery etc., the ABPM solution will help with - linking organization strategy of DSHS with well-defined business processes; documenting existing business processes; modeling new business processes; making rapid changes to the business processes while providing the ability to detect and manage impacts to other business processes as a result of the changes; providing faster service delivery; and implementing business process re-engineering by better understanding the existing processes and changing them for improved performance.

Use of the ABPM tool will provide significant cost savings to the department by reducing disruption to business processes, modeling business processes right from the start, and re-using business processes for service delivery. It eliminates the potential risk of staff leaving with the knowledge of business processes and not having the documentation and mechanisms in place to retain that knowledge within the department.

The expected results for implementing an ABPM tool include faster service delivery and reduced impacts of changes in the business processes, information technology systems, and/or data related to those services. The tool's ability to implement new processes more quickly and reduce impacts of changes to existing processes will improve service delivery times significantly, resulting in better customer service for DSHS clients and business partners.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

***Is this decision package essential to implement a strategy identified in the agency's strategic plan?***

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency by providing an ABPM tool to strengthen business process management practices and improve service quality using the Total Quality Management approach.

***Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?***

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington by strengthening business process management practices that make government more effective and efficient, and improve service quality through process simulation techniques and improved analysis to ensure more timely service delivery.

**Department of Social and Health Services**

**DP Code/Title: PL-Z9 Agency Business Process Management  
 Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What are the other important connections or impacts related to this proposal?*

The acquisition of an APBM solution will aid stakeholders, primarily the DSHS administrations, by providing the means to automate their business process modeling and execution. This will enable faster service turn-around times for Washingtonians.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS remaining out of compliance with the Center for Medicare and Medicaid Services (CMS) standards and conditions that must be met by the states for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact to the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Agency Business Process Management.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

The staffing costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
T Intra-Agency Reimbursements	1,321,000	1,179,000	2,500,000
 <b><u>DSHS Source Code Detail</u></b>			
<b>Overall Funding</b>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund 001-1, General Fund - Basic Account-State			
<b><u>Sources Title</u></b>			
0011 General Fund State	1,083,000	967,000	2,050,000
<i>Total for Fund 001-1</i>	<u>1,083,000</u>	<u>967,000</u>	<u>2,050,000</u>
Fund 001-C, General Fund - Basic Account-Medicaid Federal			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	238,000	212,000	450,000
<i>Total for Fund 001-C</i>	<u>238,000</u>	<u>212,000</u>	<u>450,000</u>
<b>Total Overall Funding</b>	<u>1,321,000</u>	<u>1,179,000</u>	<u>2,500,000</u>

# 2015-17 Biennial Budget

## Agency Business Process Management

### Department of Social and Health Services

**2015-17**

Software	Business process modelling tool enterprise licensing	1,882,000
Services	Implementation services	180,000
	Training for agency staff to use the tool	100,000
Hardware	Server to host the product	100,000
FTE	2 x ITS 6	238,000
<b>Total</b>		<b>2,500,000</b>

# Information Technology Addendum

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Recsum Code and Title      **PL-Z9 Agency Business Process Management**

**Brief Description:** The Department requests 2.0 FTEs and \$2.5 million to procure an Enterprise Business Process Management (EBPM) solution. Costs include software, hardware, implementation services and staffing to architect, design, implement and manage the system. This solution will provide decision makers the information they need to understand the impacts of decisions/change prior to making the changes. This can help avoid wasting limited resources and delays in service delivery.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

As it exists, the business processes of the Department are inconsistently documented and integrated. The procurement of this solution will enable documenting all the business processes end-to-end and in the process, will highlight the security vulnerabilities. This investment can help improve security in business processes by making it easier to identify security risks across the Department and develop re-usable processes to most effectively address those risks enterprise-wide.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

The investment requires some cultural/organizational change in how Department staff approach requirements gathering and business process modeling for developing solutions. Staff would need to recognize the value in documenting processes and visualizing change through an enterprise framework. Leveraging the current focus on Lean business process improvement could support the enterprise transformation. This is a high priority for executive leadership in terms of process improvement that leads to better and faster service delivery.

The Department has a record of successful large/agency-wide project implementations, such as ProviderOne, and will bring proven expertise to the implementation. The effort will use collaborative and creative problem-solving methodologies across administrations to objectively explore and evaluate a wide variety of innovative and cost effective solutions.

## **2015-17 Biennium Budget**

### **Department of Social and Health Services**

#### **Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

High-level planning indicates the investment can realistically be completed within the proposed framework of time (24 months), budget (\$2.5 million) and resources (2.0 FTEs). We anticipate requiring \$2.3 million for software/hardware procurement and initial agency implementation, governance establishment and training, and an additional \$200,000 for program implementation services. We expect the requested 2 FTEs (one project manager and one implementation specialist) to be sufficient to lead the implementation.

#### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

The Center for Medicare and Medicaid Services (CMS) has set standards and conditions that must be met by the states in order for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding. CMS will ensure that enhanced Federal Financial Participation (FFP) funding is approved only when Medicaid infrastructure and information systems projects meet statutory and regulatory requirements.

Since DSHS executes member eligibility, client management, and member enrollment/disenrollment processes (among others) in collaboration with ProviderOne and the Health Benefit Exchange, this investment is urgently needed to ensure compliance with the necessary statutory and regulatory requirements to be eligible for the enhanced match funding.

The MITA Maturity Model (MMM) calls for states to develop Concept of Operations (COO) and Business Process Models. This investment in an EBPM solution will enable DSHS to align these COO and business work flows to any provided by CMS in support of Medicaid and Exchange business operations and requirements, and help streamline and standardize these operational approaches and business work flows to minimize customization demands on technology solutions and optimize business outcomes.

#### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

DSHS currently lacks a centralized, enterprise approach to requirements gathering and business process modeling. Due to a lack of process documentation and no framework to visualize change, DSHS continues to miss opportunities to make significant service delivery improvements. As business processes get more complex and more interdependent, changes to one business process may affect other business processes and impacts may not be realized until after implementation. The reactive nature of addressing impacts to other business processes causes significant impacts to service delivery and exponential increases in costs of implementing business processes.

The Department is also out of compliance with the Center for Medicare and Medicaid Services (CMS) standards and conditions that must be met by the states for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding.

**2015-17 Biennium Budget  
Department of Social and Health Services**

Potential impacts include service delays and disruptions, increased business process implementation costs, and loss of federal funding.

**Technology Strategy Alignment**

**Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The investment will deploy the Enterprise Business Process Management solution in phases. The design will be modular and each module will be implemented using Agile methodologies.

**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

This enterprise business process management solution helps modernize the Department's business tools by aligning modern technology with re-engineered business processes that better serve Washington citizens; and promotes innovative delivery of services by encouraging and streamlining innovative approaches to business process development and change, and encouraging adoption of Agile methodologies throughout to focus IT teams and projects on customer visible value.

**Mobility: Does the investment help state employees conduct business "anytime, anywhere"? Does it improve mobile access to services for customers?**

This investment will not directly improve mobile access to services for customers, but may improve required business processes once mobile access to those services is available.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

The investment may help improve business processes to increase public access to searchable public data and information.

**Accountability: Are the investment's goals well-articulated? How will "success" be determined or measured?**

The goals of the investment, which will acquire hardware, software and 2.0 FTEs to implement an Enterprise Business Process Management (EBPM) solution, is to speed service delivery and reduce impacts of changes in the business processes, information technology systems and/or data related to those services. Successful implementation of the EBPM tool will enable more rapid implementations of new business processes as well as faster implementations of business process changes.

This ability to implement new processes more quickly and reduce impacts of changes to existing processes will provide better performance outcomes for DSHS clients and business partners.

**Agency Business Process Management**

## 2015-17 Biennium Budget Department of Social and Health Services

Success will be measured by:

- Reduction in service delivery times
- Cost savings through reductions in business process disruptions

This investment supports **DSHS Goal 5** by providing an EBPM tool to strengthen business process management practices and improve service quality:

**Public Trust – Strong management practices will be used to ensure quality and efficiency.**

This investment also supports the **Results Washington Goal 5** by strengthening business process management practices to make government more effective and efficient, and improve service quality:

**Effective, efficient and accountable government –**

- **Customer Satisfaction: 1.1 Increase/maintain customer service satisfaction with accuracy and timeliness**
- **Customer Confidence: 1.3 Increase/maintain the timely delivery of state services**

## Financial

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

There are potential financial consequences for lack of compliance with the Center for Medicare and Medicaid Services (CMS) standards and conditions that must be met by the states for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment helps reduce expenses by preventing waste of limited resources and delays in service delivery.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate new revenue or capture additional revenue left “on the table” by current solutions.

## Business Case/Agency Mission Priority

**Mission priority: Does this investment help the agency better deliver its mission?**

## **2015-17 Biennium Budget Department of Social and Health Services**

This investment helps the agency better deliver its mission by supporting **DSHS Goal 5** through strengthening business process management practices and improving service quality:  
**Public Trust – Strong management practices will be used to ensure quality and efficiency.**

This request supports the **Results Washington Goal 5** by strengthening business process management practices to make government more effective and efficient, and improve service quality:

**Effective, efficient and accountable government –**

- **Customer Satisfaction: 1.1**  
**Increase/maintain customer service satisfaction with accuracy and timeliness**
- **Customer Confidence: 1.3**  
**Increase/maintain the timely delivery of state services**

### **Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

DSHS currently lacks a centralized, enterprise approach to requirements gathering and business process modeling. Due to a lack of process documentation and no framework to visualize change, DSHS continues to miss opportunities to make significant service delivery improvements. As business processes get more complex and more interdependent, changes to one business process may affect other business processes and impacts may not be realized until after implementation. The reactive nature of addressing impacts to other business processes causes significant impacts to service delivery and exponential increases in costs of implementing business processes.

The Department is also out of compliance with the Center for Medicare and Medicaid Services (CMS) standards and conditions that must be met by the states for Medicaid technology investments (including claims processing systems and eligibility systems) to be eligible for the enhanced match funding.

The investment clearly solves this business problem by providing an EBPM tool that provides an end-to-end picture of all the DSHS business processes; highlights impacts of changes on inter-related business processes, information technology systems and data; helps with modeling and rapid implementations of new business processes; and aids in implementing changes to business processes faster, thereby reducing service delivery times.

The solution will also enable compliance with the Medicaid Information Technology Architecture (MITA) Maturity Model, which calls for states to develop Concept of Operations, and Business Process Models and business work flows to any provided by CMS in support of Medicaid and Exchange business operations and requirements, and help streamline and standardize these operational approaches and business work flows to minimize customization demands on technology solutions and optimize business outcomes.

Department of Social and Health Services

**DP Code/Title: PL-ZA Admin Hearings Legal Mgmt System**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Supports Administration (SESA) requests funding and FTEs in Fiscal Year 2017 for staff and contract costs to procure software and personnel services to implement an Administrative Hearings Legal Management System for the Department of Social and Health Services (DSHS). By funding this request, SESA is expected to improve the timeliness and accuracy of the administrative hearings process, electronically provide information and evidence to Administrative Law Judges at the Office of Administrative Hearings (OAH), as well as reduce the need to mail hard copy documents between DSHS and OAH.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	0	2,628,000	2,628,000
001-C General Fund - Basic Account-Medicaid Federal	0	576,000	576,000
<b>Total Cost</b>	<b>0</b>	<b>3,204,000</b>	<b>3,204,000</b>

Staffing

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>0.0</b>	<b>2.3</b>	<b>1.2</b>

**Package Description:**

Problem Statement:

In 2013, there were about 21,500 requests for administrative hearings regarding decisions made by DSHS. Recent court decisions have clarified that individuals have a constitutional right to have the hearings process completed within 90 days whenever it is mandated by federal law. These hearings are conducted by OAH Administrative Law Judges (ALJs) with participation by staff from DSHS administrations. DSHS has no electronic database to track administrative hearings from hearing request to completion of the final order. In addition, DSHS currently provides documentation for the hearings almost entirely in paper format. This is very inefficient. The inefficiency of the paper based process impacts the ability for DSHS to complete the administrative hearings within the allotted 90 days. OAH is implementing a new electronic data system that will require DSHS to supply case materials electronically. In addition, DSHS must improve its ability to track and report the timeliness of administrative hearings.

Proposed Solution:

The requested funds will be utilized to procure, configure, test, and implement a data system for managing the legal cases which result from administrative hearing requests that appeal DSHS decisions. The request includes 2.3 FTEs for a project manager and staff to document requirements for the system as well as system developers, and ongoing Information Technology (IT) support for the data system. In addition, funding is included to purchase software, and Quality Assurance (QA) services to support the design and implementation of the system. Work on the project is assumed to begin in July 2016 with implementation of the system occurring by February 2018.

CTS Consultation:

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831  
 Program Contact: Dana Phelps (360) 902-7814

Department of Social and Health Services

**DP Code/Title: PL-ZA Admin Hearings Legal Mgmt System**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

While this decision package does not directly fund any of the activities listed above, a timely hearing process is essential to ensuring that DSHS actions regarding clients and providers is appropriate and in alignment with program requirements and DSHS' strategic goals and objectives. Whenever a DSHS decision is appealed, the client or provider must wait for a determination of whether their complaint will be upheld. In many cases, clients continue to receive benefits as they wait for a decision, but they may then be asked to repay those benefits if their appeal is unsuccessful. The longer the process extends the greater the overpayment. For providers, their ability to provide services may be stopped while the review of the DSHS decision occurs. For example a provider of long term care services might appeal a DSHS decision to revoke their license. This decision might be appealed and the outcome determines whether the provider can serve clients in the future. In some cases, the appeals process exceeds the prescribed 90 day timeframe.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

<b>FY 1</b>	<b>FY 2</b>
0.00	0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

- 2: Safety - Each individual and each community will be safe
- 3: Protection - Each individual who is vulnerable will be protected
- 4: Quality of Life - Each individual in need will be supported to attain the highest possible quality of life

The request impacts accomplishment of a variety of Strategic Objectives including:

- Aging and Long Term Support Administration's (AL TSA) Strategic Objective 2.1: Affirm Adult Family Homes, Assisted Living Facilities and Nursing Homes are providing quality care and residents are safe through timely licensing re-inspections.
- AL TSA's Strategic Objective 3.1: Protect vulnerable adults living in their homes through timely responses to allegations of abuse and neglect.
- Developmental Disability Administration's (DDA) Strategic Objective 1.1: Identify individual health and welfare needs in a timely manner in order to support individuals to have healthy and active lives.
- DDA's Strategic Objective 4.1: Increase access to home and community-based services.
- Economic Services Administration's Strategic Objective 1.1: People below 125 percent of the Federal Poverty Level (FPL) will have greater access to Basic Food assistance.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient, and Accountable Government

*What are the other important connections or impacts related to this proposal?*

OAH is working toward increasing automation of the appeal process. OAH will likely support this investment by DSHS as it will assist them in accomplishing their goals regarding automation. Advocates and clients will support this request.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

**Department of Social and Health Services**

**DP Code/Title: PL-ZA Admin Hearings Legal Mgmt System**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

*What are the consequences of adopting or not adopting this package?*

Not adopting this package will result in DSHS not improving the timeliness and accuracy of the administrative hearings process. Case materials will continue to be provided hard copy documents between DSHS and OAH, which impacts the ability for DSHS to complete the administrative hearings within the allotted 90 days.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Admin Hearing Legal Mgmt Sys.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	0	405,000	405,000
B Employee Benefits	0	127,000	127,000
E Goods\Other Services	0	2,669,000	2,669,000
T Intra-Agency Reimbursements	0	3,000	3,000
<b>Total Objects</b>	<b>0</b>	<b>3,204,000</b>	<b>3,204,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	0	2,628,000	2,628,000
<i>Total for Fund 001-1</i>	<b>0</b>	<b>2,628,000</b>	<b>2,628,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	0	576,000	576,000
<i>Total for Fund 001-C</i>	<b>0</b>	<b>576,000</b>	<b>576,000</b>
<b>Total Overall Funding</b>	<b>0</b>	<b>3,204,000</b>	<b>3,204,000</b>

**2015-17 Biennial Budget**  
**Admin Hearings Legal Mgmt System**

Department of Social and Health Services

**Cost for Legal Case Management: Five Year Estimates**

Item	Type	Qty.	Hrly rate	Rate	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Quality Assurance	FTE	0.25	120		62,610					62,610
Project Management	FTE	1.0	100		208,700					208,700
Business Analyst	FTE	1.0	125		260,875					260,875
Hardware		-	-		-					-
ISSD Application Hosting		12		6,000	72,000					72,000
Disaster Recovery		12		25	300					300
Source System Integration	Mths	9		4,500	40,500					40,500
Operating cost:					644,985	-	-	-	-	644,985
Software Installation		10		\$160.00	1,600					1,600
Portal Install		1		\$1,200.00	1,200					1,200
Front Office Administration Training/Scoping		40		\$160.00	6,400					6,400
Project Management		200		\$160.00	32,000					32,000
Front Office Consulting and Screen Design		250		\$160.00	40,000					40,000
Front Office Training		250		\$160.00	40,000					40,000
DESIGNING INTERFACES TO DSHS SYSTEMS		3564		\$160.00	570,240					570,240
Sub total - one time cost					691,440	-	-	-	-	691,440
ProLaw Software License		1365		\$539.00	735,735	147,147	147,147	147,147	147,147	1,324,323
Portal Server		1		\$834.00	834	167	167	167	167	1,501
Portal Server License		1365		\$252.00	343,980	68,796	68,796	68,796	68,796	619,164
System Integration					787,500	262,500	60,000	60,000	60,000	1,230,000
Annual Licensing Cost:					1,868,049	478,610	276,110	276,110	276,110	3,174,988
<b>Grand Total:</b>					<b>3,204,474</b>	<b>478,610</b>	<b>276,110</b>	<b>276,110</b>	<b>276,110</b>	<b>4,511,413</b>

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# Information Technology Addendum

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**Recsum Code and Title**      **PL-ZA Administrative Hearings Legal Management System**

**Brief Description:** The Services and Enterprise Support Administration (SESA) requests funding for 2.3 FTEs and \$3.2 million to procure software and personnel services to implement an Administrative Hearings Legal Management System for DSHS. By funding this request, SESA is expected to improve the timeliness and accuracy of the administrative hearings process, electronically provide information and evidence to Administrative Law Judges at the Office of Administrative Hearings (OAH), as well as reduce the need to mail hard copy documents between DSHS and OAH.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?**

This investment improves the Department's security around hearings and appeals data by implementing an enterprise administrative hearings legal management system to enhance legal tracking, and centrally collect and store administrative hearing data and legal artifacts. Implementing this solution would modernize and consolidate a primarily paper-based processes and a variety of tracking tools in to a single secure enterprise system.

## Feasibility/Risk

**Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?**

The investment requires some cultural/organization change in how Department staff perform and track Administrative Hearings and Appeals. Modernization of Office of Administrative Hearings processes will require the change from a primarily paper-based process to electronic processes. This investment allows the Department to take a thoughtful and well-planned approach to our modernization efforts. The Secretary has committed to an enterprise-wide approach to modernizing the Departments administrative hearings and appeals processes. The Department has a record of successful large/agency-wide project implementations, such as ProviderOne, and will bring proven expertise to the implementation. The effort will use collaborative and creative problem-solving methodologies across administrations to objectively explore and evaluate a wide variety of innovative and cost effective solutions.

**2015-17 Biennium Budget  
Department of Social and Health Services**

**Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

High-level planning indicates the investment can realistically be completed within the proposed framework of time (19 months), budget (\$3.2 million) and resources (2.25 FTEs) We anticipate needing \$3.2 million for procurement and initial agency implementation, governance establishment and training, and program implementation services. We expect the requested 2.25 FTEs (comprised of project manager, business analyst, and part-time quality assurance) are sufficient to lead the implementation.

**Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

This investment is urgent and should be completed per the timeline requested.

Recent court decisions have clarified that it is a constitutional right, per the Sixth Amendment, to have the hearings process completed within 90 days whenever it is mandated by federal law. At this time some cases exceed this timeframe. To reduce delays in administrative hearings the Department must modernize our hearing and appeals processes.

DSHS is mandated to use the Office of Administrative Hearings for all administrative fair hearings. OAH is actively working modernizations efforts that include the elimination of paper in the administrative hearings process. To realize this goal, OAH is requiring all partners to send all administrative hearing information and artifacts electronically. Currently, the Department's administrative hearing processes are primarily paper based and span every administration.

This investment allows the Department to take a thoughtful and well-planned approach to our modernization efforts to both reduce delays in administrative hearings and to meet OAH's requirement for electronic file transfer. This investment provides for the creation a single system for the collection, retention, distribution and tracking of administrative hearing information and artifacts.

**Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

Modernizing DSHS processes is necessary to reduce delays in administrative hearings, improve its ability to track and report timeliness, and to meet Office of Administrative Hearings requirement of eliminating paper in all administrative hearings.

DSHS risks the inability to meet OAH requirements and federal law. If no action is taken, this could:

- This could prevent the Department from meeting the OAH requirement of paperless Administrative Hearings.
- Expose the Department to a greater financial risk for not meeting the constitutional right to a speedy hearing.
- Limit the Department's ability to make informed decisions based qualitative data.
- Subject the Department to public and media scrutiny, and cause loss of public trust.

**2015-17 Biennium Budget  
Department of Social and Health Services**

**Technology Strategy Alignment**

**Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The implementation will be in incremental phases across the Department. Periodic assessments will be made and lessons learned will be implemented in the following phases.

**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

N/A

**Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

N/A.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

This investment will increase public visibility and availability of administrative hearings records for public disclosure. Having a central administrative hearing legal management system that can interface with an Enterprise Content Management System increases records availability, reduces the cost to respond and reduces the risk of fines for failure to respond to public disclosure required in required time frames.

**Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

The investment’s goals are to modernize the Department’s administrative hearings processes for the purpose of reducing delays to comply with client constitutional rights and to eliminate the labor intensive sending and receiving of paper records to and from Office of Administrative Hearings.

Success will be determined in performance outcomes in implementing an Administrative Hearings Legal Management System.

Sample success measures are:

- Implementation of a data system for managing administrative hearing legal cases.
- Elimination of paper being produced and transported to the Office of Administrative Hearings.
- Increased ability for the Department to track and report the timeliness of administrative hearings including monthly reports on cases opened, closed, and average duration of cases by type. This information is not currently available to the department.
- Increased compliance with legal timelines with monthly reports on the percent of cases closed that fall within the federally mandated 90 day timeframe. This information is not currently available to the department.

**2015-17 Biennium Budget  
Department of Social and Health Services**

**Financial**

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

There are potential legal and financial consequences for not funding this investment. Recent court decisions have clarified that it is a constitutional right to have the hearings process completed within 90 days whenever it is mandated by federal law. Without increased ability to track and report the timeliness of administrative hearings the Department lacks the information required to ensure timely hearings. That exposes the Department to a risk of non-compliance, fines, and potential litigation.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

This investment helps prevent direct financial losses due to legal liability and reduces costs by automating labor-intensive manual processes.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

N/A

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

This investment impacts programs across DSHS and will help ensure that clients as well as providers who appeal DSHS decisions receive a timely hearing; the request supports multiple DSHS goals including:

- Goal 2: Safety – Each individual and each community will be safe;
- Goal 3: Protection – Each individual who is vulnerable will be protected and
- Goal 4: Quality of Life – Each individual in need will be supported to attain the highest possible quality of life.

Clients and providers have a constitutional right to appeal a decision made by DSHS. For example a decision to end cash benefits or food assistance, a finding of abuse or neglect, or a sanction for a rule (WAC) violation by a provider are all items that could be appealed. DSHS in order to accomplish its goals and strategic objectives must make these types of decisions, and a timely appeals process through administrative hearings protects both the client/provider and the department.

The investment impacts accomplishment of a variety of Strategic Objectives including:

- AL TSA’s Strategic Objective 2.1: Affirm Adult Family Homes, Assisted Living Facilities and Nursing Homes are providing quality care and residents are safe through timely licensing re-inspections.
- AL TSA’s Strategic Objective 3.1: Protect vulnerable adults living in their homes through timely responses to allegations of abuse and neglect.

**Admin Hearings Legal Mgmt System**

**2015-17 Biennium Budget**  
**Department of Social and Health Services**

- DDA's Strategic Objective 1.1: Identify individual health and welfare needs in a timely manner in order to support individuals to have healthy and active lives.
- DDA's Strategic Objective 4.1: Increase access to home and community-based services.
- ESA's Strategic Objective 1.1: People below 125 percent of the Federal Poverty Level (FPL) will have greater access to Basic Food assistance.

This investment supports the Results Washington:

- Goal 5: Effective, efficient and accountable government

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

There is a clear problem with the status quo.

It is a constitutional right to have the hearing process completed within 90 days. At this time some cases exceed this timeframe. Currently, most administrative hearing processes in the Department are paper-based. This prevents the Department from complying with the Office of Administrative Hearings requirement for electronic file transfer.

The investment's goals are to modernize the Department's administrative hearings processes for the purpose of reducing delays to comply with client constitutional rights and to eliminate the labor intensive sending and receiving of paper records to and from Office of Administrative Hearings.

Department of Social and Health Services

**DP Code/Title: PL-ZB Geospatial Data and Services**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTEs for software, hardware, and staff to maintain an enterprise Geographic Information System (GIS) infrastructure and provide GIS services across the agency. By funding this request, SESA is expected to achieve critical agency priorities using geospatial data and services, and meet strategic Information Technology (IT) goals for open data that is more accessible to agency staff and the public through cloud technology and mobile applications.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	525,000	525,000	1,050,000
001-C General Fund - Basic Account-Medicaid Federal	115,000	115,000	230,000
<b>Total Cost</b>	<b>640,000</b>	<b>640,000</b>	<b>1,280,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
Agency FTEs	5.0	5.0	5.0

**Package Description:**

**Problem Statement:**

An agency-wide assessment determined that all Department of Social and Health Services (DSHS) program areas have business needs that require GIS, but, the agency lacks the GIS infrastructure to support these needs. Individual programs have attempted to establish their own GIS capacity without the necessary expertise and with duplication of effort and expenditures. Enterprise GIS services are needed for DSHS to distribute services equitably to communities, prevent overloading communities with certain types of facilities, and improve citizens' ability to access social and health services using public-facing maps. Development of an enterprise GIS solution is underway, but sustainable funding and FTEs are needed to:

- Achieve DSHS and state strategic objectives that have GIS interdependencies;
- Modernize DSHS applications and services using location information and analytics;
- Provide DSHS open geospatial data and mobile-compatible web mapping solutions; and
- Build a scalable GIS infrastructure for the agency.

**Proposed Solution:**

This decision package will help connect clients to services; protect vulnerable clients; support program and payment integrity; and improve case management and facility planning.

The solution is to establish and maintain an enterprise GIS. The requested \$1,280,000 would pay for:

- 5.0 FTEs to manage, develop, implement, and support the enterprise GIS infrastructure;
- 12 virtual machines and two SQL Server databases for GIS server framework;
- Cloud-based storage and services for internal and external GIS data distribution; and
- Enterprise-level GIS desktop and server software for agency-wide use.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Department of Social and Health Services

**DP Code/Title: PL-ZB Geospatial Data and Services**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

Agency Contact: Don Petrich (360) 902-7831

Program Contact: Jane Zerbe (360) 902-0747

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

**Mobility:** The decision package is essential to implementing more accessible DSHS services that use location-based information and technology.

**Open and Transparent:** The decision package is essential to implementing open DSHS geospatial data for public consumption.

**Modernization and Innovation:** The decision package is essential to implementing a re-engineered GIS infrastructure that uses cloud technology that is faster and scalable.

**Security:** The decision package is essential to implementing mechanisms for secure public access and handling of confidential GIS data and applications.

***Performance Measure Detail***

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal

3: Protection - Each individual who is vulnerable will be protected. The decision package is essential to supporting SESA Strategic Objective 3.1: Detect circumstances that may indicate exposure of vulnerable persons to sex offenders by linking addresses of vulnerable client and sex offenders.

4: Quality of Life - Each individual in need will be supported to attain the highest possible quality of life. The decision package is essential to implementing GIS capability that identifies provider gaps and support transition from facility to community care by identifying nearest in-home care providers to support Aging and Long Term Support Administration (AL TSA) Strategic Objective 4.2: Increase the number of individuals AL TSA is able to assist in transitioning to their homes or the community from nursing homes; and Developmental Disability Administration (DDA) Strategic Objective 4.3: Increase opportunities for individuals who are institutionalized to have the option to move to the community and be supported as needed.

5: Public Trust - Strong management practices will ensure quality and efficiency. The decision package is essential to implementing GIS capability to support Information System Services Division (ISSD) Strategic Objective 5.10: Take advantage of the State's open-data sites to post appropriate data sets, increase the number of geographic data layers posted on geographic.wa.gov, and support the agency's use of GIS data; and ISSD Strategic Objective 5.11: Use existing governmental and private resources to make it easier for Washingtonians to interact with the agency, using GIS capabilities to show consumption and availability of agency services.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington goals to:

**Department of Social and Health Services**

**DP Code/Title: PL-ZB Geospatial Data and Services**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

Goal 4: Healthy and Safe Communities - The decision package is essential to implementing analytic GIS services to help the most vulnerable people become independent and self-sufficient; and increase those that are served in home and community-based settings.

Goal 5: Effective, Efficient, and Accountable Government - The decision package is essential to implementing: responsible spending and LEAN by eliminating redundant GIS efforts/expenditures; and transparency by increasing availability of downloadable/searchable GIS data.

*What are the other important connections or impacts related to this proposal?*

The stakeholders consist of all eight DSHS administrations. Establishment of an Enterprise GIS was unanimously endorsed and approved by the stakeholders.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this package will result in poorer system performance, lost efficiencies, missed strategic objectives and business needs, and the overall cost of GIS for the agency would exceed that of the enterprise GIS solution.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Geospatial Data and Services.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	411,000	411,000	822,000
B Employee Benefits	129,000	129,000	258,000
J Capital Outlays	92,000	92,000	184,000
T Intra-Agency Reimbursements	8,000	8,000	16,000
<b>Total Objects</b>	<b>640,000</b>	<b>640,000</b>	<b>1,280,000</b>

State of Washington  
**Decision Package**  
**Department of Social and Health Services**

**DP Code/Title: PL-ZB Geospatial Data and Services**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

**DSHS Source Code Detail**

<b>Overall Funding</b>	<b><u>FY 1</u></b>	<b><u>FY 2</u></b>	<b><u>Total</u></b>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources</u>   <u>Title</u></b>			
0011    General Fund State	525,000	525,000	1,050,000
<i>Total for Fund 001-1</i>	<b>525,000</b>	<b>525,000</b>	<b>1,050,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources</u>   <u>Title</u></b>			
19UL    Title XIX Admin (50%)	115,000	115,000	230,000
<i>Total for Fund 001-C</i>	<b>115,000</b>	<b>115,000</b>	<b>230,000</b>
<b>Total Overall Funding</b>	<b>640,000</b>	<b>640,000</b>	<b>1,280,000</b>

# 2015-17 Biennial Budget Geospatial Data and Services

Department of Social and Health Services

<b>DSHS Geospatial Data and Services (GIS) Decision Package Expenditure Calculation</b>		
	<b>Annual Cost</b>	<b>FY2016-17 Cost</b>
5.0 GIS FTEs	\$540,000	\$1,080,000
Desktop and Server Software	\$70,000	\$140,000
Hardware and IT Hosting	\$30,000	\$60,000
<b>Grand Total</b>	<b>\$640,000</b>	<b>\$1,280,000</b>

# Information Technology Addendum

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Recsum Code and Title      PL-ZB Geospatial Data and Services (GIS)

**Brief Description:**

Provide enterprise-level GIS data, software, and web services that deliver location-based business intelligence and analytic capability for DSHS employees, clients, agency partners, and public.

**If this investment includes the use of servers, do you plan to use the state data center?**

- Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security:** How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

- The investment introduces new location/GIS capabilities for DSHS and improves existing security of the agency’s GIS infrastructure.
- The Enterprise GIS framework is approved by DSHS IT Security, and regularly undergoes and passes agency IT security scans.
- DSHS Open GIS data is more secure because it is hosted at [geography.wa.gov](http://geography.wa.gov) and ArcGIS Online’s Open Data portal, which both use secure Amazon web services (cloud).
- Confidential data will be stored locally in a separate secured environment with limited access.
- No known security concerns.

## Feasibility/Risk

**Cultural readiness/organizational capacity:** Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

- Investment does not require institutional change within the agency.
- The Enterprise GIS Manager is committed to and leads this undertaking with oversight by the Research and Data Analysis Deputy Director.
- Proven record - All goals were met by the Enterprise GIS team in the first year (FY2014):
  - Mechanism for on-going cross-divisional governance of the Enterprise GIS.
  - Centrally managed GIS licenses, software, and hardware.
  - GIS solutions for enhancing DSHS systems and projects with location information.
  - GIS technical assistance.
  - Enterprise address validation and geocoding service.
  - Standard DSHS GIS data and a central GIS data warehouse.

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### Department of Social and Health Services

- This project is an employee's proposed idea for meeting an agency-wide need for geospatial data and services, and demonstrates that DSHS fosters creative problem-solving.

#### **Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?**

- The proven enterprise-level GIS has successfully completed its first year, and is on target to continue for future years assuming proper funding.
- The requested investment is an accurate estimate of annual budget and resources needed to continue the enterprise-level GIS for DSHS and its growing number of users.

#### **Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?**

- The new Enterprise GIS solution meets a current and growing need for location/GIS capability across the agency and its customers have already chosen not to wait by putting it into action during FY2014.
- The Enterprise GIS investment consists of fundamental parts required for its basic operation (staff salary and benefits, hardware, software, and shared hosting). These parts must be implemented in whole and cannot be broken down incrementally, as can their byproducts.

#### **Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

- The potential impacts of not completing this investment are:
  - Initial investment will be lost.
  - DSHS and State Strategic objectives that require geospatial data and location-based services will be missed, such as
    - Publishing open geospatial data to geography.wa.gov for public use,
    - Improving client access to DSHS services and in-home care providers,
    - Using address correction services to prevent placement of vulnerable clients with sex offenders, and
    - Decreasing the agencies leased facility footprint by 10%.
  - DSHS business needs that require geospatial data and location-based services will be unaddressed, such as
    - Flexible service areas and office assignments based on client's location.
    - Location BI application for EBT and child care fraud detection.
    - WAMAS-integrated address correction and geocoding services.
    - Facility planning web map application.
    - Location-aware provider look-up and driving directions applications.
    - Standard regularly maintained geospatial data for maintaining DSHS systems.
  - Poorer delivery of system performance, and lost efficiencies.
  - Overall cost of GIS for the agency would exceed that of the enterprise GIS solution.

## Technology Strategy Alignment

#### **Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

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### SESA Geospatial Data and Services

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### Department of Social and Health Services

- The Enterprise GIS team uses Microsoft’s Team Foundation Server (TFS) for tracking backlog items and conducting 3-week sprint intervals as part of their phased product delivery system.
- The Enterprise GIS team practices agile project management with daily scrums and Kanban boards to manage its incrementally phased development and release cycles of geospatial data, services, and solutions.
- The DSHS GIS Steering Committee meets regularly to ensure that the Enterprise GIS solution aligns with customer needs and IT policy and standards. The Enterprise GIS Manager also provides project updates at these meetings.
- The Enterprise GIS team conducts agency-wide GIS business need assessments to identify current and future backlog items and user stories.

#### **Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

- The Enterprise GIS investment is precisely to replace a legacy GIS system that was originally designed to support a single division within DSHS, and could no longer support the growing demand for agency-wide GIS services or the increasing number of users.
- The new GIS platform includes cloud-based data hosting and SaaS services.
- The investment affords the latest GIS technology that is faster, scalable, interoperable, and can support location-based web and mobile applications, which it couldn’t do before.

#### **Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

- The Enterprise GIS investment provides location-based information and technology that is essential for location-aware mobile devices and web applications that help make DSHS services more accessible.

#### **Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

- The Enterprise GIS investment makes it possible to publish Open GIS data for DSHS significant datasets on the public-facing WA Geospatial Portal ([geography.wa.gov](http://geography.wa.gov)).
- The Enterprise GIS will make it easier for Washingtonians to interact with the agency by using GIS capabilities to show consumption and availability of agency services.

#### **Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

- Project goals and measures are determined by the Enterprise GIS team with guidance from the chartered DSHS GIS Steering Committee and approval by its stakeholders.
- The DSHS GIS Steering Committee meets regularly where they review project objectives and deliverables and receive status updates from the Enterprise GIS Manager.
- Goals such as the development and deployment of custom GIS applications, databases, data, or tools, are

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### SESA Geospatial Data and Services

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measured based on their successful completion, implementation, performance, and customer feedback.

- Service-oriented objectives are measured based on consumption metrics, DSHS expenditures recovered or saved, system up-time, turn-around time, and customer surveys.

### Financial

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

- There would be no fines for noncompliance with legal requirements.
- This investment does not use federal or grant funds. The financial risk of not completing this investment is that individual DSHS administrations will begin to invest in GIS separately again to meet their individual needs, causing the overall cost of GIS data and technology across the agency to exceed that of an enterprise solution.

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

- The investment centralizes and consolidates agency GIS licenses, infrastructure, and standard geospatial data, which results in a shared distributed cost and reduction in expensive primary license fees.
- The Enterprise GIS investment will reduce the number of time-consuming and labor intensive adhoc GIS requests received by GIS specialists, by providing standard and open data, enterprise geospatial services and web map applications that readily provide maps and information to DSHS users, agency partners, and the public.
- The Enterprise GIS investment is cost-effective way to extend GIS capability and expertise to DSHS administrations that are otherwise without access to the technology and analytic capacity.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

- The investment supports the development of a fraud BI/GIS application to help identify fraudulent EBT and child care activity and recover fraudulent expenditures. Louisiana recovered over \$3,000,000 during the first year that they implemented GIS for fraud detection. There is potential to link and identify additional fraud across agencies (i.e., LNI, DOR) using the WA Master Address Services (WAMAS) unique address identifier.

### Business Case/Agency Mission Priority

**Mission priority: Does this investment help the agency better deliver its mission?**

- The Enterprise GIS investment specifically addresses DSHS Goal 5: Public Trust by fulfilling two agency IT strategic objectives:
  - DSHS IT Strategic Objective 5.10: Take advantage of the State’s open-data sites to

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### SESA Geospatial Data and Services

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### Department of Social and Health Services

- post appropriate data sets, increase the number of geographic data layers posted on geography.wa.gov, and support the agency's use of GIS data; and
- DSHS IT Strategic Objective 5.11: Use existing governmental and private resources to make it easier for Washingtonians to interact with the agency, using GIS capabilities to show consumption and availability of agency services.
- The Enterprise GIS investment helps the agency better deliver its mission to “Transform Lives” by increasing access to and improving delivery of DSHS services through location-based technology; providing location-based analytical capacity to determine service or treatment gaps at a community level; and supporting data-driven decisions and policies.

#### **Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

- The status quo for GIS services at DSHS did not meet agency-wide business needs, left some programs without any GIS capacity, and led other individual program areas to attempt the establishment of their own GIS capacity without the necessary expertise and with duplication of effort and expenditures.
- This investment clearly solves the status quo business problem because it:
  - Meets agency-wide GIS business needs,
  - Opens access to GIS data and technology for all DSHS program areas,
  - Meets DSHS and State IT objectives for: modernization, open geospatial data, and location-based mobile and cloud technology,
  - Leverages State geospatial services such as WAMAS address correction and the WA Geospatial Portal for public-access to open data,
  - Complies with State and DSHS standards and policies for geospatial data and metadata.
  - Uses DSHS Data Center's shared database and server hosting services,
  - Makes it easier for Washingtonians to interact with the agency using GIS capabilities.

**Department of Social and Health Services**

**DP Code/Title: PL-ZC Replace Performance Evaluation Syst**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Services and Enterprise Support Administration (SESA) requests funding and FTE to procure, configure and deploy an automated employee performance evaluation system that will be utilized department wide by all employees.

**Fiscal Detail:**

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	755,000	550,000	1,305,000
001-C General Fund - Basic Account-Medicaid Federal	166,000	121,000	287,000
<b>Total Cost</b>	<b>921,000</b>	<b>671,000</b>	<b>1,592,000</b>

**Staffing**

	<u>FY 1</u>	<u>FY 2</u>	<u>Annual Avg</u>
<b>Agency FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Package Description:**

**Problem Statement:**

The Department of Social and Health Services (DSHS) clients will see improved service when staff are freed from cumbersome, out-dated methods of documenting employee performance. DSHS employs over 17,000 employees that serve nearly 2.5 million Washington citizens with critical financial, health, and social services. In order to efficiently and effectively manage a workforce of this scope, a modern performance evaluation system will: assist management in monitoring employee performance; reduce turnaround times associated with information requests; reduce the reliance on paper; streamline processes related to managing employee evaluations; and free up human resource consultants to provide higher value service to customers, such as complex consultations with business owners. Today, DSHS uses a paper-based form to document and manage the performance of over 17,000 employees.

**Proposed Solution:**

The department will implement a performance management system that simplifies the evaluation process, encourages and fosters information exchanges between supervisors and employees, facilitates the construction, sharing and storage of evaluation documents and reports on the status toward completion. A system builds or aids in building a visible connection between individual efforts and organizational objectives. DSHS is working with other state agencies, including Department of Enterprise Service (DES) and Office of Financial Management (OFM), to build a library of business requirements that, when met, serve the Enterprise.

**CTS Consultation:**

Consults were completed with CTS for hosting services. The results of these consults were used in the requested amounts where needed.

Agency Contact: Don Petrich (360) 902-7831 - CBO Senior Budget Analyst  
 Program Contact: Dave Stewart (360) 725-5844

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Department of Social and Health Services

**DP Code/Title: PL-ZC Replace Performance Evaluation Syst**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

An efficient and effective performance evaluation tool saves time by automating many evaluation tasks, leaving supervisors and managers more discretionary time to supervise and manage. Employees receive more timely feedback and can make mid-course corrections if they veer off target and can use their time more effectively providing services to the public.

*Performance Measure Detail*

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal  
5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington  
Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

For employees and supervisors represented by collective bargaining, unions will want to participate in the selection and design of a successor evaluation system. This participation should be encouraged. DSHS is currently working with other state agencies, notably Department of Transportation, Employment Security Department, Labor and Industries, OFM and DES, to identify business requirements, process limitations and to identify configurability issues.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS continuing to have an out-dated cumbersome system of documenting employee performance. Because the system is cumbersome, there may be a tendency to focus on completing the process rather than providing useful feedback.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Replace Performance Evaluation Sys.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

**Department of Social and Health Services**

**DP Code/Title: PL-ZC Replace Performance Evaluation Syst  
 Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

These costs are ongoing and will carry forward into future biennia.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
A Salaries And Wages	82,000	82,000	164,000
B Employee Benefits	26,000	26,000	52,000
E Goods\Other Services	811,000	561,000	1,372,000
T Intra-Agency Reimbursements	2,000	2,000	4,000
<b>Total Objects</b>	<b>921,000</b>	<b>671,000</b>	<b>1,592,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<b><u>Sources Title</u></b>			
0011 General Fund State	755,000	550,000	1,305,000
<i>Total for Fund 001-1</i>	<b>755,000</b>	<b>550,000</b>	<b>1,305,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<b><u>Sources Title</u></b>			
19UL Title XIX Admin (50%)	166,000	121,000	287,000
<i>Total for Fund 001-C</i>	<b>166,000</b>	<b>121,000</b>	<b>287,000</b>
<b>Total Overall Funding</b>	<b>921,000</b>	<b>671,000</b>	<b>1,592,000</b>

# 2015-17 Biennial Budget Replace Performance Evaluation Sys

Department of Social and Health Services

Date: July 31, 2014					
Based on Cornerstone's OnDemand Cost Proposal for City of Seattle:					
Description of Service	Units [Users]	Per User Price	FY2016	FY2017	Bien Total
4. Performance Cloud-Annual Subscription	18,000	\$20.00	\$360,000.00	\$200,000.00	560,000
5. Succession for the Performance Cloud-Annual Subscription	18,000	\$12.00	\$216,000.00	\$216,000.00	432,000
2.** One-time Implementation Cost for Learning Cloud, Career Development and Planning, Certifications, Performance Cloud, Succession, and Recruiting Cloud		*	\$206,350.00	\$0.00	206,350
5. ***Training Services		*	\$28,650.00	\$145,000.00	173,650
<b>TOTAL</b>			<b>\$811,000.00</b>	<b>\$561,000.00</b>	<b>\$1,372,000</b>

\*Cornerstone annual subscription fees include unlimited Maintenance/Support (updates, upgrades, patches, etc and 5x12 live support)

\*\*One-time implementation includes: Inbound Data Feed, Outbound Data Feed, Single Sign On (SSO), Custom Login Page, Historical Data Load, and Enterprise Project Management

Note: The above implementation fee/description is only based on information provided on a single call - additional scoping by Cornerstone OnDemand's professional services team, in collaboration with The City of Seattle, will be needed to determine exact implementation fees and a detailed Statement of Work (SOW) -- see below for Implementation Methodology

\*\*\*Training includes a two-day onsite training for up to 10 individuals + annual virtual training and access to Cornerstone OnDemand

1.0 FTE - WMS1			110,000	110,000	220,000
		SUM:	921,000	671,000	1,592,000

# Information Technology Addendum

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**Recsum Code and Title**      **PL-ZC Replacement Performance Evaluation System**

**Brief Description:** The Services and Enterprise Support Administration requests funding to select and implement an automated employee performance evaluation system.

**If this investment includes the use of servers, do you plan to use the state data center?**

Yes       No, waiver received       No, waiver not received       Does not apply

## Security

**Security:** How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

No impact on the state's security posture. Any automated system requires the assignment and maintenance of access controls through role identification.

## Feasibility/Risk

**Cultural readiness/organizational capacity:** Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

This investment requires a mild to moderate institutional change but one mandated more by operational demand than by this investment. There is leadership commitment from the Secretary, Cabinet and senior leadership, mandates from Results Washington (Goal 5) and strategic planning to increase the percentage of completed performance evaluations and to monitor and increase the quality of those evaluations.

DSHS fosters a culture of creative problem solving.

**Technical complexity:** Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes. The proposed timeline, budget and allocated resources provide for timely completion.

**Urgency:** Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

The investment is not urgent, however Results Washington progress require changes to employee survey responses, measures of employee engagement and other changes by January 2016 that would be facilitated by this investment, namely increases in the quality and completedness of employee performance evaluations.

The project cannot be broken into incremental pieces.

**Replace Performance Evaluation Sys**

**2015-17 Biennium Budget  
Department of Social and Health Services**

**Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?**

Evaluations would continue to be completed using paper. Tracking completed evaluations requires many hands-on steps. The agency will likely not meet the projected changes in employee survey results and engagement.

**Technology Strategy Alignment**

**Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?**

The investment is subject to IT project management using carefully defined steps, evaluations and progress and quality monitoring. Those steps have not yet been defined.

**Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?**

The investment will automate a long-standing manual process – performance evaluation.

**Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?**

The investment, properly chosen, allows mobile access to performance documents for creation, discussion, completion and disclosure.

**Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?**

Electronic records are easier to sort, search and produce for public disclosure. All related documents are in one location.

**Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?**

Goals are well articulated through DSHS strategic goals and Results Washington Goal No. 5.

Success is measured in the strength and degree of positive change in employee survey results and measures of employee engagement.

**Financial**

**Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?**

No

**Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?**

**Replace Performance Evaluation Sys**

**2015-17 Biennium Budget  
Department of Social and Health Services**

An automated performance evaluation system could reduce the number of person-hours assigned to tracking completed evaluations, freeing them to re-purposed to activities of greater value. The number of re-purposable hours depends entirely on the selected system.

**Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?**

This investment does not generate revenue.

**Business Case/Agency Mission Priority**

**Mission priority: Does this investment help the agency better deliver its mission?**

Mission is profoundly served by aligning individual jobs with organization objectives. An automated performance evaluation system allows timely comparison of personal effort to organizational objective – its mission.

**Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?**

Evaluations are not being tracked to completion. Evidence (personnel file inspection) reveals absent and incomplete evaluation documents. Public record request fulfillment is delayed while records are sought.

Yes. An automated evaluation system aggregates performance documents to a single location, making their review, exchange, discussion and disclosure easier and faster. Having all performance-related documents in a single location facilitates dialog about performance, self-reporting and self-monitoring.

Department of Social and Health Services

**DP Code/Title: PL-ZD Alternative Workspace Pilot Project**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

**Recommendation Summary Text:**

The Financial Services Administration (FSA), Operations Support and Services Division (OSSD), requests funding in order to remodel and furnish workspace alternatives at two facilities. By funding this request, OSSD Leased Facilities Unit (LFU) plans to demonstrate alternatives to routine furniture layouts and space utilization that may allow them to meet their customer's growing needs without increasing leased office space.

**Fiscal Detail:**

**Operating Expenditures**

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
001-1 General Fund - Basic Account-State	923,000	0	923,000
001-C General Fund - Basic Account-Medicaid Federal	202,000	0	202,000
<b>Total Cost</b>	<b>1,125,000</b>	<b>0</b>	<b>1,125,000</b>

**Staffing**

**Package Description:**

**Problem Statement:**

Private businesses as well as governmental entities are employing alternative workplace strategies to meet a growing demand for space as well as changing work environments and strategies. There is a need for programs to see these alternatives in action in order for them to accept a change in how the workplace looks and functions.

**Proposed Solution:**

The Department of Social and Health Services (DSHS) would like to pilot two test projects, one at headquarters and one in a field office. The purpose of these projects is not to reduce space, but to utilize the space currently leased smarter and to allow other programs and agencies to see what is possible.

Implementation of alternative work strategies require study of the workforce to understand and design space that will work for what they do. We will utilize many different strategies to include open plan environments with fewer and lower partitions, quiet and team spaces, assigned and unassigned seating, and reservation-based workspaces for traveling staff.

With this funding OSSD expects to remodel workspaces for 150 staff at a cost of \$7,500 per person (100 headquarters and 50 field services staff). This will include tenant improvements of the space and new furniture all laid out in a way that utilizes space effectively and supports a variety of work styles.

DSHS will begin the planning and design process for these projects in Fiscal Year 2015. If funding is approved we plan to implement the projects during Fiscal Year 2016.

Agency Contact: Don Petrich (360) 902-7831  
Program Contact: Vann Smiley (360) 664-6155

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Department of Social and Health Services

**DP Code/Title: PL-ZD Alternative Workspace Pilot Project**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17 Version: K1 110 2015-17 Final 2-YR LEG Budget

Successful office design strategies can help send a positive, authentic message, fostering a culture that makes it easier to attract and retain an engaged workforce. Modern office layouts encourage more collaboration and creativity among staff by providing a variety of areas to meet, confer, brainstorm, and socialize. Moving toward a more open workplace is one significant design trend that can make communication more effective.

*Performance Measure Detail*

**Agency Level**

**Activity: K001 Administration and Supporting Services**

No measures linked to package

**Incremental Changes**

**FY 1**

**FY 2**

0.00

0.00

*Is this decision package essential to implement a strategy identified in the agency's strategic plan?*

The budget request supports DSHS Goal 5: Public Trust - Strong management practices will be used to ensure quality and efficiency.

*Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?*

This decision package supports the Results Washington Goal 5: Effective, Efficient and Accountable Government - Fostering a Lean culture that drives accountability and results for the people of Washington.

*What are the other important connections or impacts related to this proposal?*

Some stakeholders may have concerns about how the space will be laid out and work for them but DSHS will only pilot projects where management supports the concept and approves the plan.

OSSD has volunteered to pilot the headquarters project. We are still searching for a volunteer to pilot a project in a field services office.

*What alternatives were explored by the agency, and why was this alternative chosen?*

The request cannot be absorbed within existing resources due to the negative impact of taking funds away from other client services.

*What are the consequences of adopting or not adopting this package?*

Not adopting this request will result in DSHS having difficulty in building a culture that attracts and retains an engaged workforce, increasing communication and collaboration, or increase efficiency.

*What is the relationship, if any, to the state's capital budget?*

This request has no impact on the capital budget.

*What changes would be required to existing statutes, rules, or contracts, in order to implement the change?*

This request has no impact to existing statutes, rules or contracts.

*Expenditure and revenue calculations and assumptions*

See attachment: Alternative Workspace Pilot Project.xlsx

*Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?*

State of Washington  
 Decision Package  
 Department of Social and Health Services

**DP Code/Title: PL-ZD Alternative Workspace Pilot Project**  
**Program Level - 110 Administrative & Supporting Services**

Budget Period: 2015-17    Version: K1 110 2015-17 Final 2-YR LEG Budget

These costs are one-time and will not carry forward.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Overall Funding</b>			
E Goods\Other Services	375,000	0	375,000
J Capital Outlays	750,000	0	750,000
<b>Total Objects</b>	<b>1,125,000</b>	<b>0</b>	<b>1,125,000</b>

**DSHS Source Code Detail**

<u>Overall Funding</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
<b>Fund 001-1, General Fund - Basic Account-State</b>			
<u>Sources</u> <u>Title</u>			
0011    General Fund State	923,000	0	923,000
<i>Total for Fund 001-1</i>	<b>923,000</b>	<b>0</b>	<b>923,000</b>
<b>Fund 001-C, General Fund - Basic Account-Medicaid Federal</b>			
<u>Sources</u> <u>Title</u>			
19UL    Title XIX Admin (50%)	202,000	0	202,000
<i>Total for Fund 001-C</i>	<b>202,000</b>	<b>0</b>	<b>202,000</b>
<b>Total Overall Funding</b>	<b>1,125,000</b>	<b>0</b>	<b>1,125,000</b>

**2015-17 Biennial Budget  
Alternative Workspace Pilot Project**

**Department of Social and Health Services**

	COST	FY16	FY17	TOTAL
<b>Headquarter Pilot (100 Staff)</b>				
Tenant Improvements	\$ 2,500	\$ 250,000	\$ -	\$ 250,000
Furniture	\$ 5,000	\$ 500,000	\$ -	\$ 500,000
<b>Headquarter Pilot Total</b>		<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ 750,000</b>
	GF-State	82% \$ 615,000	\$ -	\$ -
	GF-Federal	18% \$ 135,000	\$ -	\$ -
<b>Field Services Pilot (50 Staff)</b>				
Tenant Improvements	\$ 2,500	\$ 125,000	\$ -	\$ 125,000
Furniture	\$ 5,000	\$ 250,000	\$ -	\$ 250,000
<b>Field Services Pilot Total</b>		<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>
	GF-State	82% \$ 308,000	\$ -	\$ -
	GF-Federal	18% \$ 67,000	\$ -	\$ -
<b>Pilot Grand Total</b>		<b>\$ 1,125,000</b>	<b>\$ -</b>	<b>\$ 1,125,000</b>
	GF-State	\$ 923,000	\$ -	\$ -
	GF-Federal	\$ 202,000	\$ -	\$ -

Note: The program involved in the Field Service Pilot is yet to be determined.  
A good possibility would be ALISA, program 050





# **Special Reports**

## **Activity Inventory Report**

***DSHS Budget Division***

## 300 - Dept of Social and Health Services

### K001 Administration and Supporting Services

As part of the Secretary's Office and in direct support of the Secretary's initiatives, the Administration and Supporting Services program provides management, planning, evaluation and control of the operations for all programs within the Department of Social and Health Services.

#### *Program 110 - Administration and Supporting Services*

<b>Account</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennial Total</b>
<b>FTE</b>			
996-Z Other	525.9	534.7	530.3
<b>001 General Fund</b>			
001-1 State	\$42,332,000	\$42,494,000	\$84,826,000
001-2 Federal	\$4,412,000	\$4,570,000	\$8,982,000
001-A DSHS Family Support/Child Welfare Federal	\$3,214,000	\$3,210,000	\$6,424,000
001-C Medicaid Federal	\$11,642,000	\$11,893,000	\$23,535,000
001-D DSHS Temporary Assistance for Needy Families	\$2,370,000	\$2,370,000	\$4,740,000
<b>001 Account Total</b>	<b>\$63,970,000</b>	<b>\$64,537,000</b>	<b>\$128,507,000</b>

**Statewide Result Area: Healthy and Safe Communities**

**Statewide Strategy: Provide support services to children and families**

#### **Expected Results**

Provide policy direction and infrastructure services that ensures the department runs efficiently and makes the most effective use of public resources.

### K094 Special Projects and Unique Programs Grants

This activity involves areas that have been identified as unique programs, grants, or special projects to the agency. For example, the Mental Health Transformation State Incentive Grant that provides funds for developing a more effective and efficient mental health system.

**ACT001 - Agency Activity Inventory by Agency****Dept of Social and Health Services**

BDS Activity - Version 11 - 110

*Appropriation Period: 2015-17 Activity Version: 11 - 2015-17 2-YR Agency Req Program:110 Sort By: Activity***Program 110 - Administration and Supporting Services**

Account	FY 2016	FY 2017	Biennial Total
<b>FTE</b>			
996-Z Other	3.0	2.0	2.5
<b>001 General Fund</b>			
001-1 State	\$71,000	\$71,000	\$142,000
001-2 Federal	\$4,000	\$5,000	\$9,000
001-7 Private/Local	\$327,000	\$327,000	\$654,000
001-A DSHS Family Support/Child Welfare Federal	\$4,000	\$4,000	\$8,000
001-C Medicaid Federal	\$10,000	\$9,000	\$19,000
<b>001 Account Total</b>	<b>\$416,000</b>	<b>\$416,000</b>	<b>\$832,000</b>

**Statewide Result Area: Healthy and Safe Communities****Statewide Strategy: Provide support services to children and families****Expected Results**

Special Projects will be effectively managed to benefit the department.

**Grand Total**

	FY 2016	FY 2017	Biennial Total
<b>FTE's</b>	528.9	536.7	532.8
<b>GFS</b>	\$42,403,000	\$42,565,000	\$84,968,000
<b>Other</b>	\$21,983,000	\$22,388,000	\$44,371,000
<b>Total</b>	<b>\$64,386,000</b>	<b>\$64,953,000</b>	<b>\$129,339,000</b>

# **Special Reports**

## **Performance Measure Incremental Estimates Report**

***DSHS Budget Division***

## Agency Performance Measure Incremental Estimates for the Biennial Budget

**Agency: 300      Dept of Social and Health Services      Budget Period: 2015-17**

**Activity: K001      Administration and Supporting Services**

110	CB	00	Current Biennium Base	No measures linked to activity
110	CB	00	Current Biennium Base	No measures linked to decision package
110	CL	02	Carry Forward Adjustments	No measures linked to decision package
110	CL	02	Carry Forward Adjustments	No measures linked to activity
110	M1	90	Maintenance Level Revenue	No measures linked to activity
110	M1	90	Maintenance Level Revenue	No measures linked to decision package
110	M2	7S	One-Time Relocation	No measures linked to decision package
110	M2	7S	One-Time Relocation	No measures linked to activity
110	M2	8L	Lease Rate Adjustments	No measures linked to activity
110	M2	8L	Lease Rate Adjustments	No measures linked to decision package
110	M2	8P	Postage Rate Adjustments	No measures linked to decision package
110	M2	8P	Postage Rate Adjustments	No measures linked to activity
110	M2	8Z	Telecommunication Sys Modernization	No measures linked to activity
110	M2	8Z	Telecommunication Sys Modernization	No measures linked to decision package
110	M2	9B	Microsoft Enterprise Licensing Agmt	No measures linked to decision package
110	M2	9B	Microsoft Enterprise Licensing Agmt	No measures linked to activity
110	M2	9F	Federal Funding Adjustment	No measures linked to activity
110	M2	9F	Federal Funding Adjustment	No measures linked to decision package
110	M2	9G	Workers Comp Base Correction	No measures linked to decision package
110	M2	9G	Workers Comp Base Correction	No measures linked to activity
110	M2	9T	Transfers	No measures linked to activity
110	M2	9T	Transfers	No measures linked to decision package
110	M2	9Y	Electronic Records Vault - EVault	No measures linked to decision package
110	M2	9Y	Electronic Records Vault - EVault	No measures linked to activity
110	PL	Z0	Enhanced Internal Auditing Function	No measures linked to activity
110	PL	Z0	Enhanced Internal Auditing Function	No measures linked to decision package
110	PL	Z1	Confidential Data Comp with HIPPA	No measures linked to decision package
110	PL	Z1	Confidential Data Comp with HIPPA	No measures linked to activity
110	PL	Z2	Securing Sensitive and Confid Data	No measures linked to activity
110	PL	Z2	Securing Sensitive and Confid Data	No measures linked to decision package
110	PL	Z3	Building Org Lean Capacity	No measures linked to decision package
110	PL	Z3	Building Org Lean Capacity	No measures linked to activity
110	PL	Z4	Redesign DSHS Customer WebPages	No measures linked to activity
110	PL	Z4	Redesign DSHS Customer WebPages	No measures linked to decision package
110	PL	Z5	Alleviate Growing Backlog	No measures linked to decision package
110	PL	Z5	Alleviate Growing Backlog	No measures linked to activity
110	PL	Z6	TLA Readiness Project	No measures linked to activity
110	PL	Z6	TLA Readiness Project	No measures linked to decision package
110	PL	Z7	Emergency Preparedness Resp System	No measures linked to decision package
110	PL	Z7	Emergency Preparedness Resp System	No measures linked to activity
110	PL	Z8	Agency Content Workflow Mgmt Sys	No measures linked to activity
110	PL	Z8	Agency Content Workflow Mgmt Sys	No measures linked to decision package
110	PL	Z9	Agency Business Process Management	No measures linked to decision package
110	PL	Z9	Agency Business Process Management	No measures linked to activity
110	PL	ZA	Admin Hearings Legal Mgmt System	No measures linked to activity
110	PL	ZA	Admin Hearings Legal Mgmt System	No measures linked to decision package
110	PL	ZB	Geospatial Data and Services	No measures linked to decision package
110	PL	ZB	Geospatial Data and Services	No measures linked to activity
110	PL	ZC	Replace Performance Evaluation Syst	No measures linked to activity
110	PL	ZC	Replace Performance Evaluation Syst	No measures linked to decision package



# **Special Reports**

## **Agency Strategic Plan**

***DSHS Budget Division***

**Financial  
Services  
Administration**

*Kathy Marshall, Assistant Secretary, Chief Financial Officer*

2013-2015

# Strategic Plan

June 2014



**VISION**

Effective, efficient, and accountable financial, operational and risk management services

**MISSION**

We transform lives by promoting sound management of Department resources

**VALUES**

**Stewardship** – thoughtful and trustworthy in our work and with the resources we manage

**Teamwork and Collaboration** – partnering with all to be successful

**Respect** – accepting differences, encouraging growth and development, valuing all each person has to offer

**Advocacy** – actively improving the lives of DSHS clients and staff through Stewardship, Teamwork, Collaboration, and Respect

**Introduction**

The Financial Services Administration (FSA) provides leadership in financial, operational, and risk management services to support the mission and goals of the Department of Social and Health Services (DSHS or the Department). By promoting sound management of all Department resources, FSA enables the programs throughout DSHS to focus on their core, client-focused missions. Throughout our administration we apply Lean principles and process improvement techniques to deliver more effective and efficient services. As an administration we subscribe to the values of stewardship of all resources; teamwork and collaboration within the administration, across DSHS and with our partners throughout the state; advocacy for the resources DSHS needs to provide services to our clients; and respect for each other and those we serve.

**FSA consists of four components:**

- The Central Budget Office (CBO) provides budget management for DSHS. It prepares and submits the Department’s annual and biennial budget requests to the Governor’s Office and annually responds to over 300 fiscal note requests from the state Legislature. It is a key participant in financial forecasting and strategic planning activities for DSHS.
- The Enterprise Risk Management Office (ERMO) consists of Loss Prevention Services, Audit Services, Legal Services and Forms and Records Management. ERMO is responsible for coordinating the Department’s enterprise risk management activities and advising the Secretary and Assistant Secretaries on potential risk issues of significant consequence to DSHS.
- The Finance Services Division (FSD) consists of the Office of Accounting Services, Fiscal Services Office, Consolidated Institutional Business Services (CIBS) and the Regional Business Centers (RBCs). It provides financial and other business services across DSHS. FSD supports its customers by providing sound financial and business management, guidance, and analysis in addition to developing policies and procedures that ensure compliance and a strong internal control environment.
- The Operations Support and Services Division (OSSD) (*Fostering professional partnerships...providing innovative solutions*) consists of Asset Management; the Background Check Central Unit (BCCU); Capital Facilities Management (CFM), including Consolidated Maintenance and Operations (CMO) and the Office of Capital Programs (OCP); Central Contract Services (CCS); Fleet Management; Language Testing and Certification (LTC); Leased Facilities Unit (LFU); Human Services Building (OB2) Facilities and Mailroom Services; Property Redistribution Warehouse; Purchasing Services; Supply Chain Management; and Wireless

**DSHS Goals**

- Goal 1**  
HEALTH – Each individual and each community will be healthy.
- Goal 2**  
SAFETY – Each individual and each community will be safe.
- Goal 3**  
PROTECTION – Each individual who is vulnerable will be protected.
- Goal 4**  
QUALITY OF LIFE – Each individual in need will be supported to attain the highest possible quality of life.
- Goal 5**  
PUBLIC TRUST – Strong management practices will ensure quality and efficiency.

Services. The division's broad reach means staff work touches all parts of the Department. The OSSD Vision is to create a solid foundation and maximize resources to best serve the needs of clients and staff, and its Mission is to collaborate with stakeholders to solve problems, ensure compliance, and maintain a safe environment.

## Goals

### Governor Jay Inslee's Results Washington Goals

FSA is a partner in Governor Jay Inslee's **Results Washington**, a focused effort to create effective, efficient, accountable government.

**Results Washington's** Goal Area number 4 is Healthy and Safe Communities. Under this area, FSA supports achievement of metrics under **Safe People: Worker Safety**. For example:

- Reduce workplace injury events.

**Results Washington's** Goal Area number 5 is Effective, Efficient, Accountable Government. Under this area, FSA supports achievement of metrics under **Resource Stewardship: Cost Effective Government**. For example:

- Reduce energy consumption in state-owned buildings.

### Department of Social and Health Services (DSHS) Goals

As a member of the DSHS team, FSA also has lead responsibility for performance metrics that fit within DSHS' departmental goals. DSHS has the following five broad goals:

- **Health** – Each individual and each community will be healthy.
- **Safety** – Each individual and each community will be safe.
- **Protection** – Each individual who is vulnerable will be protected.
- **Quality of Life** – Each individual in need will be supported to obtain the highest possible quality of life.
- **Public Trust** – Strong management practices will be used to ensure quality and efficiency.

### FSA has the following success metrics in support of the following DSHS goals:

#### Safety:

- Reduce workplace injury events. (Note: also a **Results Washington** goal)
- Increase the number of programs that have implemented annual workplace safety plans.

#### Protection:

- Automate background check processing.

#### Public Trust:

- Reduce energy consumption in leased facilities and state-owned buildings. (Note: also a **Results Washington** goal)
- Increase the number of programs that have implemented the Labor and Industries Working Solutions program.



- Strengthen DSHS performance-based contracting.
- All DSHS buildings and offices will have clear and proud signage.
- Increase accuracy of payments to employees.
- Ensure regional offices receive purchased goods and services in a timely manner.
- Reduce the time required to process federal grants.

## Strategic Plan

Below are the details of our strategic plan to meet our strategic objectives. Each strategic objective is discussed under its larger DSHS goal area. Each strategic objective includes a statement of its importance, a quantified success measure, a timeline for achieving it and, most importantly, an action plan. FSA strategic objectives are reported quarterly at <http://www.dshs.wa.gov/ppa/strategic.shtml>. Each FSA action plan is updated quarterly.

### Strategic Objectives, Importance, Success Measures and Action Plans

**DSHS Goal 2: Safety** - Each individual and each community will be safe.

**Strategic Objective 2.1:** Reduce workplace injury events.

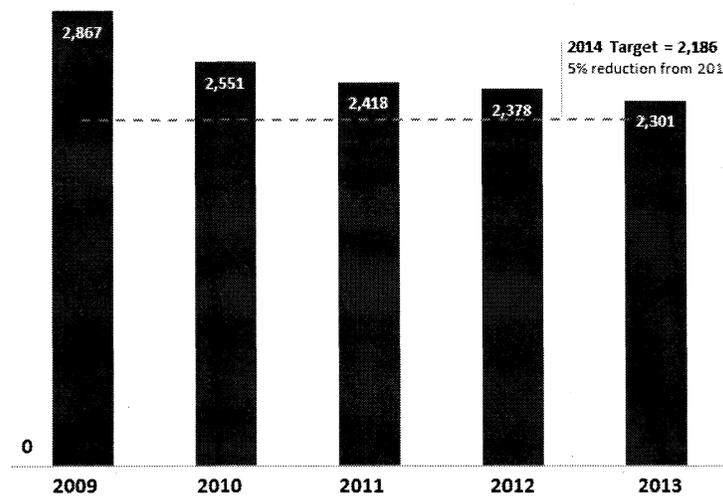
**Importance:** The safety of our employees is necessary to meet our mission and to provide quality customer service to our clients. Employee injuries cost DSHS in Worker's Compensation claims, assault benefit claims, overtime, temporary hires, training, etc.

**Success Measure:**

- The number of injury/occupational illness incidents in DSHS will decrease from 2,301 for Calendar Year 2013 to 2,186, or a five percent reduction, by the end of Calendar Year 2014.
- The number of reported client assaults on staff will decrease from 916 reported in July 2013 to 870, or a five percent reduction, by July 2015.
- The number of DSHS employees who have been trained in Mental Health First Aid will increase from 500 to 1,500 by July 2015.



Chart 2.1 Comparison of the number of safety events in each Calendar Year



**Action Plan:**

See analysis and plan at: [FSA Action Plan 2.1 – Workplace Safety](#)

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**Strategic Objective 2.2:** Increase the number of work sites that have implemented annual workplace safety plans.

**Importance:** The safety of our vulnerable clients at residential facilities and our employees at all work locations is a paramount duty of DSHS. The Annual Loss Control Evaluation (ALCE) and Office Safety and Security Review (OSSR) processes review workplace safety plans at every facility and a portion of office field activities each year. The ALCE and OSSR focus on each location’s compliance with federal, state, and Departmental safety standards, policies and procedures. The goal is to provide objective feedback regarding the current safety and occupational health program at each facility or office in order to establish and maintain the safest environment possible for every client and employee.

**Success Measure:** The number of ALCEs scheduled and completed by ERMO will increase from 24 to 50 by July 2015.

**Action Plan:**

See analysis and plan at: [FSA Action Plan 2.2 – Workplace Safety Plans](#)

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**DSHS Goal 3: Protection** - Each individual who is vulnerable will be protected.

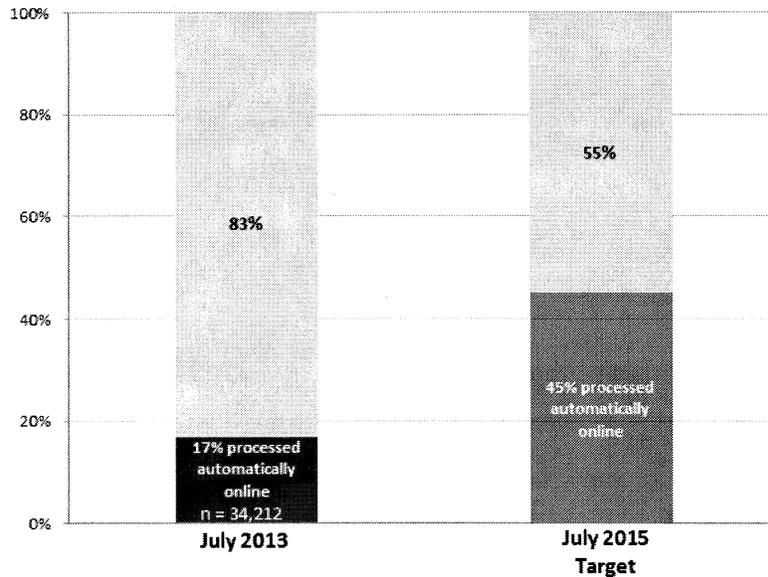
**Strategic Objective 3.1:** Automate background check processing.

**Importance:** Delays in the background check process create a negative impact to the agency’s ability to approve the use of client service providers in a timely manner. The BCCU turnaround time for name and date of birth background checks fluctuates based on staff vacancies and training for new hires. The

current turnaround time ranges from 5 to 15 business days.

**Success Measure:** The number of name and date of birth background checks processed automatically through the online system will increase from 17 percent (34,212) to 45 percent (90,454) by July 2015.

**Chart 3.1 Automating background check processing**  
Number and percent of background checks processed automatically online



**Action Plan:**

- Develop a plan to complete the system designs for remaining modules before additional development work continues. BCCU, ISSD, and Yale New Haven to meet in late April, and early May. (Changes to the project schedule could move target dates identified below.)
  - Develop data interfaces with stakeholders. Target completion: August 2014. (Lead: BCCU/ISSD)
  - Migrate legacy data. Target completion: August 2014. (Lead: BCCU/ISSD)
  - User acceptance testing begins September 2014. Target completion: October 2014. (Lead: BCCU/ISSD)
  - Reduce data entry and allow 45 percent of online background checks to be processed without BCCU intervention. Target completion: November 2014. (Lead: BCCU)
  - Develop new performance metrics based on reduced processing times. Target completion: May 2015. (Lead: BCCU)

See analysis and plan at: [\*FSA Action Plan 3.1 – Background Check Processing\*](#)

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**DSHS Goal 5: Public Trust** - Strong management practices will be used to ensure quality and efficiency.

**Strategic Objective 5.1:** Reduce energy consumption in leased facilities and state- owned buildings.

**Importance:** DSHS occupies 132 leased facilities totaling 3.1 million square feet plus 500 institutional buildings with 5.4 million square feet. Electricity, natural gas, and diesel fuel provide power for equipment, lighting, space heating, hot water and steam production.

DSHS continues to face budget challenges and needs to take advantage of all opportunities to reduce costs while maintaining services. Heating, cooling, and operating state buildings are a large source of greenhouse gas emissions. Increasing energy efficiency in state buildings reduces the cost of government and makes our buildings more comfortable, our people more productive and our children's future more secure.

**Success Measure:** Energy consumption in Department-owned and leased facilities will be reduced by 10 percent by July 1, 2015 from the July 2009 baseline.

**Action Plan:** DSHS will continue efforts to reduce energy consumption and greenhouse gas emissions as required by Executive Order 12-06 and Chapter 70.235 RCW.

See analysis and plan at: [FSA Action Plan 5.1 – Energy Consumption](#)

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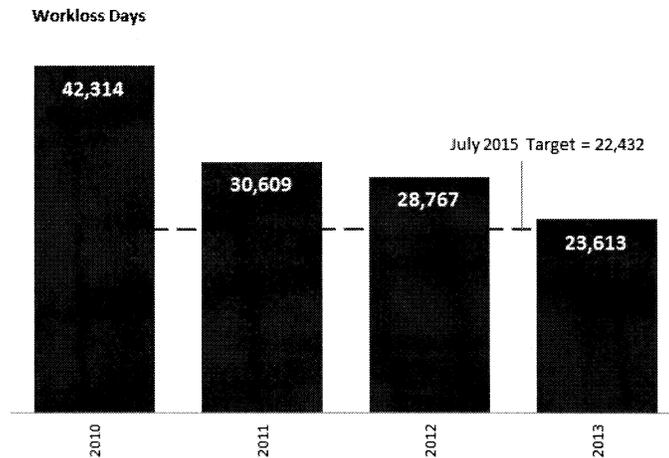
**Strategic Objective 5.2:** Increase the number of programs that have implemented the Labor and Industries Working Solutions Program.

**Importance:** Last year, DSHS was assessed approximately \$38 million in Worker Compensation premiums and paid \$2 million more in assault benefit claims. In the near term, DSHS has opportunities to recoup some of these costs through light duty/transitional return to work efforts, and seek reimbursement through the Stay at Work (SAW) program. In the long term, these efforts will help reduce Worker Compensation premiums.

**Success Measure:**

- Using Labor and Industries Working Solutions Program, reduce the number of industrial injury work loss days from 23,613 in July 2013 to 22,432, or a five percent reduction, by July 2015.

**Chart 5.2 Number of claims filed by employees due to Workloss days**  
All DSHS Programs (State Fiscal Years)



**Action Plan:**

- Cultivate new opportunities for transitional return to work to maximize Labor and Industries SAW refunds. Target completion: year-round and ongoing. (Lead: ERMO/Claims Management)
- Continue to work with facility and office managers to provide opportunities for workers to return to the workforce while recovering from an occupational injury or disease. Target completion: year-round and ongoing. (Lead: ERMO/Claims Management)
- Actively manage complex claims including frequent reviews, coordination, and communication. Target completion: year-round and ongoing. (Lead: ERMO/Claims Management)

**Strategic Objective 5.3:** Strengthen DSHS performance-based contracting (PBC).

**Importance:** PBC describes the contracted services according to what is to be achieved rather than how it is to be done. A PBC links the service(s) to be performed to clear, specific, and objective desired results and may tie incentives and/or sanctions such as payment levels or contract renewals to the contractor’s successful accomplishment of identified measureable outcomes.

Approximately 70 percent of the DSHS budget is contracted out. The performance of our contractors is critically linked to the success of our mission. By focusing on desired outcomes rather than prescribing particular tasks and the manner in which contractors must accomplish those tasks, we allow the contractor to innovate practices and we can improve results. Financial incentives are aligned with programmatic goals and true public/private partnerships can be created.

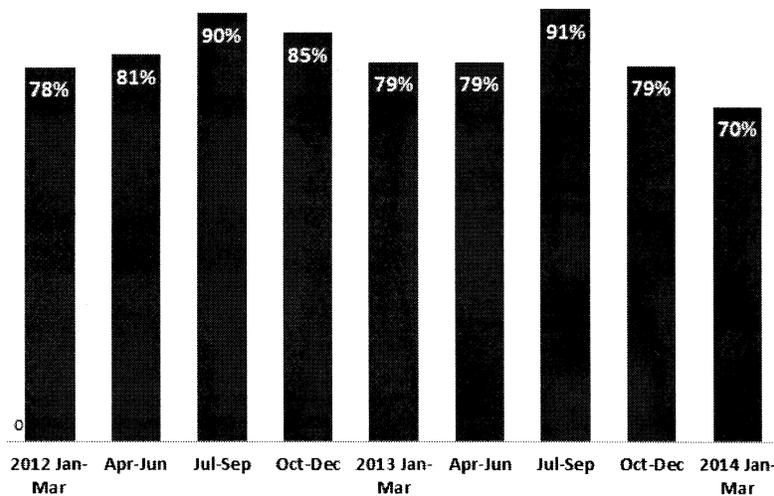
**Success Measure:** The percentage of DSHS contracts exceeding minimum PBC requirements will increase from 79 percent to 90 percent by July 2015.

**Action Plan:**

- Develop a target for percentage of DSHS contracts exceeding minimum PBC requirements and further develop action plan with target dates. Completed, set at 90 percent. (Lead: CCS, OSSD)

- Update informational materials on CCS SharePoint site regarding PBCs. Target completion: July 2014. (Lead: CCS, OSSD)
- Develop online PBC training module. Target completion: July 2014. (Lead: CCS, OSSD)
- Revise database (ACD) record gathering to reflect whether payment is contingent upon achievement of performance measures or outcomes, rather than just deliverables. Target completion: July 2015. (Lead: CCS, OSSD)
- Develop more advanced performance metrics showing whole continuum of relative strength of performance basis for contracts. Target completion: July 2015. (Lead: CCS, OSSD)

Chart 5.3 Percent of non-exempt DSHS contracts that exceed Performance-based contract (PBC) requirements



**Strategic Objective 5.4:** All DSHS buildings and offices will have clear and proud signage.

**Importance:** This objective is extremely important and vital to assure DSHS customers can locate facilities so that they can access required services.

**Success Measure:** All facilities will be reviewed for clear and proud signage by July 2015.

**Action Plan:**

- The DSHS LFU has added signage review as a requirement for all lease renewals. Completed. (Lead: LFU, OSSD)
- Working with DES and DSHS programs, we will develop statewide standards on the design and dimensions for appropriate DSHS signage. Completed. (Lead: LFU, OSSD) Note: LFU has worked at standardizing signage for all leased facilities needing signage. Signage is reviewed for both new facilities and at lease renewal for current sites. In some cases due to city or county codes or

landlord restrictions the signage may be different, but when allowed all DSHS signage should look similar.

- Work with landlords to ensure all required building, county, and municipal codes are conformed to during the lease renewal process. Completed - each lease renewal is separate and distinct. (Lead: LFU, OSSD)
- In coordination with facility landlords, new signage will be implemented if deemed necessary through this signage review requirement. Target: New signage within three months of requirement identification. (Lead: LFU, OSSD)

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**Strategic Objective 5.5:** Increase accuracy of payments to employees.

**Importance:** Payroll errors result in inefficiency and are a significant drain on scarce department resources. They also can decrease morale not only for the employee who is not paid correctly, but for those staff who need to do additional work in order to correct issues. Underpayments to employees require the Department to make supplemental payments to employees and overpayments result in an often burdensome collection process. Errors can occur anywhere in the process – from employees or supervisors submitting time information late to payroll or time and attendance staff incorrectly entering information.

**Success Measure:** The number of payroll overpayments and underpayments will decrease from an average of 430 per quarter to an average of 390 per quarter by July 2015.

**Action Plan:**

- Develop tracking processes and database to measure payroll errors by type and location. Databases have been or are being completed which track numerous types of errors and the locations within DSHS. Underpayments have been tracked with an Access database that was implemented in 2013. A SQL database has been developed and is being tested for better detailed and consistent tracking of overpayments. Target completion: July 2014 (Lead: Payroll, OAS)
- Develop a target for reducing payroll errors within DSHS. Completed, set at 10 percent below current average errors. (Lead: OAS)
- Track measure and develop training and/or process improvement projects with a focus on problem areas with goals of process efficiency, compliance, and improving the accuracy of information. Also, use information to look at locations that have few errors to help determine best practices that can be utilized in areas needing improvement. Target completion: June 2014. (Lead: Payroll, OAS)
- Work with each of the administrations to improve time and leave reporting processes within DSHS. Develop communication strategies to bring visibility to issues and to engage staff at all levels in improvement. Develop policies, procedures, and new processes that will improve accuracy and timeliness. Target Completion: December 2014. (Lead: Payroll, OAS)
- Incorporate current DSHS tools that can improve timeliness, accuracy, and efficiency of time and

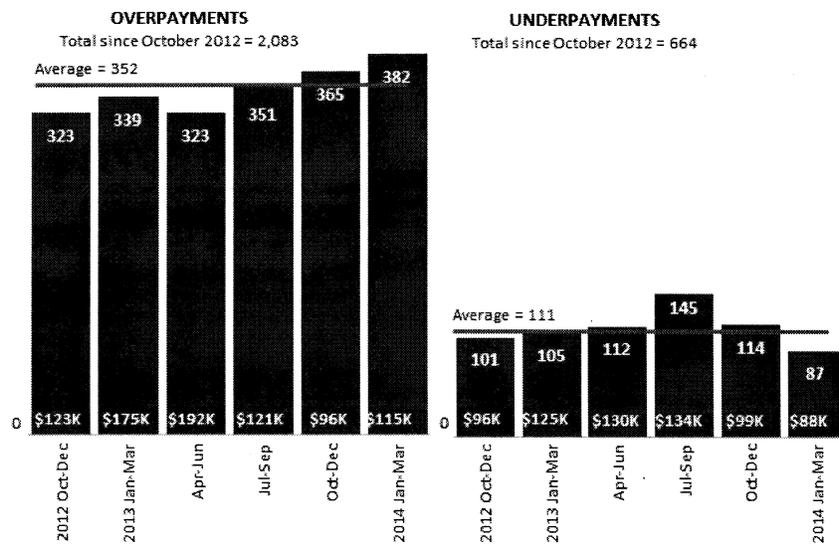


leave reporting. Work with managers and other partners on implementation plans for areas where these tools can be better utilized. Target Completion: December 2014. (Lead: Payroll, OAS and CIBS)

- Continue participation on statewide Time, Leave and Attendance (TLA) system development workgroups and provide input with a focus on improving accuracy, efficiency and effectiveness of payroll processes within state government. Target Completion: December 2015. (Lead: OAS and Human Resources Division (HRD))

See analysis and plan at: [FSA Action Plan 5.5 – Payroll Overpayments & Underpayments](#)

**Chart 5.5 Overpayments issued based on research by the payroll section and underpayments corrected based on employee's request for**



**Strategic Objective 5.6:** Ensure regional offices receive purchased goods and services in a timely manner.

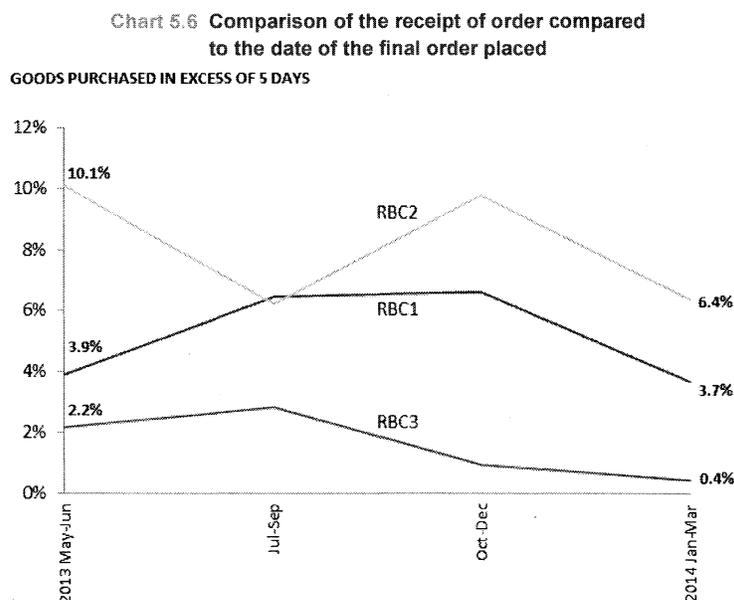
**Importance:** Timely ordering and receipt of goods and services are vital to our programs effectively providing vital services to the public. The RBCs are responsible for purchasing within the regional administrations for Children’s Administration (CA), Juvenile Justice and Rehabilitation Administration (JJRA), Economic Services Administration (ESA), Developmental Disabilities Administration (DDA), and Aging and Long-Term Support Administration (AL TSA) Home and Community Services (HCS) and Residential Care Services (RCS). RBCs have the responsibility to ensure timely purchasing of goods and services, while also ensuring compliance with purchasing requirements and efficiency through standardization, consistency and implementation of best practices.

**Success Measure:** The percentage of purchase requests processed in excess of five days from receipt will be reduced from ten percent to less than seven percent by July 2015.

**Action Plan:** RBCs will continue to work on purchasing process improvement through utilizing Lean and other process improvement methods and through better use of technology. RBCs will track reasons for

delayed orders and partner with Regional Administrators (RAs) and their staff to ensure clear processes are in place and issues are addressed.

- Develop a target for processing purchase requests and develop further actions to improve performance. Completed, set at less than seven percent to exceed five days. (Lead: Regional Business Chiefs)
- Use Lean methods to help improve workflow and ensure consistency and best practices are implemented across the three RBCs. Update SharePoint site with information on new processes. Target completion: December 2014. (Lead: Regional Business Chiefs)
- Work with RAs to develop processes and procedures that will increase timeliness and accuracy of purchase requests coming into the RBCs. Target completion: September 2014. (Lead: Regional Business Chiefs)
- Work with Information Systems Services Division (ISSD) and other stakeholders to develop improvements to agency purchasing systems. Target completion: July 2015. (Lead: Regional Business Chiefs)



**Strategic Objective 5.7:** Reduce the time required to process federal grants.

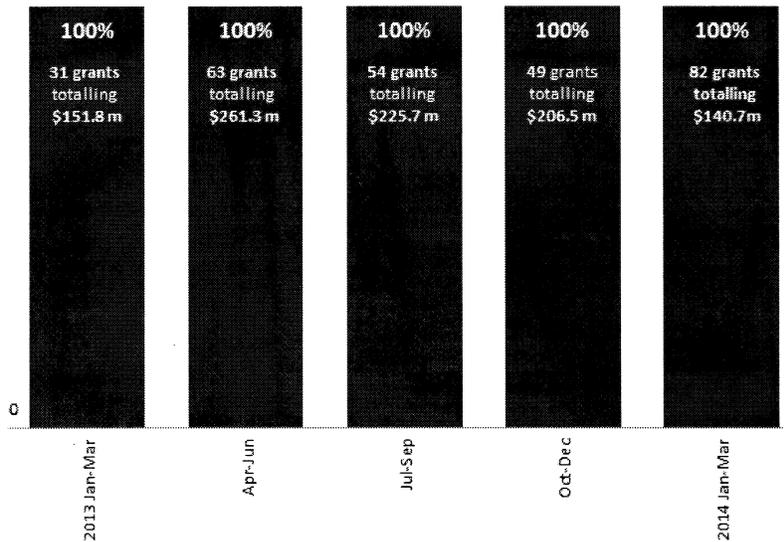
**Importance:** DSHS receives billions of dollars in federal funds each year. In order for cash flow to be maintained and for federal grant funds to be promptly available for client services, OAS must do its part to ensure new grants are reviewed for appropriate allocations, established in our Grants Management System and coded so that funds can be readily drawn as expenses occur.

**Success Measure:** The average number of days for a grant to be set up within OAS will be reduced from five days to an average of less than three days from receipt by July 2015.

**Action Plan:**

- Develop an initial target for timely set up of grants. Completed, target is average completion within three days of receipt. (Lead: OAS)
- Work with departmental stakeholders to develop an enterprise approach to managing grants. Target completion: October 2014. (Lead: OAS)
- Closely coordinate with ISSD to develop improvements to the Grants Management System to improve processing and accounting related to federal grants. Target completion: December 2014. (Lead: OAS)
- Develop more advanced performance metrics showing whole continuum of fiscal performance related to grants. Target completion: December 2015. (Lead: OAS)

**Chart 5.7 Percent of times Grants Management sets up grants within 5 working days**  
**PERCENT OF GRANTS SET UP WITHIN 5 DAYS**



**Services and  
Enterprise Support  
Administration**

Patricia Lashway, *Assistant Secretary*

2013-2015

# Strategic Plan

June 2014



**DSHS VISION**

People are healthy,  
safe, and supported

**DSHS VALUES**

Honesty and Integrity  
Pursuit of Excellence  
Open Communication  
Diversity and Inclusion  
Commitment to Service

**SESA MISSION**

We transform lives by  
helping those who  
serve succeed

**SESA VALUES**

**Trust**

- We can be relied on to speak truthfully, to honor our commitments, and to treat people fairly.
- We earn and keep the trust of our clients, employees business partners, tribes, stake holders, and communities.

**Accountability**

- We take personal accountability for our actions and results.
- We focus on finding solutions and achieving results.
- We actively engage in discussions and commit to decisions once made.
- We involve others in decisions and plans that affect them.
- We keep promises and commitments.
- We personally commit to the success and well-being of teammates.

**Introduction**

The Department of Social and Health Services (DSHS), Services and Enterprise Support Administration (SESA) provides support services and infrastructure for Administrations within DSHS. Together the Administration builds a foundation for the Department to provide direct services to clients and communities, helping DSHS save money and allowing employees to be more productive. SESA provides support to nearly 17,000 staff and approximately 23,000 contractors each year.

**SESA’s major services include:**

- **The Office of Fraud and Accountability (OFA)** serves to protect the integrity of all DSHS programs and ensure the right benefits are provided to the right people.
- **The Human Resources Division (HRD)** has five primary service areas: Position Management, Operations, Organizational Leadership and Training, Investigations, and Labor Relations.
- **The Office of Indian Policy (OIP)** promotes government to government relations between the Department of Social and Health Services and tribes, and collaboration with the Recognized American Indian Organizations to assure quality and comprehensive program service delivery to eligible American Indians and Alaska natives in Washington State. OIP assists DSHS Administrations and contractors in the development of culturally responsive programs and services, particularly in the areas of Tribal Centric Behavioral Health, Children’s Administration training and Indian Child Welfare Manual revisions, elder care services, Temporary Assistance for Needy Families (TANF) negotiations, child support enforcement, juvenile justice agreements, and innovation in intergovernmental contracting with the contract consolidation project.
- **The Information System Services Division (ISSD)** is the Department’s primary service provider for agency-wide information technology services such as network infrastructure, shared messaging, telephone and voice services; data security; Internet/Intranet services; enterprise architecture and agency IT policy.
- **Office of Policy and External Relations (OPER)** is responsible for government relations, administrative rules and hearings, privacy and public records and the State Hospital Safety Review Panel.
- **The Communications Office** includes media relations, internal and external communications, visual communications, constituent services, mentoring, and the Victim/Witness Notification Program.

**DSHS Goals**

**Goal 1**  
**HEALTH** – Each individual and each community will be healthy.

**Goal 2**  
**SAFETY** – Each individual and each community will be safe.

**Goal 3**  
**PROTECTION** – Each individual who is vulnerable will be protected.

**Goal 4**  
**QUALITY OF LIFE** – Each individual in need will be supported to attain the highest possible quality of life.

**Goal 5**  
**PUBLIC TRUST** – Strong management practices will ensure quality and efficiency.

- **Research and Data Analysis (RDA)** provides policy-relevant analyses of government-funded social and health services in Washington State thanks to its national leadership in integrating social service data across programs and through time. RDA also coordinates and reports performance metrics for DSHS.
- **The Office of Diversity and Inclusion (ODI)** provides services and support of Department goals related to equity, diversity, inclusion, and cultural competence. ODI administers the DSHS Affirmative Action Plan and supplier diversity plans.
- **Planning and Continuous Improvement Office** supports the Department in improving accountability through building agency capacity in the areas of Lean / continuous improvement, organizational development through Excellence workshops and project management skill training.

## Goals

### Governor Jay Inslee's Results Washington Goals

SESA is a partner in Governor Jay Inslee's **Results Washington**, a focused effort to create effective, efficient, and accountable government.

**Results Washington** Goal Area number 5 is Effective, Efficient and Accountable Government. Under this area, SESA supports accomplishment of multiple success metrics.

**Under the *Customer Satisfaction and Confidence* success indicator, SESA supports six metrics:**

- Increase/maintain customer service satisfaction with accuracy, timeliness, respectfulness.
- Increase the percentage of state employees who are satisfied with their job.
- Increase the percentage of state employees who respond positively to engagement questions.
- Increase the percentage of state employees who said their leaders create a culture of respect, feedback and recognition.
- Increase the percentage of state employees who believe we are increasing customer value.
- Increase the number of agencies that practice continuity of operations plans at least annually.

**Under the *Resource Stewardship* success indicator 2.1, SESA supports four metrics:**

- Increase the number of improvement ideas that are implemented.
- Increase the percentage of state employees, supervisors, managers, executives completing Lean training.
- Increase the number of state employees trained to be facilitators of Lean improvement projects.
- Increase the number of Lean projects.

**Under the *Transparent & Accountable* success indicators, SESA supports two metrics:**

- Increase the amount of data available in a downloadable and searchable format.
- Increase access to information on major projects.



## Department of Social and Health Services Goals

As a member of the DSHS team, SESA also has lead responsibility for performance metrics that fit within DSHS' departmental goals. DSHS has the following five broad goals:

- **Health** – Each individual and each community will be healthy.
- **Safety** – Each individual and each community will be safe.
- **Protection** – Each individual who is vulnerable will be protected.
- **Quality of Life** – Each individual in need will be supported to obtain the highest possible quality of life.
- **Public Trust** – Strong management practices will be used to ensure quality and efficiency.

### SESA has the following success metrics in support of the following DSHS Goals:

#### Quality of Life:

- Assist DSHS Administrations and contractors in the development of culturally responsive programs and services.

#### Public Trust:

- The percentage of DSHS employees leaving DSHS (turnover) will decrease.
- The percentage of DSHS contracts to qualified Minority and Women-Owned Businesses will increase.
- The percentage of new hirings of racial, ethnic and culturally diverse staff, as well as veterans and persons with disabilities, will increase.
- The DSHS workforce will become more racially, ethnically, and culturally diverse and will have increased representation of veterans and persons with disabilities.
- The amount of overpayments that are identified based on Fraud and Accountability investigations will increase.
- The DSHS Wide Area Network (WAN) will keep pace with growing DSHS demand.

## Strategic Plan

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Below are the details of our Strategic Plan to meet our Strategic Objectives. Each Strategic Objective is discussed under its larger DSHS goal area. Each Strategic Objective includes a statement of importance, a quantified success measure (where possible), a timeline and, most importantly, an Action Plan. SESA Strategic Objectives are monitored and reported quarterly at:

<http://www.dshs.wa.gov/ppa/strategic.shtml>. Each SESA Action Plan is also updated quarterly.



## **Strategic Objectives, Importance, Success Measures, and Action Plans**

**DSHS Goal 1: Health** – Each individual and each community will be healthy.

**Strategic Objective 1.1:** Increase access to coordinated delivery of medical, behavioral health and long-term services through access to integrated data. (Research and Data Analysis)

**Importance:** Washington state’s implementation of HealthPath Washington depends on the operation of the PRISM application developed and maintained in SESA's Research and Data Analysis (RDA) Division for: (a) the identification of high-risk clients who are eligible for health home services, and (b) support of care planning through the provision of timely, integrated information about a patient’s medical, behavioral health, and long-term care service needs. RDA staff integrate Medicare claims data to support care coordination for persons dually-eligible for Medicare and Medicaid.

**Success Measure:** Provide health home lead entity and care coordination organization staff with access to the PRISM Clinical Decision Support application by November 2013, and provide ongoing support of the application thereafter.

### **Action Plan:**

- Provide Phase 1 authorized health home lead entity staff with access to the new integrated Medicare-Medicaid version of the PRISM application by 7/31/2013 – done.
- Provide Phase 2 authorized health home lead entity staff with access to the new integrated Medicare-Medicaid version of the PRISM application by 10/31/2013 – done.
- Incorporate critical new features into the PRISM application including prospective hospital inpatient risk models and medication adherence dashboards by 10/31/2013 - done.

These activities have been completed within this timeline. New activities and application development for PRISM are described in Strategic Objectives 3.3 and 4.1 below.

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**DSHS Goal 2: Safety** - Each individual and each community will be safe.

**Strategic Objective 2.1:** Expand community protection through review of conditions of release as recommended to courts. (Office of Policy and External Relations)

**Importance:** Safe and appropriate planning for the release of patients from the state psychiatric hospitals impacts both the individual’s safety and the safety of the community when the patient has a history of dangerous behavior in the community. Recent legislation required additional types of cases be reviewed prior to release.

**Success Measure:** The Public Safety Review Panel (PSRP) with staff from the state psychiatric hospitals will establish a baseline and targets for timeliness of PSRP reviews for additional types of cases by July 2014.

### **Action Plan:**

- The PSRP established procedures for responding to additional cases before July, 2013.
- The PSRP Executive Director continues to work with staff from each of the state psychiatric hospitals to facilitate each referral to the PSRP for review.

- The PSRP Executive Director will work with the PSRP and state psychiatric hospital staff to establish a baseline and targets for timeliness of the new PSRP reviews by August 2014.
  - Once the baseline is in place the PSRP Executive Director will work with the PSRP and state psychiatric hospital staff to monitor timeliness of these new PSRP reviews.
- 

**DSHS Goal 3: Protection** - Each individual who is vulnerable will be protected.

**Strategic Objective 3.1:** Use available data to detect circumstances that may indicate exposure of vulnerable persons to sex offenders. (Office of Fraud and Accountability)

**Importance:** It is important that vulnerable clients of DSHS are not exposed to sex offenders.

**Success Measure:** Reduce to zero the number of times there is an address linking vulnerable clients and registered sex offenders by 2015.

**Action Plan:**

- Under the direction of the Office of Fraud and Accountability (OFA) a quarterly automated address verification process was developed, matching WSP Washington State Sex Offender Registry offender addresses with SSPS and FamLink payment data to identify provider addresses linked to registered sex offenders.
  - DSHS began work to develop the matching process on 01/10/12 and to date there have been eight data matches, with the most recent being 1<sup>st</sup> Quarter 2014 (January-March).
  - After investigating the potential 1<sup>st</sup> Quarter 2014 matches, only two provider addresses remain possible matches. The Children's Administration is still actively investigating these two matches; initial analysis points to the offenders being related and residing with an active DSHS provider.
  - Several improvements to offender match process are in development to enhance match results including, but not limited to the incorporate of additional DSHS data systems (i.e. CARE database, etc.).
- 

**Strategic Objective 3.2:** Participate in update of tribal state agreements related to effective Child Protective Services systems for tribal children. (Office of Indian Policy)

**Importance:** Protection of all children is of paramount importance. Updating and developing Intergovernmental agreements with the tribes allows tribal and state staff to know what the expectations are for serving a tribal child anywhere in the state.

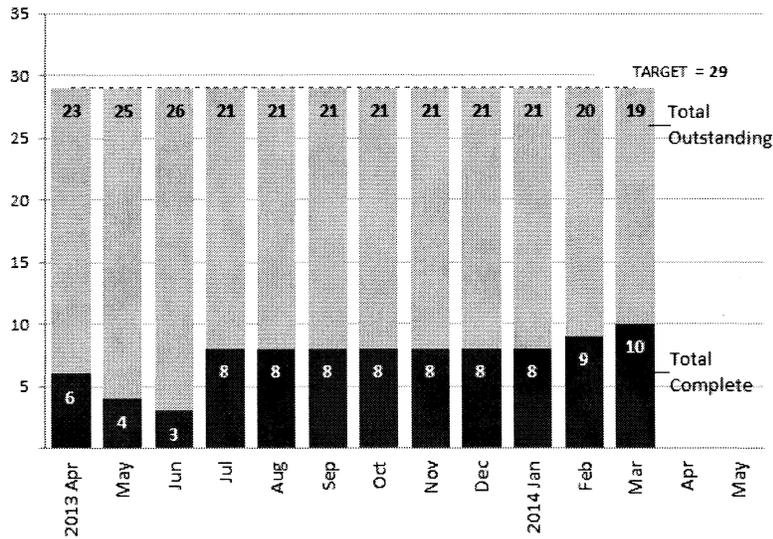
**Success Measure:** All 29 tribal state agreements with tribes involving Children's Administration will be updated by 2015.

**Action Plan:** Provide technical assistance to Children's Administration regarding coordination with the tribes to update area agreements.

- As of June 2014 there are 11 signed agreements with 5 in various stages of approval for signature.



CHART 3.2 Tribal-State agreements involving Children’s Administration



**Strategic Objective 3.3:** Improve the safety and permanency of individuals who are at-risk or are in state care, treatment, or out-of-home placement by providing access to Medicaid billing information. (Research and Data Analysis)

**Importance:** Historically, Children’s Administration (CA) staff accessed medical billing information through the CAMIS and FamLink data systems. Once the ProviderOne Medicaid billing system came online CA lost access to this information. Loss of access to this information is potentially a safety issue for children in out-of-home care if CA staff cannot readily obtain medical information and social workers cannot develop a case plan that adequately addresses the child’s well-being (health, mental health, developmental health). Since approximately 85% of children who enter foster care are already enrolled in a Medicaid plan, access to the information is important for CPS intakes and investigations. In addition, adoption workers use the medical billing data in their efforts to provide comprehensive information about a child to adoptive parents to help them anticipate health and mental health concerns that may develop. The PRISM application provides a picture about a child that reveals: multiple emergency room visits and possible patterns of abuse; or the absence of medical information, which may indicate medical neglect.

**Success Measure:** Provide 600 CA staff with access to the PRISM application by June 30, 2014.

**Action Plan:**

- Facilitate joint DSHS and HCA PRISM Steering Committee review and approval of Children’s Administration request for staff access to PRISM by March 31, 2014.
- Extend PRISM access to at least 600 authorized CA field staff by June 30, 2014.

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**Strategic Objective 3.4:** Increase Tribal Foster Homes. (Office of Indian Policy)

**Importance:** To assist the Department in meeting the Indian Child Welfare placement requirement for an Indian child, it is necessary to increase the number of tribal foster homes.

**Success Measure:** Provision of 12 targeted technical assistance visits to Tribal foster home recruiters.

**Action Plan:**

- Technical assistance was provided to the Department's contractor for foster home recruitment, regarding outreach to tribes and tribal communities.
  - Information was provided regarding provisions in state statute that allow tribal governments to license their own foster homes (RCW 74.15.190) to interested tribal governments.
  - Updates were provided to the Indian Policy Advisory Committee (IPAC), Children's Administration, and Juvenile Justice and Rehabilitation Administration subcommittee.
  - Complete a tribe negotiation with Children's Administration for a licensing agreement.
- 

**DSHS Goal 4: Quality of Life** - Each individual in need will be supported to attain the highest possible quality of life.

**Strategic Objective 4.1:** Connect people with benefits and services that reduce poverty and move them along a pathway toward self-sufficiency through a new TANF PRISM web application. (Research and Data Analysis)

**Importance:** The Legislature funded the development of a new TANF PRISM web application to provide integrated health and social service data to assist case managers in quickly identifying TANF participants who have behavioral health problems or other barriers that interfere with their ability to transition to stable employment. Through TANF PRISM, case managers can access integrated information on diagnoses, medications, treatments, services, and employment history to better inform case management and engage clients in appropriate activities.

**Success Measure:** Develop and pilot the TANF PRISM application by July 2014.

**Action Plan:**

- Develop prototype TANF PRISM case management decision support application by June 2014.
  - Begin piloting prototype TANF PRISM case management decision support application by July 2014.
- 

**Strategic Objective 4.2:** Create economic equity for the community through the promotion of opportunities with minority and women-owned businesses and veteran-owned businesses. (Office of Diversity and Inclusion)

**Importance:** The inclusion of minority, women and veteran-owned small businesses in DSHS contracting and procurement encourages competition and efficiency, fuels innovation, ensures increased culturally

responsive services, and creates jobs and business development in and for the communities we serve.

**Success Measure:** A database of DSHS contracts with minority, women and veteran-owned businesses will be established and tracked in partnership with the Office of Financial Management (OFM). Once a baseline is established, goals will be set for each Administration to increase the number of certified women, veteran and minority-owned firms that DSHS contracts with by July 2015.

**Action Plan:**

- **Work closely with leadership at the State Office of Minority and Women’s Business Enterprises (OMWBE), Department of Veteran Affairs (DVA) and OFM to develop strategies for better reporting and monitoring of data.**
  - The Office of Minority and Women-Owned Business Enterprises will provide education and training to the DSHS staff to meet our goal 2015.
- **Educate DSHS purchasing and payment staff on ensuring vendor status is currently identified.**
  - The Supplier Diversity and Inclusion Plan, to be completed 2015. Department of Enterprise Services will develop the model plan for contracting and best practice.
- **When the new OFM OMWBE vendor data system is complete, we will reconcile it with historical data and convert the new system.**
  - DES developed supplier diversity & inclusion reports that can be by program, OMWBE has cleaned up their database and removed many businesses that are no longer certified.
- **Identify best practices in contracting and outreach to strengthen success and address growth opportunities.**
  - Ensure agency financial managers, contracting staff and purchasing staff are educated on opportunities to increase supplier diversity.

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**DSHS Goal 5: Public Trust** - Strong management practices will be used to ensure quality and efficiency.

**Strategic Objective 5.1:** Build work environments that provide equity for all employees and the most competent, effective and culturally responsive services in the state. (Office of Diversity and Inclusion, Planning & Continuous Improvement)

**Importance:** The significant impact DSHS has as the employer of one-third of all state workers makes our responsibility to lead the state in building full participation, diverse and inclusive work environments paramount. Work environments that cultivate full participation and equity for all employees are essential, and we must allow all employees and perspectives to have a voice and create work environments that embody the agency values wholly. For example, without diversity and inclusion, we will not be able to deliver effective, culturally responsive and responsible services to the communities and families we serve. We also will be hindered in recruiting, developing and retaining the strong diverse workforce needed to make those contributions.

**Success Measures:** Improve awareness and integration of cultural competence policy, principles and

behaviors with every administration reaching 100 percent of their goals in their cultural competency plans (including implementation of trainings and tools), and develop a cultural competence assessment and/or other feedback tools to be in place within DSHS with tracking and monitoring of data by July 2015.

Integrate best practices of cultural humility into the Excellence workshops, referenced under Strategic Objective 5.4.

**Action Plan:**

- Develop and implement strategic policy and practices for recruitment, retention, development, and promotion of diverse talent.
  - The Human Resources Division Talent Outreach Services Unit has developed a plan for increased recruitment of diverse talent.
  - The Office of Diversity and Inclusion collaborates with leadership within SESA to develop, host, and facilitate annual Diversity Leadership Forums. The first such forum was held in September 2013 and the next is planned for the fall of 2014.
  - The Office of Diversity and Inclusion is partnering closely with HRD to approach recruitment from multiple fronts including but not limited to:
    - HRD and ODI presence at diversity recruitment events
    - Broad and focused social media recruitment strategies with HRD performing outreach via Linked in and ODI providing outreach via Facebook, Twitter, and Yammer.
    - The Office of Diversity and Inclusion provides additional focused support for high profile and hard-to-fill positions through posting on demographic and profession-specific social media sites.
- Develop, administer, implement, promote, and revise as necessary the DSHS cultural competence policy, including key principles and competencies.
  - DSHS continually reviews practices in culturally competent services, improves those services, and identifies training needed to implement the improvements.
  - Each Administration works to advance Cultural Competency Information Training toward culturally responsive service delivery.
  - Each administration continues to revise and develop new strategies for their respective administration-specific action plans.
  - Every administration is on track to meet their percentage of cultural competency training goals by July 2014.
  - Will collaborate with the Research and Data Analysis division to revise and/or develop a new Cultural Competency Assessment tool for enterprise-wide deployment by July 2015.
  - Will collaborate with RDA to revise diversity questions in the employee survey for 2015 deployment.
  - Will work with the DSHS Cultural Competency Committee and leadership to update the Cultural Competence Policy by July 2015.

- Engage our workforce in creative, innovative and, where available, evidence-based ways to understand, appreciate and express what cultural competence, diversity and inclusion looks and feels like.
  - The Diversity Policy Manager is researching and collaborating with the co-founder of the Cultural Humility concept to embed the tenants of Cultural Humility into the DSHS enterprise. The Cultural Humility approach aligns closely with models previously adopted by DSHS such as: Authentic Leadership, Motivational Interviewing and Strength-Based Management.
  - The Diversity Policy Manager is working with the DSHS Gay, Lesbian, Bisexual, and Transgender Equity Workgroup to develop best practice training for serving LGBT clients and employees across the enterprise built around the tenants of cultural humility.
  - At the request of the Senior Director of Human Resources, the Diversity Policy Manager is working with specific leadership throughout DSHS to address policies, best practices, and employer/employee relations related to transgender employees including those who transition during their employment with DSHS.
  
- Reach out within our workforce and through annual diversity and inclusion, and cultural competency awareness campaigns and initiatives to educate and grow DSHS staff.
  - The Office of Diversity and Inclusion is researching and collaborating with the co-founder of the Cultural Humility concept to embed the tenants of Cultural Humility into the DSHS enterprise. The Cultural Humility approach aligns closely with models previously adopted by DSHS such as: Authentic Leadership, Motivational Interviewing and Strength-Based Management. In addition, the tenants of cultural humility lend themselves to the Department's focus on engagement.
  - The Office of Diversity and Inclusion in collaboration with SESA leadership and the DSHS Cultural Competency Committee will launch another awareness campaign in the fall of 2014 continuing to build on the Key Principles of Cultural Competence.
  - The Office of Diversity and Inclusion in partnership with Human Resources Division will launch an enterprise-wide invitation for all existing DSHS employees to be counted. This effort will accomplish the following:
    - Explain to employees why affirmative action data matters
    - Explain what happens if employees report nothing (default to White, non-veteran, non-disabled)
    - Invite employees to be counted
    - Update demographic information in HRMS

**Strategic Objective 5.2:** Cultivate a high performance workforce that mirrors the communities served.  
(Office of Diversity and Inclusion, Human Resources Division)

**Importance:** Organizational strength, capacity and innovation to meet the needs of our state and all of the communities and families we serve requires full participation and engagement by every employee, with voices representing the full and diverse perspectives of the communities, families and individuals

we serve.

**Success Measure:** Our DSHS workforce will more closely reflect the diversity of the Washington state population by July 2015 through increased recruitment of diverse candidates in areas with limited diversity in the current workforce.

**Action Plan:**

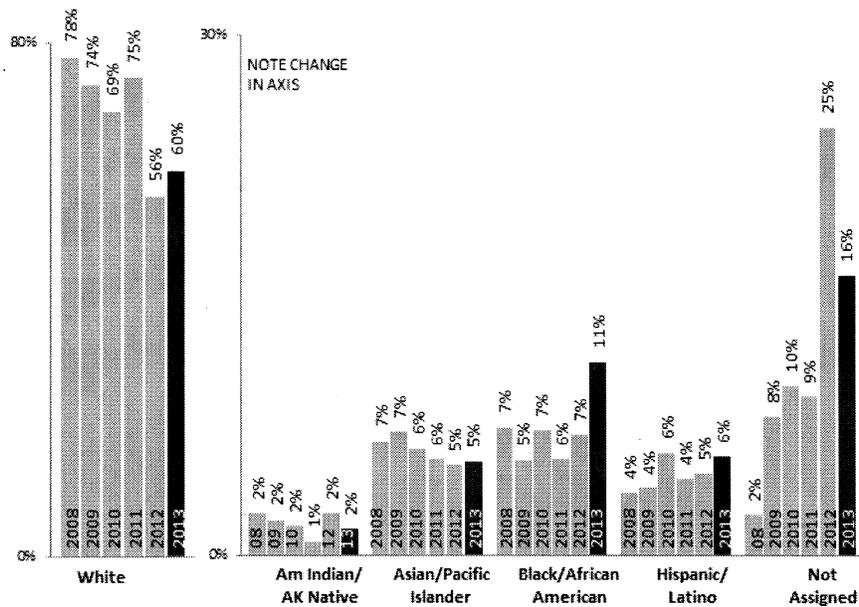
- Collaborate to develop and implement strategic policy and practices targeting recruitment of diverse talent at all levels and in every Administration.
- Create leadership development and mentoring opportunities for diverse talent.
- Regularly monitor success in Affirmative Action plans produced by each Administration.
  - Administrations submitted semi-annual Affirmative Action reports to the DSHS Affirmative Action Officer in May 2014.
  - The DSHS Affirmative Action Officer will submit a semi-annual report to the Office of Financial Management by July 2014.

2014		
American Indian/Alaskan Native	297	2%
Asian/Pacific Islander	1,407	9%
Black/African American	1,475	9%
Hispanic	1,048	7%
Not Assigned	958	6%

- Data trends show that the percentage of Asian/Pacific Islander employees and Hispanic employees has increased since 2013. The percentage of American Indian/Alaskan Native employees has remained the same. The percentage of African American (*New data for chart shown above. Data source: RDA diversity data, employment trends, March 2014 AA Permanent*) employees has decreased. The percentage of White employees has increased as well. The percentage of employees without a race or ethnicity designation has decreased markedly.
  - The 2013 Affirmative Action plan focused on increasing the number and percentage of Asian/Pacific Islander employees as the primary race/ethnicity priority population for outreach efforts. That population in our workforce increased from 5% in 2013 to 9% in 2014.
  - Employees of Native American and Hispanic heritage were prioritized for outreach in specific job categories. Our Native American workforce remained at 2% while our Hispanic workforce increased from 6% to 7%.
  - There was a decline in our employees with disabilities from 549 in 2013 to 504 in 2014.

- Reports run from Neogov show that the racial and ethnic diversity of candidate pools has increased markedly since 2013.

CHART 5.2 Percent of DSHS staff hired who are ethnically diverse



**Strategic Objective 5.3:** Establish and maintain metrics that allow the public and the agency to assess progress in key areas of performance. (Research and Data Analysis)

**Importance:** Establishing clear goals and performance measures is vital for good management and continuous quality improvement. Public availability of key performance metrics ensures departmental accountability and transparency in meeting our goals.

**Success Measure:** All strategic metrics with multi-state comparisons will be available on the DSHS website by August 2014.

**Action Plan:**

- Standardize measure format to maximize efficiency and Internet compatibility.
- Create a method to link from Internet measures to automated One Department Data Repository (1DDR) data tables and notes. RDA has developed an improvement plan (A3) to move this activity forward – done.
- Identify, develop and post the measures that best support Results Washington and DSHS goals - done.
- Identify strategic metrics with multi-state comparisons and publish to DSHS website by August 2014.

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**Strategic Objective 5.4: Make DSHS an “Employer of Choice” to attract, recruit, hire, develop, and retain an informed, inspired, diverse and engaged workforce. (Human Resources Division, Planning & Continuous Improvement Office)**

**Importance:** The Department is moving to a supportive workplace culture where employees are empowered to plan and manage their own careers, and supervisors and managers play an active role in helping people define and achieve their professional goals. For example, Talent Management aligns all aspects of human resources and management to recruit and attract highly skilled workers, develop and integrate new workers, and develop and retain current workers. Excellence workshops are designed to challenge leaders on how to lead from their authentic best, how to engage and motivate staff, how to give and receive feedback, and provide the context and expectations to develop personal development plans.

**Success Measures:**

- The percentage of supervisors receiving supervisory and leadership training will increase annually, with a 15% increase by July 2015.
- The number of diverse candidates on the certified list will increase by July 2015.
- The percentage of staff with completed performance evaluations will increase from 86% to 90% by July 2015.
- Excellence workshops are planned to launch by September 2014, and be completed by December 2015.
- Participant feedback from Excellence workshops are rated 4.0 or higher, on overall feedback (scale 1-5).
- Staff feedback from pre-workshop survey and 90-day survey result reflect improvement by 25%.

**Action Plan:**

- Effectively manage performance through meaningful measures and ongoing review.
- Continue to implement Talent Management and associated tools and resources.
- During the continued implementation of PERFORM, the automated Performance Development and Evaluation System, there will be enhancements and improvements in processes and functionality to achieve higher completion rates, and greater user satisfaction.
- Talent Management will provide managers and supervisors the tools and resources to retain high-performing staff and, at the same time, promptly and effectively address unsatisfactory job performance and inappropriate conduct.
- Complete curriculum development by July 2014.
- Launch 3-hour Lean Leaders Training class by August 2014.
- Assess effectiveness of the Excellence workshops, summarized and distribute findings by March 2015.

- Establish local peer to peer supports for management staff by January 2016.

**Strategic Objective 5.5:** Ensure that public benefits are used by the right people, at the right time, for the intended purpose. (Office of Fraud and Accountability)

**Importance:** Assuring public dollars are spent on the truly needy helps ensure public willingness to support those who are most in need. Prosecuting fraud offenders not only holds them accountable, but also deters others from fraudulent misuse of the system.

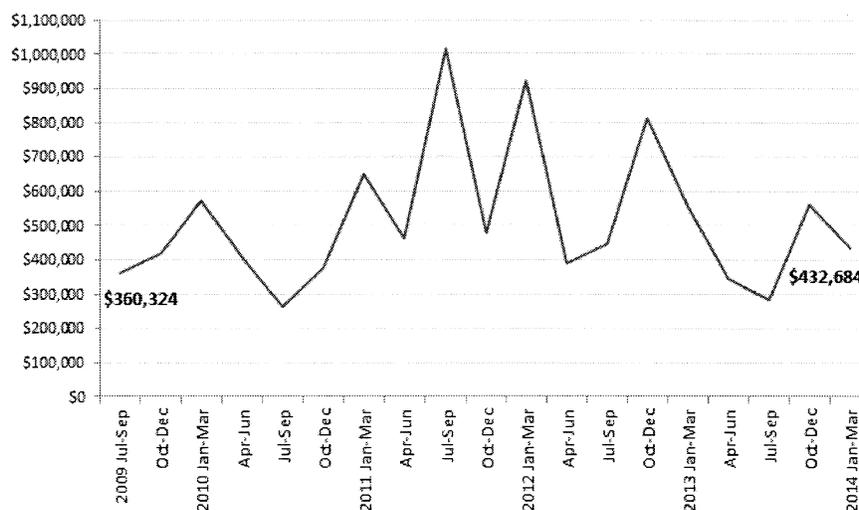
**Success Measure:**

- Increase identification of overpayments through investigations.
- The number of criminal prosecution referrals will increase from 76 to 250 by July 2015.

**Action Plan:**

- OFA is procuring a new Fraud Case Management System (FCMS) that will lead to investigative efficiencies, including overpayment identification and processing.
- Increase resources for investigations.
- Streamline investigative process to increase productivity through:
  - Intentional Overpayment Investigations in July 2014.
  - Fraud Referral Early Detection Process (round 2) in September 2014.
- Utilize data to help prioritize investigations.

CHART 5.5 Amount of overpayments issued each quarter



**Strategic Objective 5.6:** Through department-wide processes and policy, ensure that strong procedures are in place for the protection of DSHS clients' information and records. (Office of Policy and External Relations)

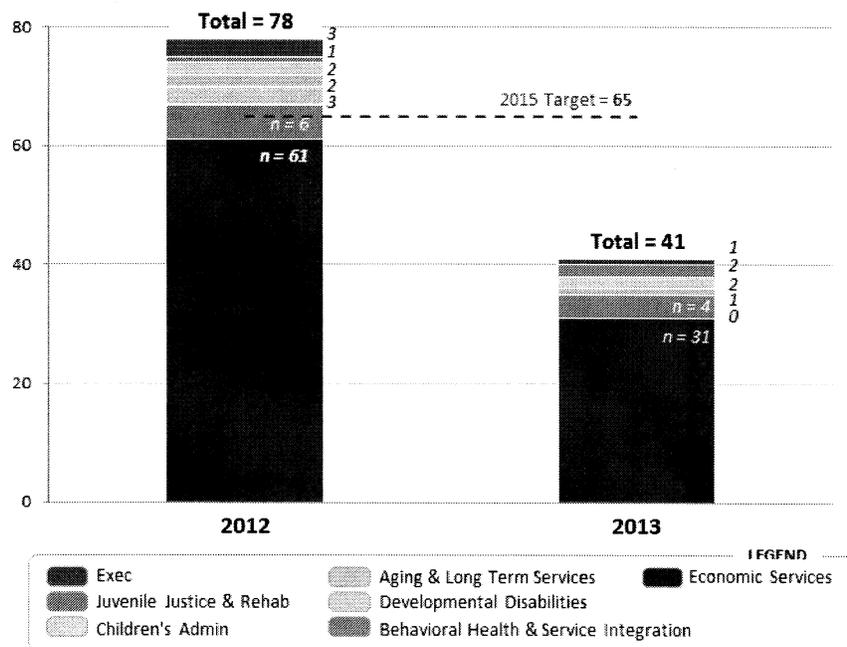
**Importance:** DSHS holds large volumes of confidential client data, which must be protected from unauthorized release and breaches in confidentiality laws and rules. Any unauthorized release can place the welfare of clients in jeopardy.

**Success Measure:** DSHS will show a decrease in annual confidentiality breaches from 78 to 65 by 2015.

**Action Plan:**

- In 2013, the DSHS Privacy Officer made necessary changes to Department policy, procedures and contracts in place as required by Health Information Portability and Accountability Act (HIPAA) and other rules.
- Steps toward compliance are underway in the Department including: conducting risk analyses on DSHS information assets, revising contracts to require confidential data protections by contractors and subcontractors, and policy changes and training for DSHS staff.
- DSHS's target for unauthorized releases and confidentiality breaches will be to maintain with fewer than 50 in 2015.

CHART 5.6 The total number of data breaches decreased from 78 in 2012 to 41 in 2013



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**Strategic Objective 5.7:** Develop strategic initiatives that result in legislative action that support client needs and program efficiencies. (Office of Policy and External Relations)

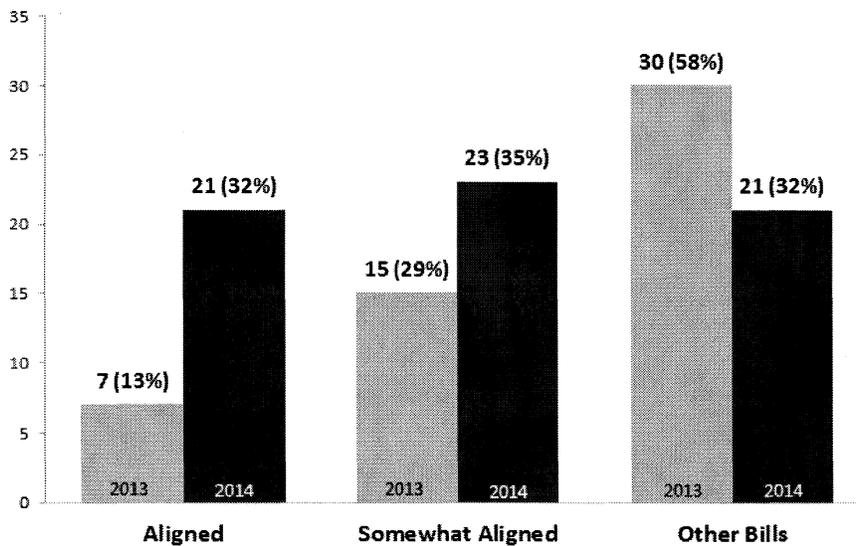
**Importance:** New legislation and legislative activities should advance the Department’s priorities.

**Success Measure:** The proportion of DSHS bills passed that support DSHS strategic priorities will be increased.

**Action Plan:**

- Achieve passage of DSHS request legislation.
- Work with legislators to ensure that legislation impacting DSHS programs aligns with the strategic priorities of the Department.

CHART 5.7 Proportion of DSHS bills passed in the legislature that align with DSHS strategic priorities



\* **Other bills** is defined as bills which passed the legislature which are not connected to strategic priorities identified by DSHS.

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**Strategic Objective 5.8:** Support Department efforts to reduce risk through implementation and maturation of information security and disaster recovery policy, processes and practice. (Information Systems Service Division)

**Importance:** DSHS holds critical and sensitive data. ISSD-managed information technology resources that support mission-critical business functions must provide confidentiality, integrity and availability to meet agency needs, protect clients and support business partners. Disaster Recovery programs help ensure that critical applications, systems infrastructure, and data managed by ISSD remain available to the Department’s programs even when disasters or unplanned service disruptions occur.

**Success Measure:** Percentage of ISSD staff successfully completing IT Security training will increase to 100 percent (within 30 days of employment) by December 2014, and be maintained at 100 percent annually thereafter.

*Status as of July 17, 2014: 12.5% of ISSD employees have taken security awareness training since 1/1/14.*

**Action Plan:**

- Continuously strengthen SESA'S IT security program with improvements in policy, processes and practice.

*Status as of July 17, 2014: We have developed a policy framework based on industry best practices and are addressing specific policy gaps. We are developing and implementing processes and practices to incorporate information security into major work efforts.*

- Continuously improve the security of ISSD-managed applications and infrastructure. Develop action plans to address vulnerabilities for the environment and monitor to completion.

*Status as of July 17, 2014: All known vulnerabilities in infrastructure have either been remediated or have action plans, which are monitored. We are piloting the tool to identify vulnerabilities in applications.*

- Design and implement enhanced SESA code review protocols and capacity.

*Status as of July 17, 2014: We are piloting a tool that has greatly increased our capacity to identify vulnerabilities in code. As part of that process we are developing review protocols.*

- Fully leverage and incorporate enterprise IT security services.

*Status as of July 17, 2014: We are working with Consolidated Technology Services (CTS) to roll out the Enterprise Forward Proxy. We are leveraging additional services from the CTS Security Operations Center.*

- Increase ISSD staff awareness of IT security responsibilities to protect client and business resources.

*Status as of July 17, 2014: We have provided an initial role-based training to the ISSD Project Management Office on its security roles and responsibilities.*

- Continuously improve SESA business continuity and disaster recovery capabilities, capacity, communication, and processes in support of vital DSHS services.

*Status as of July 17, 2014: A third system was identified as mission critical during this year. This is the system that is completing disaster recovery testing.*

- Annually renew and test disaster recovery plans for critical applications managed by ISSD.

*Status as of July 17, 2014: Two of three systems have been through disaster recovery exercises and have updated plans. The third system is scheduled to be completed within two weeks (by the end of July 2014).*



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**Strategic Objective 5.9:** Continuously improve SESA work processes through the use of process improvement initiatives such as Lean. (All SESA Divisions & Offices)

**Importance:** Key services require continual improvement to maximize value. Promoting a Lean culture helps identify opportunities that create efficiencies and quality service delivery.

**Success Measures:**

- The percentage of ISSD staff with Lean principles and tools training will increase to 30 percent by July 2015. (Note: also a **Results Washington** goal)
- Usage trends for ISSD's online customer support tool will include the percentage of ISSD service tickets created and reviewed online by customers and will be compared with the percentage of ISSD service tickets created by ISSD staff.

**Action Plan:**

- Hire a Lean Coordinator for the Division. (Completed October, 1, 2013)
- Aggressively pursue Lean opportunities for ISSD-managed processes (both internal to Division and those used across DSHS).
- Identify methods to improve staff awareness of Lean concepts, including both formal and informal training and/or exposure to Lean activities.
- Implement an online customer support tool. Develop communication and monitoring plan. Actively seek customer input on the tool and make adjustments as needed.
- Actively monitor progress of projects and key initiatives using best practice project management criteria. Promote effective sponsorship to address scope, schedule and budget variance.

See analysis and plan at: [SESA Action Plan 5.9 – Managers Lean Activities](#)

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**Strategic Objective 5.10:** Pursue excellence in the technology services we offer. (Information Systems Service Division)

**Importance:** Information technology services provide a critical foundation for the business processes used by staff in their day to day operations. The Department's IT services such as **networks, voice** communications, hardware platforms, software applications, and centralized imaging service must be cost-effectively developed and maintained at a high level of excellence to support increased utilization as well as advances in technology that help us improve customer service.



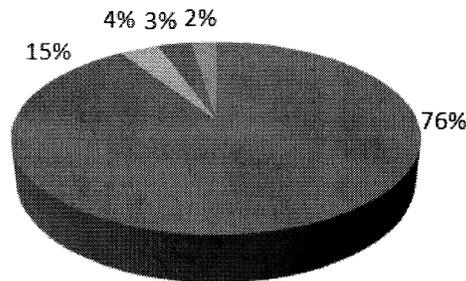
**Success Measures:**

- The percentage of respondents to ISSD’s online customer support survey indicating they are satisfied or very satisfied with services will sustain a monthly average of 85% or better.

*Status: Survey responses from July 2013 through May 2014 indicate an overall satisfaction average of 91%, which tallied as 15% satisfied and 76% very satisfied with services. (See chart below.)*

**Overall Satisfaction**

- 1 - Very Satisfied    ■ 2 - Satisfied    ■ 3 - Average
- 4 - Dissatisfied    ■ 5 - Very Dissatisfied



- Monthly data circuit cost relative to growth in Wide Area Network (WAN) capacity. (Also included in the Department’s Core Metrics under Services and Enterprise Support Administration as OIX.1, now posted on the Intranet at <http://ppa.dshs.wa.lcl/CoreMetrics/Pages/ExcelNEW.aspx>)

*Status as of the end of June 2014: DSHS has upgraded 79% of its network circuits with high capacity circuits, achieving an 11% increase in WAN capacity since May 2013 at a current cost to capacity ratio of \$2.43. This is well under the target of \$3.20 per available gigabyte/per day for the DSHS remote data network.*

**Action Plan:**

- Use ISSD Service Desk reporting as feedback to identify opportunities to improve service delivery such as service backlogs, high levels of equipment/software failures and incidents, change management, and improved customer communications.

*Status: The ISSD Service Desk reports out on all ISSD services to identify areas for continual service improvement in accordance with ITIL IT Best Practice. These reports include:*

- Incident Management
- Problem Management
- Request Fulfillment
- Change and Release Management

*These monthly reports are posted on the Division’s Intranet page to help staff identify areas in*

*need of improvement, and opportunities for equipment upgrades, staff training, and improved customer communications.*

- Continue to monitor WAN Core Metrics to improve planning for future network upgrades.

*Status as of July 17, 2014: We are currently monitoring metrics to assess next candidates for WAN circuit upgrades. Will confirm priorities with DSHS IT Directors Group in October/November 2014 and implement identified upgrades by the end of June 2016.*

- Tie ISSD-managed information technology projects and initiatives to the Department's strategic plan.

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**Strategic Objective 5.11:** Establish and provide easy access for the public and staff to information about DSHS. (Communications Office)

**Importance:** The DSHS website is a strong coordinated communications and outreach vehicle. Staff, clients, stakeholders, legislators and the media all visit the website to use and learn about DSHS programs and services. It is an important tool to demonstrate DSHS achievements and increase positive awareness and public support for DSHS' mission.

**Success Measures:**

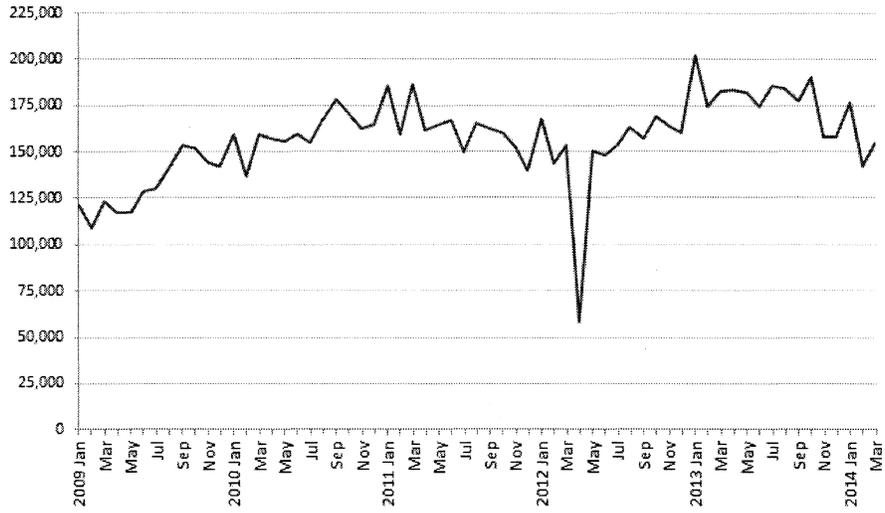
- Increase the number of hits on the DSHS website from 2.5 million in 2012 to 3.5 million by July 2015.
- Increase ratings on client and staff surveys regarding perceptions of DSHS and DSHS services by 2015. (Note: also a **Results Washington** goal.)

**Action Plan:**

- Complete the rebuild of the DSHS website by December 2014.
- Market website changes to staff and the public in 2015.



CHART 5.11 Number of visits to DSHS internet home page





# **Special Reports**

## **B9 Revenue Estimate System**

***DSHS Budget Division***

State of Washington  
**Department of Social and Health Services**  
**Agency Revenue Details**

**Budget Period:** 2015-17

**Version:** K1 110 2015-17 Final 2-YR LEG Budget

Hide DP Detail

**Agency Level**

**Supporting and Non Supporting Revenue**

CODES			CURRENT BIENNIUM		ENSUING BIENNIUM			
FUND	SOURCE	SOURCE TITLE			MAINTENANCE LEVEL/ CARRY FORWARD LEVEL		PERFORMANCE LEVEL	
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017
<b>001</b>								
001-2	0310	Department of Agriculture						
001-2	561	Food Stamp Program (50%) - E61L	2,732,000	2,790,000	2,827,000	2,986,000	2,827,000	2,986,000
<b>Subtotal Source 0310</b>			<b>2,732,000</b>	<b>2,790,000</b>	<b>2,827,000</b>	<b>2,986,000</b>	<b>2,827,000</b>	<b>2,986,000</b>
001-2	0316	Department of Justice						
001-2	727	Combat Underage Drinking (100%) - 727B	9,000	4,000	9,000	4,000	9,000	4,000
001-2	0384	Department of Education						
001-2	126	Rehabilitation Svs - Basic Supp (A) (100%) - 126B	562,000	562,000	562,000	562,000	562,000	562,000
001-2	0393	Depart of Health & Human Serv						
001-2	044	OAA Title III(B) - Sppt Svcs & Senior Cntrs (100%) - 044B	13,000	13,000	13,000	13,000	13,000	13,000
001-2	052	OAA Ttl III(E)-Nat Fam Caregiver Supp Prg (75%) - 052G	9,000	9,000	9,000	9,000	9,000	9,000
001-2	275	Access to Recovery (100%) - 275B	6,000	6,000	6,000	6,000	6,000	6,000
001-2	566	Refugee & Entrant Assist-St Admin'd Prog(D)(100%) - 566B	22,000	22,000	22,000	22,000	22,000	22,000
001-2	584	Refugee Targeted Assistance (100%) - 584B	4,000	4,000	4,000	4,000	4,000	4,000
001-2	599	Education & Training Voucher - 599B	18,000	18,000	18,000	18,000	18,000	18,000
001-2	643	Children's Justice Grants to Sts(A)(100%) - 643B	2,000	2,000	2,000	2,000	2,000	2,000
001-2	669	Child Abuse and Neglect State Grants (100%) - 669B	13,000	13,000	13,000	13,000	13,000	13,000

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**Hide DP Detail**

**Agency Level**

**Supporting and Non Supporting Revenue**

CODES			CURRENT BIENNIUM		ENSUING BIENNIUM			
FUND	SOURCE	SOURCE TITLE			MAINTENANCE LEVEL/ CARRY FORWARD LEVEL		PERFORMANCE LEVEL	
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017
001-2	671	Family Violence Prevention and Svs (100%) - 671B	3,000	3,000	3,000	3,000	3,000	3,000
001-2	674	Independent Living (100%) - 674B	5,000	5,000	5,000	5,000	5,000	5,000
001-2	777	TXVIII & TXIX Survey & Certification (100%) - 777B	92,000	92,000	92,000	92,000	92,000	92,000
001-2	777	TXVIII & TXIX Survey & Certification (50%) - 777L	58,000	58,000	58,000	58,000	58,000	58,000
<b>Subtotal Subsource 777</b>			<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
001-2	958	Community Mental Health Block Grant (100%) - 958B	3,000	3,000	3,000	3,000	3,000	3,000
001-2	959	Substance Abuse Prev & Trmt BG (SAPT) (100%) - 959B	54,000	54,000	54,000	54,000	54,000	54,000
001-A	563	Title IV-D Child Support Enforcement (A) (66%) - 563I	1,297,000	1,297,000	1,297,000	1,297,000	1,297,000	1,297,000
001-A	645	Title IV B-Child Welfare Svs-St Grants(A) (75%) - 645G	50,000	50,000	50,000	50,000	50,000	50,000
001-A	658	Title IV-E-Foster Care (50%) - 658L	1,669,000	1,666,000	1,670,000	1,666,000	1,670,000	1,666,000
001-A	659	Title IV-E Adoption Assistance (50%) - 659L	201,000	201,000	201,000	201,000	201,000	201,000
001-C	778	Title XIX Admin (50%) - 19UL	6,824,000	6,722,000	9,118,000	9,017,000	11,652,000	11,902,000
001-D	558	Temp Assist for Needy Families (TANF) (100%) - 558B	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000
<b>Subtotal Source 0393</b>			<b>12,713,000</b>	<b>12,608,000</b>	<b>15,008,000</b>	<b>14,903,000</b>	<b>17,542,000</b>	<b>17,788,000</b>
001-2	0396	Social Security Administration						
001-2	001	Social Security Disability Ins (100%) - 001B	702,000	707,000	702,000	707,000	702,000	707,000
001-2	03XX							

State of Washington  
 Department of Social and Health Services  
**Agency Revenue Details**

**Budget Period:** 2015-17

**Version:** K1 110 2015-17 Final 2-YR LEG Budget

Hide DP Detail

**Agency Level**

**Supporting and Non Supporting Revenue**

CODES			CURRENT BIENNIUM		ENSUING BIENNIUM			
FUND	SOURCE	SOURCE TITLE			MAINTENANCE LEVEL/ CARRY FORWARD LEVEL		PERFORMANCE LEVEL	
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017
001-2	005	Fed Entered as Lidded (various%) - FLIV	1,882,000	1,768,000				
<b>Subtotal Source 03XX</b>			<b>1,882,000</b>	<b>1,768,000</b>				
001	0416	Sale of Property - Other						
001	0416	State & Misc Revenue			27,000	27,000	27,000	27,000
<b>Subtotal Source 0416</b>					<b>27,000</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>
001	0420	Charges for Services						
001	0420	State & Misc Revenue			146,000	146,000	146,000	146,000
<b>Subtotal Source 0420</b>					<b>146,000</b>	<b>146,000</b>	<b>146,000</b>	<b>146,000</b>
001	0499	Other Revenue						
001	0499	State & Misc Revenue			10,000	10,000	10,000	10,000
<b>Subtotal Source 0499</b>					<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
001-7	0541	Contributions and Grants						
001-7	000	Contributions & Grants - 5417	327,000	327,000	327,000	327,000	327,000	327,000
<b>Total Fund 001</b>			<b>18,927,000</b>	<b>18,766,000</b>	<b>19,618,000</b>	<b>19,672,000</b>	<b>22,152,000</b>	<b>22,557,000</b>

**GRAND TOTAL**

**18,927,000**

**18,766,000**

**19,618,000**

**19,672,000**

**22,152,000**

**22,557,000**



# **Special Reports**

## **Federal Funding Estimates**

***DSHS Budget Division***

	Code	Title
AGENCY	300-110	DSHS Administrative & Supporting Services

### 2015-17 Federal Funding Estimates Summary

CFDA NO.*	Agency	Federal Fiscal Year	State Fiscal Year	State Match Amounts	State Match Source
	<b>Administrative &amp; Supporting Services</b>				
	<b>FY 2014</b>	<b>16,706,250</b>	<b>16,718,000</b>	<b>12,171,818</b>	
	<b>FY 2015</b>	<b>17,913,750</b>	<b>16,671,000</b>	<b>12,124,818</b>	
	<b>FY 2016</b>	<b>21,743,250</b>	<b>21,642,000</b>	<b>17,095,818</b>	
	<b>FY 2017</b>	<b>22,047,000</b>	<b>22,047,000</b>	<b>17,500,818</b>	
10.561	<b>Dept of Agriculture</b>				
	<b>Food Stmp (50%)</b>				
	<b>FY 2014</b>	<b>2,746,500</b>	<b>2,732,000</b>	<b>2,732,000</b>	
	<b>FY 2015</b>	<b>2,799,250</b>	<b>2,790,000</b>	<b>2,790,000</b>	
	<b>FY 2016</b>	<b>2,866,750</b>	<b>2,827,000</b>	<b>2,827,000</b>	
	<b>FY 2017</b>	<b>2,986,000</b>	<b>2,986,000</b>	<b>2,986,000</b>	
16.727	<b>Dept of Justice</b>				
	<b>CmbtYthDrinkg(100%)</b>				
	<b>FY 2014</b>	<b>7,750</b>	<b>9,000</b>	<b>-</b>	
	<b>FY 2015</b>	<b>5,250</b>	<b>4,000</b>	<b>-</b>	
	<b>FY 2016</b>	<b>7,750</b>	<b>9,000</b>	<b>-</b>	
	<b>FY 2017</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	
84.126	<b>Dept of Education</b>				
	<b>VR Basic (100%)</b>				
	<b>FY 2014</b>	<b>562,000</b>	<b>562,000</b>	<b>-</b>	
	<b>FY 2015</b>	<b>562,000</b>	<b>562,000</b>	<b>-</b>	
	<b>FY 2016</b>	<b>562,000</b>	<b>562,000</b>	<b>-</b>	
	<b>FY 2017</b>	<b>562,000</b>	<b>562,000</b>	<b>-</b>	
93.044	<b>Health &amp; Human Svc</b>				
	<b>T3B-Sp Sv/Sn (100%)</b>				
	<b>FY 2014</b>	<b>13,000</b>	<b>13,000</b>	<b>-</b>	
	<b>FY 2015</b>	<b>13,000</b>	<b>13,000</b>	<b>-</b>	
	<b>FY 2016</b>	<b>13,000</b>	<b>13,000</b>	<b>-</b>	
	<b>FY 2017</b>	<b>13,000</b>	<b>13,000</b>	<b>-</b>	
93.052	<b>T3E-Nt Fm Crg (75%)</b>				
	<b>FY 2014</b>	<b>9,000</b>	<b>9,000</b>	<b>3,000</b>	<b>001-1</b>
	<b>FY 2015</b>	<b>9,000</b>	<b>9,000</b>	<b>3,000</b>	<b>001-1</b>
	<b>FY 2016</b>	<b>9,000</b>	<b>9,000</b>	<b>3,000</b>	<b>001-1</b>
	<b>FY 2017</b>	<b>9,000</b>	<b>9,000</b>	<b>3,000</b>	<b>001-1</b>
93.275	<b>Access to Rcvy(100%)</b>				
	<b>FY 2014</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	
	<b>FY 2015</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	
	<b>FY 2016</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	
	<b>FY 2017</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	

	Code	Title
AGENCY	300-110	DSHS Administrative & Supporting Services

### 2015-17 Federal Funding Estimates Summary

CFDA NO.*	Agency	Federal Fiscal Year	State Fiscal Year	State Match Amounts	State Match Source
93.558	<b>Health &amp; Human Svc</b>				
	<b>TANF (100%)</b>				
	FY 2014	2,370,000	2,370,000	-	
	FY 2015	2,370,000	2,370,000	-	
	FY 2016	2,370,000	2,370,000	-	
	FY 2017	2,370,000	2,370,000	-	
93.563	<b>T4D Sup Enf (66%)</b>				
	FY 2014	1,297,000	1,297,000	668,151	001-1
	FY 2015	1,297,000	1,297,000	668,151	001-1
	FY 2016	1,297,000	1,297,000	668,151	001-1
	FY 2017	1,297,000	1,297,000	668,151	001-1
93.566	<b>Refugee/Ent (100%)</b>				
	FY 2014	22,000	22,000	-	
	FY 2015	22,000	22,000	-	
	FY 2016	22,000	22,000	-	
	FY 2017	22,000	22,000	-	
93.584	<b>Refu Tgtd A (100%)</b>				
	FY 2014	4,000	4,000	-	
	FY 2015	4,000	4,000	-	
	FY 2016	4,000	4,000	-	
	FY 2017	4,000	4,000	-	
93.599	<b>Edu &amp; Traing Voucher</b>				
	FY 2014	18,000	18,000	-	
	FY 2015	18,000	18,000	-	
	FY 2016	18,000	18,000	-	
	FY 2017	18,000	18,000	-	
93.643	<b>Chld Justice (100%)</b>				
	FY 2014	2,000	2,000	-	
	FY 2015	2,000	2,000	-	
	FY 2016	2,000	2,000	-	
	FY 2017	2,000	2,000	-	
93.645	<b>T4B Chld WF (75%)</b>				
	FY 2014	50,000	50,000	16,667	001-1
	FY 2015	50,000	50,000	16,667	001-1
	FY 2016	50,000	50,000	16,667	001-1
	FY 2017	50,000	50,000	16,667	001-1
93.658	<b>T4E Fstr Care(50%)</b>				
	FY 2014	1,668,250	1,669,000	1,669,000	001-1
	FY 2015	1,667,000	1,666,000	1,666,000	001-1
	FY 2016	1,669,000	1,670,000	1,670,000	001-1
	FY 2017	1,666,000	1,666,000	1,666,000	001-1

	Code	Title
AGENCY	300-110	DSHS Administrative & Supporting Services

### 2015-17 Federal Funding Estimates Summary

CFDA NO.*	Agency	Federal Fiscal Year	State Fiscal Year	State Match Amounts	State Match Source
93.659	<b>Health &amp; Human Svc</b>				
	<b>T4E Adopt Ast (50%)</b>				
	FY 2014	201,000	201,000	201,000	001-1
	FY 2015	201,000	201,000	201,000	001-1
	FY 2016	201,000	201,000	201,000	001-1
	FY 2017	201,000	201,000	201,000	001-1
93.669	<b>Chld Abu (100%)</b>				
	FY 2014	13,000	13,000	-	
	FY 2015	13,000	13,000	-	
	FY 2016	13,000	13,000	-	
	FY 2017	13,000	13,000	-	
93.671	<b>Fam Viol Prv (100%)</b>				
	FY 2014	3,000	3,000	-	
	FY 2015	3,000	3,000	-	
	FY 2016	3,000	3,000	-	
	FY 2017	3,000	3,000	-	
93.674	<b>Ind Lvg (100%)</b>				
	FY 2014	5,000	5,000	-	
	FY 2015	5,000	5,000	-	
	FY 2016	5,000	5,000	-	
	FY 2017	5,000	5,000	-	
93.777	<b>Hlth Provider (100%)</b>				
	FY 2014	92,000	92,000	-	
	FY 2015	92,000	92,000	-	
	FY 2016	92,000	92,000	-	
	FY 2017	92,000	92,000	-	
93.777	<b>Hlth Provider (50%)</b>				
	FY 2014	58,000	58,000	58,000	001-1
	FY 2015	58,000	58,000	58,000	001-1
	FY 2016	58,000	58,000	58,000	001-1
	FY 2017	58,000	58,000	58,000	001-1
93.778	<b>T19 Admin (50%)</b>				
	FY 2014	6,798,500	6,824,000	6,824,000	001-1
	FY 2015	7,954,500	6,722,000	6,722,000	001-1
	FY 2016	11,714,500	11,652,000	11,652,000	001-1
	FY 2017	11,902,000	11,902,000	11,902,000	001-1
93.958	<b>Com MH BG (100%)</b>				
	FY 2014	3,000	3,000	-	
	FY 2015	3,000	3,000	-	
	FY 2016	3,000	3,000	-	
	FY 2017	3,000	3,000	-	

	<b>Code</b>	<b>Title</b>
AGENCY	<b>300-110</b>	<b>DSHS Administrative &amp; Supporting Services</b>

**2015-17 Federal Funding Estimates Summary**

<b>CFDA NO.*</b>	<b>Agency</b>	<b>Federal Fiscal Year</b>	<b>State Fiscal Year</b>	<b>State Match Amounts</b>	<b>State Match Source</b>
93.959	<b>Health &amp; Human Svc</b>				
	<b>SAPT BG (100%)</b>				
	<b>FY 2014</b>	54,000	54,000	-	
	<b>FY 2015</b>	54,000	54,000	-	
	<b>FY 2016</b>	54,000	54,000	-	
	<b>FY 2017</b>	54,000	54,000	-	
96.001	<b>Social Security Admi</b>				
	<b>SS Disab Ins (100%)</b>				
	<b>FY 2014</b>	703,250	702,000	-	
	<b>FY 2015</b>	705,750	707,000	-	
	<b>FY 2016</b>	703,250	702,000	-	
	<b>FY 2017</b>	707,000	707,000	-	

\* Catalog of Federal Domestic Assistance

Revised: June 2014

(Chapter 32, Laws of 2013) requires that designated agencies submit additional information related to receipt of federal funds. These requirements include:

- a) Report the aggregate value of federal receipts the agency estimated for the ensuing biennium,
- b) Develop plans for operating the designated state agency if there is a reduction of:
  - i. Five percent or more in the federal receipts that the agency receives; and
  - ii. Twenty-five percent or more in the federal receipts that the designated state agency receives.

**Instructions for Item F**

Provide the probability that the grant will be subject to a reduction.

From 1: Not likely; Congress has authorized the act that provides for the funding for the 2015-17 biennium

To 5: All indications are the grant will be reduced, eliminated, or terminated

**Instructions for Item G:**

Provide the following actions agencies will take if grant is reduced during the 2015-17 biennium

- 1. Reduce administrative expenditures
- 2. Reduce pass-through funding to grant recipients
- 3. Lay off state employees
- 4. Reduce program, client services and/or eligibility
- 5. End the program

**Agencies subject to this requirement:**

- Department of Social and Health Services
- Department of Health
- The Health Care Authority
- Department of Commerce
- Department of Ecology
- Department of Fish and Wildlife
- Department of Early Learning
- Office of Superintendent of Public Instruction
- ✓ For each school district within the state.

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AGENCY		Code	Title						

**PROPOSED 2015-17 Federal Funding Estimates Summary for SSB 5804**

CFDA NO.*	Agency	A) Federal Fiscal Year	B) State Fiscal Year	C) Federal Funds % of Agency Budget for State FY	D) Federal Grant Projections Under a 5% Reduction from FY 2015	E) Federal Grant Projections Under a 25% Reduction from FY 2015	F) Probability Grant Will be Subject to Reduction (1-5)	G) Agency Plans to Implement Reduction (Categories 1 to 5)	Comments
<b>Agency Total</b>									
	FY 2014	0	0	0	0	0			
	FY 2015	0	0	0	0	0			
	FY 2016	0	0	0	0	0			
	FY 2017	0	0	0	0	0			
<b>Federal Agency Name</b>									
#####	FY 2014								Comment
	FY 2015								

AGENCY	Code	Title
	300-110	DSHS Administrative & Supporting Services

**PROPOSED 2015-17 Federal Funding Estimates Summary for SSB 5804**

CFDA NO.*	Agency	A) Federal Fiscal Year	B) State Fiscal Year	C) Federal Funds % of Agency Budget for State FY	D) Federal Grant Projections Under a 5% Reduction from FY 2015	E) Federal Grant Projections Under a 25% Reduction from FY 2015	F) Probability Grant Will be Subject to Reduction (1 to 5)	G) Agency Plans to Implement Reduction (Categories 1 to 5)	Comments
<b>Administrative &amp; Supporting Services Total</b>									
	FY 2014	16,706,250	16,718,000	57.87%	126,350	99,750			
	FY 2015	17,913,750	16,671,000	57.89%	126,350	99,750			
	FY 2016	21,743,250	21,642,000	55.87%	126,350	99,750			
	FY 2017	22,047,000	22,047,000	55.75%	126,350	99,750			
10.561	<b>Dept of Agriculture</b> Food Stmp								Comment:
	FY 2014	2,746,500	2,732,000	50.00%	-	-	1		
	FY 2015	2,799,250	2,790,000	50.00%	-	-	1		
	FY 2016	2,866,750	2,827,000	50.00%	-	-	1		
	FY 2017	2,986,000	2,986,000	50.00%	-	-	1		
16.727	<b>Dept of Justice</b> CmbtYthDrinkg								Comment:
	FY 2014	7,750	9,000	100.00%	-	-	1		
	FY 2015	5,250	4,000	100.00%	-	-	1		
	FY 2016	7,750	9,000	100.00%	-	-	1		
	FY 2017	4,000	4,000	100.00%	-	-	1		
84.126	<b>Dept of Education</b> VR Basic								Comment:
	FY 2014	562,000	562,000	100.00%	-	-	1		
	FY 2015	562,000	562,000	100.00%	-	-	1		
	FY 2016	562,000	562,000	100.00%	-	-	1		
	FY 2017	562,000	562,000	100.00%	-	-	1		
93.044	<b>Health &amp; Human Svc</b> T3B-Sp Sv/Sn								Comment:
	FY 2014	13,000	13,000	100.00%	12,350	9,750	3	4	
	FY 2015	13,000	13,000	100.00%	12,350	9,750	3	4	
	FY 2016	13,000	13,000	100.00%	12,350	9,750	3	4	
	FY 2017	13,000	13,000	100.00%	12,350	9,750	3	4	
93.052	<b>T3E-Nt Fm Crg</b>								Comment:
	FY 2014	9,000	9,000	75.00%	8,550	6,750	3	4	
	FY 2015	9,000	9,000	75.00%	8,550	6,750	3	4	
	FY 2016	9,000	9,000	75.00%	8,550	6,750	3	4	
	FY 2017	9,000	9,000	75.00%	8,550	6,750	3	4	
93.275	<b>Access to Rcvy</b>								Comment:
	FY 2014	6,000	6,000	100.00%	-	-	1		
	FY 2015	6,000	6,000	100.00%	-	-	1		
	FY 2016	6,000	6,000	100.00%	-	-	1		
	FY 2017	6,000	6,000	100.00%	-	-	1		

AGENCY	Code	Title
	300-110	DSHS Administrative & Supporting Services

**PROPOSED 2015-17 Federal Funding Estimates Summary for SSB 5804**

CFDA NO.*	Agency	A) Federal Fiscal Year	B) State Fiscal Year	C) Federal Funds % of Agency Budget for State FY	D) Federal Grant Projections Under a 5% Reduction from FY 2015	E) Federal Grant Projections Under a 25% Reduction from FY 2015	F) Probability Grant Will be Subject to Reduction (1 to 5)	G) Agency Plans to Implement Reduction (Categories 1 to 5)	Comments
93.558	TANF								Comment:
	FY 2014	2,370,000	2,370,000	100.00%	-	-	1		
	FY 2015	2,370,000	2,370,000	100.00%	-	-	1		
	FY 2016	2,370,000	2,370,000	100.00%	-	-	1		
	FY 2017	2,370,000	2,370,000	100.00%	-	-	1		
93.563	Health & Human Svc T4D Sup Enf								Comment:
	FY 2014	1,297,000	1,297,000	66.00%	-	-	1		
	FY 2015	1,297,000	1,297,000	66.00%	-	-	1		
	FY 2016	1,297,000	1,297,000	66.00%	-	-	1		
	FY 2017	1,297,000	1,297,000	66.00%	-	-	1		
93.566	Refugee/Ent								Comment:
	FY 2014	22,000	22,000	100.00%	-	-	1		
	FY 2015	22,000	22,000	100.00%	-	-	1		
	FY 2016	22,000	22,000	100.00%	-	-	1		
	FY 2017	22,000	22,000	100.00%	-	-	1		
93.584	Refu Tgtd A								Comment:
	FY 2014	4,000	4,000	100.00%	3,800	3,000	3	4	
	FY 2015	4,000	4,000	100.00%	3,800	3,000	3	4	
	FY 2016	4,000	4,000	100.00%	3,800	3,000	3	4	
	FY 2017	4,000	4,000	100.00%	3,800	3,000	3	4	
93.599	Edu & Traing Voucher								Comment:
	FY 2014	18,000	18,000	100.00%	-	-	1		
	FY 2015	18,000	18,000	100.00%	-	-	1		
	FY 2016	18,000	18,000	100.00%	-	-	1		
	FY 2017	18,000	18,000	100.00%	-	-	1		
93.643	Chld Justice								Comment:
	FY 2014	2,000	2,000	100.00%	-	-	1		
	FY 2015	2,000	2,000	100.00%	-	-	1		
	FY 2016	2,000	2,000	100.00%	-	-	1		
	FY 2017	2,000	2,000	100.00%	-	-	1		
93.645	T4B Chld WF								Comment:
	FY 2014	50,000	50,000	75.00%	47,500	37,500	3	4	
	FY 2015	50,000	50,000	75.00%	47,500	37,500	3	4	
	FY 2016	50,000	50,000	75.00%	47,500	37,500	3	4	
	FY 2017	50,000	50,000	75.00%	47,500	37,500	3	4	

AGENCY	Code	Title
	300-110	DSHS Administrative & Supporting Services

**PROPOSED 2015-17 Federal Funding Estimates Summary for SSB 5804**

CFDA NO.*	Agency	A) Federal Fiscal Year	B) State Fiscal Year	C) Federal Funds % of Agency Budget for State FY	D) Federal Grant Projections Under a 5% Reduction from FY 2015	E) Federal Grant Projections Under a 25% Reduction from FY 2015	F) Probability Grant Will be Subject to Reduction (1 to 5)	G) Agency Plans to Implement Reduction (Categories 1 to 5)	Comments
93.658	T4E FstrCare								Comment:
	FY 2014	1,668,250	1,669,000	50.00%	-	-	1		
	FY 2015	1,667,000	1,666,000	50.00%	-	-	1		
	FY 2016	1,669,000	1,670,000	50.00%	-	-	1		
	FY 2017	1,666,000	1,666,000	50.00%	-	-	1		
93.659	T4E Adopt Ast								Comment:
	FY 2014	201,000	201,000	50.00%	-	-	1		
	FY 2015	201,000	201,000	50.00%	-	-	1		
	FY 2016	201,000	201,000	50.00%	-	-	1		
	FY 2017	201,000	201,000	50.00%	-	-	1		
93.669	Health & Human Svc Chld Abu								Comment:
	FY 2014	13,000	13,000	100.00%	-	-	1		
	FY 2015	13,000	13,000	100.00%	-	-	1		
	FY 2016	13,000	13,000	100.00%	-	-	1		
	FY 2017	13,000	13,000	100.00%	-	-	1		
93.671	Fam Viol Prv								Comment:
	FY 2014	3,000	3,000	100.00%	-	-	1		
	FY 2015	3,000	3,000	100.00%	-	-	1		
	FY 2016	3,000	3,000	100.00%	-	-	1		
	FY 2017	3,000	3,000	100.00%	-	-	1		
93.674	Ind Lvg								Comment:
	FY 2014	5,000	5,000	100.00%	-	-	1		
	FY 2015	5,000	5,000	100.00%	-	-	1		
	FY 2016	5,000	5,000	100.00%	-	-	1		
	FY 2017	5,000	5,000	100.00%	-	-	1		
93.777	Hlth Provider								Comment:
	FY 2014	150,000	150,000	72.12%	-	-	1		
	FY 2015	150,000	150,000	72.12%	-	-	1		
	FY 2016	150,000	150,000	72.12%	-	-	1		
	FY 2017	150,000	150,000	72.12%	-	-	1		
93.778	T19 Assist								Comment:
	FY 2014	6,798,500	6,824,000	50.00%	-	-	1		
	FY 2015	7,954,500	6,722,000	50.00%	-	-	1		
	FY 2016	11,714,500	11,652,000	50.00%	-	-	1		
	FY 2017	11,902,000	11,902,000	50.00%	-	-	1		

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	<b>Code</b>	<b>Title</b>
AGENCY	300-110	DSHS Administrative & Supporting Services

**PROPOSED 2015-17 Federal Funding Estimates Summary for SSB 5804**

CFDA NO.*	Agency	A) Federal Fiscal Year	B) State Fiscal Year	C) Federal Funds % of Agency Budget for State FY	D) Federal Grant Projections Under a 5% Reduction from FY 2015	E) Federal Grant Projections Under a 25% Reduction from FY 2015	F) Probability Grant Will be Subject to Reduction (1 to 5)	G) Agency Plans to Implement Reduction (Categories 1 to 5)	Comments
93.958	Com MH BG								Comment:
	FY 2014	3,000	3,000	100.00%	2,850	2,250	3	4	
	FY 2015	3,000	3,000	100.00%	2,850	2,250	3	4	
	FY 2016	3,000	3,000	100.00%	2,850	2,250	3	4	
	FY 2017	3,000	3,000	100.00%	2,850	2,250	3	4	
93.959	SAPT BG								Comment:
	FY 2014	54,000	54,000	100.00%	51,300	40,500	3	4	
	FY 2015	54,000	54,000	100.00%	51,300	40,500	3	4	
	FY 2016	54,000	54,000	100.00%	51,300	40,500	3	4	
	FY 2017	54,000	54,000	100.00%	51,300	40,500	3	4	
96.001	Social Security Admi SS Disab Ins								Comment:
	FY 2014	703,250	702,000	100.00%	-	-	1		
	FY 2015	705,750	707,000	100.00%	-	-	1		
	FY 2016	703,250	702,000	100.00%	-	-	1		
	FY 2017	707,000	707,000	100.00%	-	-	1		

\* Catalog of Federal Domestic Assistance

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