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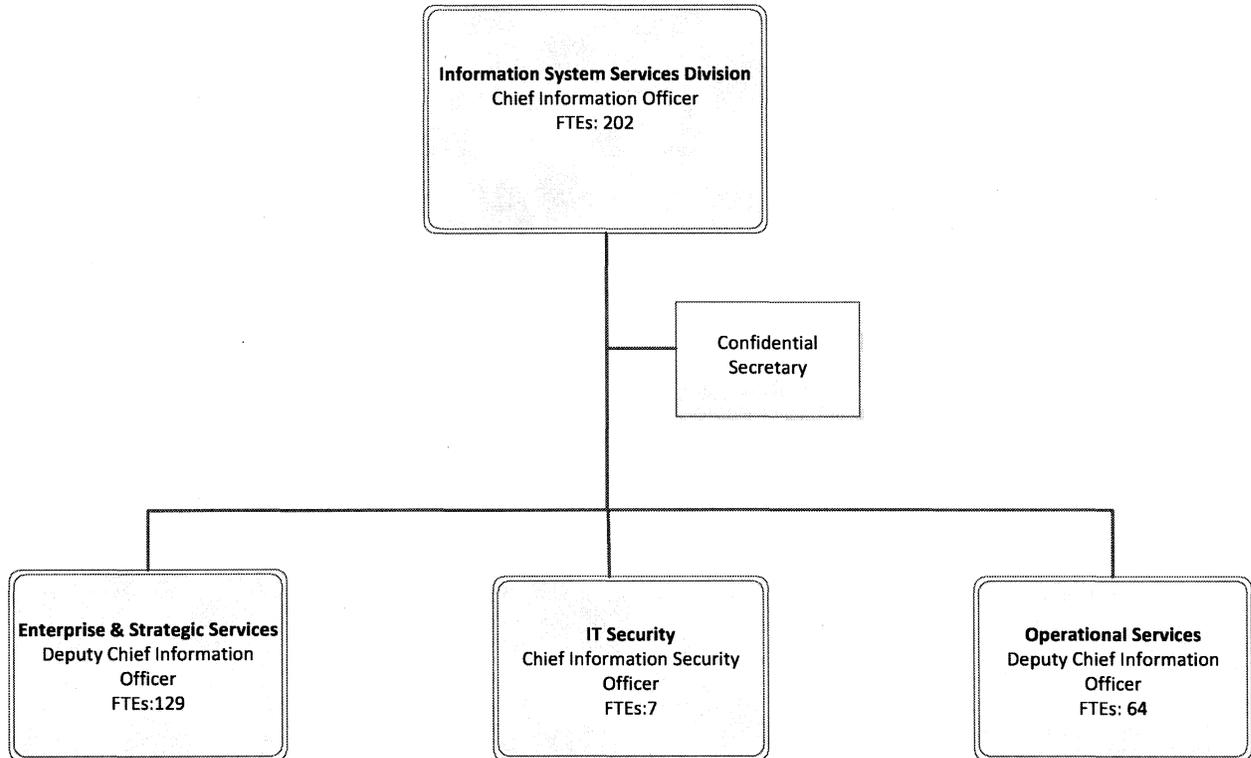
 Strategic Plan

**Information
system Services
Division**

Program 150

DSHS Budget Division

Department of Social and Health Services
Services and Enterprise Support Administration
Information System Services Division
Operational Services



September 2014

Recommendation Summary

Version: P1 - 150 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
CB - Current Biennium						
00	Current Biennium Base	0	198.4	0	0	0
01	Corrections to CB Base	0	0.0	0	0	0
	SubTotal CB		198.4	0	0	0
	Cumulative Total Thru CB		198.4	0	0	0
CL - Carry Forward Level						
02	Carry Forward Adjustments	0	0.3	0	0	0
	SubTotal CL		0.3	0	0	0
	Cumulative Total Thru CL		198.6	0	0	0
M1 - Mandatory Caseload and Enrollment Changes						
94	Mandatory Workload Adjustments	0	0.0	0	0	0
	SubTotal M1		0.0	0	0	0
	Cumulative Total Thru M1		198.6	0	0	0
M2 - Inflation and Other Rate Changes						
1A	Child Protective Services Staffing	0	0.0	0	0	0
1B	Braam Compliance	0	0.0	0	0	0
21	Safety/Security at Facilities	0	0.0	0	0	0
24	Public Disclosure/Record Management	0	0.0	0	0	0
29	Achieving PREA Compliance	0	0.0	0	0	0
39	Nursing Hours for Required Training	0	0.0	0	0	0
3A	ProviderOne	0	0.0	0	0	0
3B	JLARC Statutory Compliance	0	0.0	0	0	0
3F	Competency Restoration Ward	0	0.0	0	0	0
42	RHC Medicaid Compliance	0	0.0	0	0	0
43	SOLA	0	0.0	0	0	0
44	Basic Plus Expansion	0	0.0	0	0	0
45	Implement Community First Choice	0	0.0	0	0	0
46	IFS Expansion	0	0.0	0	0	0
50	State Hospital Discharge	0	0.0	0	0	0
51	IT Security Requirements	0	0.0	0	0	0
52	RCS Investigations & Licensing	0	0.0	0	0	0
58	Complaint Resolution Unit	0	0.0	0	0	0
5B	Nursing Home Investigations	0	0.0	0	0	0
60	ACA Impact on Eligibility Work	0	0.0	0	0	0
61	ESAR - Phase II and III	0	0.0	0	0	0
6B	Interface with New EBT Vendor	0	0.0	0	0	0
73	Behavioral Health Service Data	0	0.0	0	0	0
7C	Staff - Secure Community Transition	0	0.0	0	0	0
7D	Open	0	0.0	0	0	0
85	Telecommunication Sys Modernization	0	1.0	0	0	0
8M	Mileage Rate Adjustments	0	0.0	0	0	0
8P	Postage Rate Adjustments	0	0.0	0	0	0
9T	Transfers	0	0.0	0	0	0
	SubTotal M2		1.0	0	0	0
	Cumulative Total Thru M2		199.6	0	0	0

Recommendation Summary

Budget Period:2015-17
 Budget Level Criteria: ALL

Version: P1 - 150 2015-17 Final 2-YR LEG Budget

Dollars in Thousands	Agency Priority	Annual Avg FTEs	General Fund State	Other Funds	Total Funds
PL - Performance Level					
C0	Minimum Release Youth with Parole	0	0.0	0	0
C1	Community Placement FTE	0	0.0	0	0
C2	SCC - King County SCTF	0	0.0	0	0
C3	SCC Administrative Services	0	0.0	0	0
C4	SCC Health Services	0	0.0	0	0
CA	Transition Specialist	0	0.0	0	0
I0	Increase AFH License Fee	0	0.0	0	0
K0	WA Telephone Assistance Program	0	0.0	0	0
K1	TANF - Participation Incentive	0	0.0	0	0
K2	Most Wanted Website	0	0.0	0	0
K3	Home Visiting Programs	0	0.0	0	0
K5	Call Center Staffing	0	0.0	0	0
KA	Aged, Blind or Disabled (ABD) Prog	0	0.0	0	0
N0	Family Assessment Response	0	0.0	0	0
N1	Discovery Staff Support	0	0.0	0	0
N2	Mobile Computing	0	0.0	0	0
N4	Supervised Visitation	0	0.0	0	0
P1	Transition Specialist	0	0.0	0	0
P7	SCC Health Services	0	0.0	0	0
P8	SCC Administrative Services	0	0.0	0	0
P9	SCC - King County SCTF	0	0.0	0	0
PA	Community Placement FTE	0	0.0	0	0
PB	Minimum Release Youth with Parole	0	0.0	0	0
PC	Parole and Community Supervision	0	0.0	0	0
PD	Mental Health Services	0	0.0	0	0
PG	SCC IT Staff	0	0.0	0	0
PH	ACT IT Team	0	0.0	0	0
PJ	Staff - Total Confinement	0	0.0	0	0
R0	Enhanced Training for Hosp Staff	0	0.0	0	0
R1	Psych. Intensive Care Unit (PICU)	0	0.0	0	0
R2	Psychiatric Emergency Response Team	0	0.0	0	0
RF	JLARC Recommendations	0	0.0	0	0
T3	Community Res Rate Adjustments	0	0.0	0	0
T4	DDA Center of Excellence	0	0.0	0	0
V0	Pre-Medicaid Services	0	0.0	0	0
V1	Adult Protective Services	0	0.0	0	0
V6	AFH Technical Assistance	0	0.0	0	0
V7	HealthPath Washington Managed Care	0	0.0	0	0
V9	Increase AFH License Fee	0	0.0	0	0
X2	Aged, Blind or Disabled (ABD) Prog	0	0.0	0	0
X3	Assess Basic Food Enrollment	0	0.0	0	0
X4	Replace Client Receivables System	0	0.0	0	0
X9	Call Center Staffing	0	0.0	0	0
XC	Build IT Capacity	0	0.0	0	0
XD	Home Visiting Programs	0	0.0	0	0
XF	Most Wanted Website	0	0.0	0	0
XG	Two Parent Work Participation	0	0.0	0	0
XJ	WA Telephone Assistance Program	0	0.0	0	0
Z0	Enhanced Internal Auditing Function	0	0.0	0	0

Recommendation Summary

Version: P1 - 150 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
PL - Performance Level					
Z1	Confidential Data Comp with HIPPA	0	0.0	0	0
Z2	Securing Sensitive and Confid Data	0	0.0	0	0
Z3	Building Org Lean Capacity	0	0.0	0	0
Z4	Redesign DSHS Customer WebPages	0	0.0	0	0
Z5	Alleviate Growing Backlog	0	0.0	0	0
Z6	TLA Readiness Project	0	0.0	0	0
Z7	Emergency Preparedness Resp System	0	0.0	0	0
Z8	Agency Content Workflow Mgmt Sys	0	0.0	0	0
Z9	Agency Business Process Management	0	0.0	0	0
ZA	Admin Hearings Legal Mgmt System	0	0.0	0	0
ZB	Geospatial Data and Services	0	0.0	0	0
ZC	Replace Performance Evaluation Syst	0	0.0	0	0
SubTotal PL		0	0.0	0	0
Cumulative Total Thru PL		199.6	0	0	0
Total Proposed Budget		199.6	0	0	0

Recommendation Summary

Budget Period:2015-17

Version: P1 - 150 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
M1 - Mandatory Caseload and Enrollment Changes					
94	Mandatory Workload Adjustments	0.0	0	0	0
	SubTotal M1	0.0	0	0	0
M2 - Inflation and Other Rate Changes					
1A	Child Protective Services Staffing	0.0	0	0	0
1B	Braam Compliance	0.0	0	0	0
21	Safety/Security at Facilities	0.0	0	0	0
24	Public Disclosure/Record Management	0.0	0	0	0
29	Achieving PREA Compliance	0.0	0	0	0
39	Nursing Hours for Required Training	0.0	0	0	0
3A	ProviderOne	0.0	0	0	0
3B	JLARC Statutory Compliance	0.0	0	0	0
3F	Competency Restoration Ward	0.0	0	0	0
42	RHC Medicaid Compliance	0.0	0	0	0
43	SOLA	0.0	0	0	0
44	Basic Plus Expansion	0.0	0	0	0
45	Implement Community First Choice	0.0	0	0	0
46	IFS Expansion	0.0	0	0	0
50	State Hospital Discharge	0.0	0	0	0
51	IT Security Requirements	0.0	0	0	0
52	RCS Investigations & Licensing	0.0	0	0	0
58	Complaint Resolution Unit	0.0	0	0	0
5B	Nursing Home Investigations	0.0	0	0	0
60	ACA Impact on Eligibility Work	0.0	0	0	0
61	ESAR - Phase II and III	0.0	0	0	0
6B	Interface with New EBT Vendor	0.0	0	0	0
73	Behavioral Health Service Data	0.0	0	0	0
7C	Staff - Secure Community Transition	0.0	0	0	0
7D	Open	0.0	0	0	0
85	Telecommunication Sys Modernization	1.0	0	0	0
8M	Mileage Rate Adjustments	0.0	0	0	0
8P	Postage Rate Adjustments	0.0	0	0	0
9T	Transfers	0.0	0	0	0
	SubTotal M2	1.0	0	0	0
Total Proposed M1+M2 Budget		1.0	0	0	0

Department of Social and Health Services

DP Code/Title: M2-85 Telecommunication Sys Modernization
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 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:

Operating Expenditures

FY 1 FY 2 Total

Overall Funding

Program Cost

Total Cost

Staffing

FY 1 FY 2 Annual Avg

Agency FTEs

1.0 1.0 1.0

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

Department of Social and Health Services

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Program Level - 150 Information Systems Services Division

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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 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: P001 Information Systems Services

No measures linked to package

Incremental Changes

FY 1	FY 2
0.00	0.00

Department of Social and Health Services

DP Code/Title: M2-85 Telecommunication Sys Modernization
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

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 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?

Department of Social and Health Services

DP Code/Title: M2-85 Telecommunication Sys Modernization
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

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 receive upgrades.

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding			
A Salaries And Wages	81,000	81,000	162,000
B Employee Benefits	24,000	24,000	48,000
E Goods\Other Services	14,000	14,000	28,000
G Travel	5,000	5,000	10,000
T Intra-Agency Reimbursements	(124,000)	(124,000)	(248,000)
Total Objects	0	0	0

DSHS Source Code Detail

Overall Funding	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund ,			
<u>Sources Title</u>			

Total for Fund

Total Overall Funding

Totals for all funds

Information Technology Addendum

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).

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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

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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

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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: M2-8M Mileage Rate Adjustments
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

Recommendation Summary Text:

The Department of Social and Health Services (DSHS) requests increased funding necessary to reimburse staff and volunteers for private automobile mileage. By funding this request, DSHS will be able to meet its base cost requirements. The number of total miles driven by agency employees and volunteers while conducting official state business has increased steadily since 2012.

Fiscal Detail:

<u>Operating Expenditures</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding			
	<i>Program Cost</i>		
	Total Cost		

Staffing

Package Description:

Current state travel regulations allow a reimbursement rate for the use of privately owned vehicles when traveling on official state businesses (In-Take Referrals for Child Abuse Investigations, Foster Home Visits, Domestic Violence Prevention, and New Employee Trainings, etc). While the reimbursement rate of \$0.560 per mile remained relatively flat compared to previous biennia, the number of total miles driven by agency employees and volunteers while conducting official state business has increased steadily since 2012.

Agency Contact: Charles Wang (360) 902-8154

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Funding this request will strengthen the foundation for the current continuum of care and access to client services across the department.

Performance Measure Detail

Agency Level

Activity: P001 Information Systems 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 one of DSHS Goals:

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:

Department of Social and Health Services

DP Code/Title: M2-8M Mileage Rate Adjustments
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 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 meet 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 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 Mileage Rate Adjustments.xlsb

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>
Overall Funding			
G Travel	11,000	11,000	22,000
T Intra-Agency Reimbursements	(11,000)	(11,000)	(22,000)
Total Objects	0	0	0

State of Washington
Decision Package
Department of Social and Health Services

DP Code/Title: M2-8M Mileage Rate Adjustments
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

DSHS Source Code Detail

Overall Funding	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund ,			
<u>Sources</u> <u>Title</u>			

Total for Fund

Total Overall Funding

Totals for all funds

2015-17 Biennial Budget Mileage Rate Adjustments

Department of Social & Health Services

Program	Year				ISSD - TZ				Total		
	2016	2017	Total		2016	2017	Total		2016	2017	Total
010	255,000	255,000	510,000		2,000	2,000	4,000		257,000	257,000	514,000
020	4,000	4,000	8,000		1,000	1,000	2,000		5,000	5,000	10,000
030	3,000	3,000	6,000		1,000	1,000	2,000		4,000	4,000	8,000
040	42,000	42,000	84,000		1,000	1,000	2,000		43,000	43,000	86,000
050	34,000	34,000	68,000		1,000	1,000	2,000		35,000	35,000	70,000
060	42,000	42,000	84,000		5,000	5,000	10,000		47,000	47,000	94,000
150	11,000	11,000	22,000		(11,000)	(11,000)	(22,000)		0	0	0
Total	391,000	391,000	782,000		0	0	0		391,000	391,000	782,000

State/Other Split

Program	State				Federal				Total		
	2016	2017	Total		2016	2017	Total		2016	2017	Total
010	233,000	233,000	466,000		24,000	24,000	48,000		257,000	257,000	514,000
020	5,000	5,000	10,000		0	0	0		5,000	5,000	10,000
030	4,000	4,000	8,000		0	0	0		4,000	4,000	8,000
040	26,000	26,000	52,000		17,000	17,000	34,000		43,000	43,000	86,000
050	19,000	19,000	38,000		16,000	16,000	32,000		35,000	35,000	70,000
060	31,000	31,000	62,000		16,000	16,000	32,000		47,000	47,000	94,000
150	0	0	0		0	0	0		0	0	0
Total	318,000	318,000	636,000		73,000	73,000	146,000		391,000	391,000	782,000

Department of Social and Health Services

DP Code/Title: M2-8P Postage Rate Adjustments
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 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:

Operating Expenditures

FY 1

FY 2

Total

Overall Funding

Program Cost

Total Cost

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: P001 Information Systems Services

Incremental Changes

FY 1

FY 2

Department of Social and Health Services

DP Code/Title: M2-8P Postage Rate Adjustments
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 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 - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

<u>Object Detail</u>	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding			
E Goods\Other Services	45,000	45,000	90,000
T Intra-Agency Reimbursements	(45,000)	(45,000)	(90,000)
Total Objects	0	0	0

DSHS Source Code Detail

Overall Funding	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund ,			
<u>Sources Title</u>			

Total for Fund

Total Overall Funding

Totals for all funds

**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
Total	553,000	553,000	1,106,000	0	0	0	553,000	553,000	1,106,000

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
Total	372,000	372,000	744,000	181,000	181,000	362,000	553,000	553,000	1,106,000

Department of Social and Health Services

DP Code/Title: M2-9T Transfers

Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 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:

Operating Expenditures

FY 1

FY 2

Total

Overall Funding

Program Cost

Total Cost

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.

Department of Social and Health Services

DP Code/Title: M2-9T Transfers

Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

Office of Deaf and Hard of Hearing (ODHH) Compensation Adjustment-
(Program 100 to Program 050):

Program 100 - Division of Vocational Rehabilitation (DVR) will transfer compensation adjustments for ODHH staff to Program 050 - Aging and Long-Term Support Administration (ALTSA). ODHH was transferred from DVR to ALTSA in the 2014 Supplemental budget. This transfer is for the ODHH 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 ALTSA. The transfer will realign the funding for the ODHH 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: P001 Information Systems 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 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

State of Washington
Decision Package
Department of Social and Health Services

DP Code/Title: M2-9T Transfers
Program Level - 150 Information Systems Services Division

Budget Period: 2015-17 Version: P1 150 2015-17 Final 2-YR LEG Budget

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

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>
Overall Funding			
E Goods\Other Services	(142,000)	(142,000)	(284,000)
T Intra-Agency Reimbursements	142,000	142,000	284,000
Total Objects	0	0	0

DSHS Source Code Detail

Overall Funding	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Fund ,			
Sources Title			

Total for Fund

Total Overall Funding

Totals for all funds

**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
010 Children's Administration												
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)
010 Total	(0.5)	(0.5)	(0.5)	(627,000)	(52,000)	(679,000)	(627,000)	(52,000)	(679,000)	(1,254,000)	(104,000)	(1,358,000)
020 Juvenile Rehabilitation												
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)
020 Total	0.0	0.0	0.0	109,000	0	109,000	109,000	0	109,000	218,000	0	218,000
030 Mental Health												
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)
030 Total	0.0	0.0	0.0	468,000	39,000	507,000	468,000	39,000	507,000	936,000	78,000	1,014,000
040 Developmental Disabilities Administration												
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
040 Total	3.0	3.0	3.0	424,000	694,000	1,118,000	424,000	694,000	1,118,000	848,000	1,388,000	2,236,000
050 Aging & Long-Term Support Admin												
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
050 Total	(2.0)	(2.0)	(2.0)	(27,000)	(276,000)	(303,000)	(45,000)	(276,000)	(321,000)	(72,000)	(552,000)	(624,000)
060 Economic Services Administration												
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)
060 Total	(0.5)	(0.5)	(0.5)	(1,512,000)	(486,000)	(1,998,000)	(1,512,000)	(486,000)	(1,998,000)	(3,024,000)	(972,000)	(3,996,000)
070 Alcohol and Substance Abuse												
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)
070 Total	0.0	0.0	0.0	(4,000)	1,000	(3,000)	(4,000)	1,000	(3,000)	(8,000)	2,000	(6,000)
100 Division of Voc. Rehabilitation												
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
100 Total	0.0	0.0	0.0	(58,000)	0	(58,000)	(40,000)	0	(40,000)	(98,000)	0	(98,000)
110 Administration & Supporting Services												
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)
110 Total	0.0	0.0	0.0	424,000	80,000	504,000	424,000	80,000	504,000	848,000	160,000	1,008,000

**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
135 Special Commitment Center												
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
135 Total	0.0	0.0	0.0	127,000	0	127,000	127,000	0	127,000	254,000	0	254,000
145 Payments to Other Agencies												
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
145 Total	0.0	0.0	0.0	676,000	0	676,000	676,000	0	676,000	1,352,000	0	1,352,000
150 Information System Services Division												
4. ITS Adjustment			0.0			0			0	0	0	0
			0.0			0			0	0	0	0
150 Total	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
160 Consolidated Field Services												
			0.0			0			0	0	0	0
160 Total	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
Agency-Wide Total:	0	0	0.0	0	0	0	0	0	0	0	0	0

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 for 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.

INFORMATION SYSTEM SERVICES DIVISION (ISSD)

PROGRAM 150

POLICY LEVEL

ISSD is a chargeback program with a zero funding budget amount. Therefore any impact for ISSD in Policy Level (PL) is a net zero.

The narrative for the PL decision packages listed on the ISSD Recommendation Summary is within the individual programs decision packages.

Special Reports

Activity Inventory Report

DSHS Budget Division

300 - Dept of Social and Health Services

P001 Information Systems Services

The Information System Services Division is the primary service provider for DSHS-wide information technology services. The Division is responsible for network infrastructure and support, electronic messaging, telephone and voice services, production control, data security and disaster recovery, enterprise application development services for DSHS Executive Administrations, support of the Imaging system and the Social Service Payment System, Internet/Intranet services, enterprise architecture, formulating agency IT policy, maintaining an IT portfolio, facilitating application governance and the setting of agency IT standards, and coordinating oversight reporting to the Technology Services Board.

Program 150 - Information System Services

Account	FY 2016	FY 2017	Biennial Total
FTE			
996-Z Other	199.8	199.4	199.6

Statewide Result Area: Healthy and Safe Communities

Statewide Strategy: Provide support services to children and families

Expected Results

Provide an efficient and secure wide area network (WAN) and electronic messaging system; develop and maintain data security, disaster recovery and information technology (IT) policy and best practice for DSHS; administer and maintain the DSHS enterprise architecture and IT Portfolio programs, provide telephony, mainframe processing, internet/intranet and other supporting services.

Grand Total

	FY 2016	FY 2017	Biennial Total
FTE's	199.8	199.4	199.6
GFS	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total	\$0	\$0	\$0

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: P001 Information Systems Services

150	CB	00	Current Biennium Base	No measures linked to activity
150	CB	00	Current Biennium Base	No measures linked to decision package
150	CB	01	Corrections to CB Base	No measures linked to decision package
150	CB	01	Corrections to CB Base	No measures linked to activity
150	CL	02	Carry Forward Adjustments	No measures linked to activity
150	CL	02	Carry Forward Adjustments	No measures linked to decision package
150	M1	94	Mandatory Workload Adjustments	No measures linked to decision package
150	M1	94	Mandatory Workload Adjustments	No measures linked to activity
150	M2	1A	Child Protective Services Staffing	No measures linked to activity
150	M2	1A	Child Protective Services Staffing	No measures linked to decision package
150	M2	1B	Braam Compliance	No measures linked to decision package
150	M2	1B	Braam Compliance	No measures linked to activity
150	M2	21	Safety/Security at Facilities	No measures linked to activity
150	M2	21	Safety/Security at Facilities	No measures linked to decision package
150	M2	24	Public Disclosure/Record Management	No measures linked to decision package
150	M2	24	Public Disclosure/Record Management	No measures linked to activity
150	M2	29	Achieving PREA Compliance	No measures linked to activity
150	M2	29	Achieving PREA Compliance	No measures linked to decision package
150	M2	39	Nursing Hours for Required Training	No measures linked to decision package
150	M2	39	Nursing Hours for Required Training	No measures linked to activity
150	M2	3A	ProviderOne	No measures linked to activity
150	M2	3A	ProviderOne	No measures linked to decision package
150	M2	3B	JLARC Statutory Compliance	No measures linked to decision package
150	M2	3B	JLARC Statutory Compliance	No measures linked to activity
150	M2	3F	Competency Restoration Ward	No measures linked to activity
150	M2	3F	Competency Restoration Ward	No measures linked to decision package
150	M2	42	RHC Medicaid Compliance	No measures linked to decision package
150	M2	42	RHC Medicaid Compliance	No measures linked to activity
150	M2	43	SOLA	No measures linked to activity
150	M2	43	SOLA	No measures linked to decision package
150	M2	44	Basic Plus Expansion	No measures linked to decision package
150	M2	44	Basic Plus Expansion	No measures linked to activity
150	M2	45	Implement Community First Choice	No measures linked to activity
150	M2	45	Implement Community First Choice	No measures linked to decision package
150	M2	46	IFS Expansion	No measures linked to decision package
150	M2	46	IFS Expansion	No measures linked to activity
150	M2	50	State Hospital Discharge	No measures linked to activity
150	M2	50	State Hospital Discharge	No measures linked to decision package
150	M2	51	IT Security Requirements	No measures linked to decision package
150	M2	51	IT Security Requirements	No measures linked to activity
150	M2	52	RCS Investigations & Licensing	No measures linked to activity
150	M2	52	RCS Investigations & Licensing	No measures linked to decision package
150	M2	58	Complaint Resolution Unit	No measures linked to decision package
150	M2	58	Complaint Resolution Unit	No measures linked to activity
150	M2	5B	Nursing Home Investigations	No measures linked to activity
150	M2	5B	Nursing Home Investigations	No measures linked to decision package
150	M2	60	ACA Impact on Eligibility Work	No measures linked to decision package
150	M2	60	ACA Impact on Eligibility Work	No measures linked to activity
150	M2	61	ESAR - Phase II and III	No measures linked to activity
150	M2	61	ESAR - Phase II and III	No measures linked to decision package

**Agency Performance Measure
Incremental Estimates for the Biennial Budget**

Agency: 300 Dept of Social and Health Services

Budget Period: 2015-17

Activity: P001 Information Systems Services

150	M2	6B	Interface with New EBT Vendor	No measures linked to decision package
150	M2	6B	Interface with New EBT Vendor	No measures linked to activity
150	M2	73	Behavioral Health Service Data	No measures linked to activity
150	M2	73	Behavioral Health Service Data	No measures linked to decision package
150	M2	7C	Staff - Secure Community Transition	No measures linked to decision package
150	M2	7C	Staff - Secure Community Transition	No measures linked to activity
150	M2	7D	Forensic Psychologists	No measures linked to activity
150	M2	7D	Forensic Psychologists	No measures linked to decision package
150	M2	8M	Mileage Rate Adjustments	No measures linked to decision package
150	M2	8M	Mileage Rate Adjustments	No measures linked to activity
150	M2	8P	Postage Rate Adjustments	No measures linked to activity
150	M2	8P	Postage Rate Adjustments	No measures linked to decision package
150	M2	8Z	Telecommunication Sys Modernization	No measures linked to decision package
150	M2	8Z	Telecommunication Sys Modernization	No measures linked to activity
150	M2	9T	Transfers	No measures linked to activity
150	M2	9T	Transfers	No measures linked to decision package
150	PL	C0	Minimum Release Youth with Parole	No measures linked to decision package
150	PL	C0	Minimum Release Youth with Parole	No measures linked to activity
150	PL	C1	Community Placement FTE	No measures linked to activity
150	PL	C1	Community Placement FTE	No measures linked to decision package
150	PL	C2	SCC - King County SCTF	No measures linked to decision package
150	PL	C2	SCC - King County SCTF	No measures linked to activity
150	PL	C3	SCC Administrative Services	No measures linked to activity
150	PL	C3	SCC Administrative Services	No measures linked to decision package
150	PL	C4	SCC Health Services	No measures linked to decision package
150	PL	C4	SCC Health Services	No measures linked to activity
150	PL	CA	Transition Specialist	No measures linked to activity
150	PL	CA	Transition Specialist	No measures linked to decision package
150	PL	I0	Increase AFH License Fee	No measures linked to decision package
150	PL	I0	Increase AFH License Fee	No measures linked to activity
150	PL	K0	WA Telephone Assistance Program	No measures linked to activity
150	PL	K0	WA Telephone Assistance Program	No measures linked to decision package
150	PL	K1	TANF - Participation Incentive	No measures linked to decision package
150	PL	K1	TANF - Participation Incentive	No measures linked to activity
150	PL	K2	Most Wanted Website	No measures linked to activity
150	PL	K2	Most Wanted Website	No measures linked to decision package
150	PL	K3	Home Visiting Programs	No measures linked to decision package
150	PL	K3	Home Visiting Programs	No measures linked to activity
150	PL	K5	Call Center Staffing	No measures linked to activity
150	PL	K5	Call Center Staffing	No measures linked to decision package
150	PL	KA	Aged, Blind or Disabled (ABD) Prog	No measures linked to decision package
150	PL	KA	Aged, Blind or Disabled (ABD) Prog	No measures linked to activity
150	PL	N0	Family Assessment Response	No measures linked to activity
150	PL	N0	Family Assessment Response	No measures linked to decision package
150	PL	N1	Discovery Staff Support	No measures linked to decision package
150	PL	N1	Discovery Staff Support	No measures linked to activity
150	PL	N2	Mobile Computing	No measures linked to activity
150	PL	N2	Mobile Computing	No measures linked to decision package
150	PL	N4	Supervised Visitation	No measures linked to decision package
150	PL	N4	Supervised Visitation	No measures linked to activity

**Agency Performance Measure
Incremental Estimates for the Biennial Budget**

Agency: 300 Dept of Social and Health Services Budget Period: 2015-17

Activity: P001 Information Systems Services

150	PL	P1	Transition Specialist	No measures linked to activity
150	PL	P1	Transition Specialist	No measures linked to decision package
150	PL	P7	SCC Health Services	No measures linked to decision package
150	PL	P7	SCC Health Services	No measures linked to activity
150	PL	P8	SCC Administrative Services	No measures linked to activity
150	PL	P8	SCC Administrative Services	No measures linked to decision package
150	PL	P9	SCC - King County SCTF	No measures linked to decision package
150	PL	P9	SCC - King County SCTF	No measures linked to activity
150	PL	PA	Community Placement FTE	No measures linked to activity
150	PL	PA	Community Placement FTE	No measures linked to decision package
150	PL	PB	Minimum Release Youth with Parole	No measures linked to decision package
150	PL	PB	Minimum Release Youth with Parole	No measures linked to activity
150	PL	PC	Parole and Community Supervision	No measures linked to activity
150	PL	PC	Parole and Community Supervision	No measures linked to decision package
150	PL	PD	Mental Health Services	No measures linked to decision package
150	PL	PD	Mental Health Services	No measures linked to activity
150	PL	PG	SCC IT Staff	No measures linked to activity
150	PL	PG	SCC IT Staff	No measures linked to decision package
150	PL	PH	ACT IT Team	No measures linked to decision package
150	PL	PH	ACT IT Team	No measures linked to activity
150	PL	PJ	Staff - Total Confinement	No measures linked to activity
150	PL	PJ	Staff - Total Confinement	No measures linked to decision package
150	PL	R0	Enhanced Training for Hosp Staff	No measures linked to decision package
150	PL	R0	Enhanced Training for Hosp Staff	No measures linked to activity
150	PL	R1	Psych. Intensive Care Unit (PICU)	No measures linked to activity
150	PL	R1	Psych. Intensive Care Unit (PICU)	No measures linked to decision package
150	PL	R2	Psychiatric Emergency Response Team	No measures linked to decision package
150	PL	R2	Psychiatric Emergency Response Team	No measures linked to activity
150	PL	RF	JLARC Recommendations	No measures linked to activity
150	PL	RF	JLARC Recommendations	No measures linked to decision package
150	PL	T3	Community Res Rate Adjustments	No measures linked to decision package
150	PL	T3	Community Res Rate Adjustments	No measures linked to activity
150	PL	T4	DDA Center of Excellence	No measures linked to activity
150	PL	T4	DDA Center of Excellence	No measures linked to decision package
150	PL	V0	Pre-Medicaid Services	No measures linked to decision package
150	PL	V0	Pre-Medicaid Services	No measures linked to activity
150	PL	V1	Adult Protective Services	No measures linked to activity
150	PL	V1	Adult Protective Services	No measures linked to decision package
150	PL	V6	AFH Technical Assistance	No measures linked to decision package
150	PL	V6	AFH Technical Assistance	No measures linked to activity
150	PL	V7	HealthPath Washington Managed Care	No measures linked to activity
150	PL	V7	HealthPath Washington Managed Care	No measures linked to decision package
150	PL	V9	Increase AFH License Fee	No measures linked to decision package
150	PL	V9	Increase AFH License Fee	No measures linked to activity
150	PL	X2	Aged, Blind or Disabled (ABD) Prog	No measures linked to activity
150	PL	X2	Aged, Blind or Disabled (ABD) Prog	No measures linked to decision package
150	PL	X3	Assess Basic Food Enrollment	No measures linked to decision package
150	PL	X3	Assess Basic Food Enrollment	No measures linked to activity
150	PL	X4	Replace Client Receivables System	No measures linked to activity
150	PL	X4	Replace Client Receivables System	No measures linked to decision package

**Agency Performance Measure
Incremental Estimates for the Biennial Budget**

Agency: 300 Dept of Social and Health Services

Budget Period: 2015-17

Activity: P001 Information Systems Services

150	PL	X9	Call Center Staffing	No measures linked to decision package
150	PL	X9	Call Center Staffing	No measures linked to activity
150	PL	XC	Build IT Capacity	No measures linked to activity
150	PL	XC	Build IT Capacity	No measures linked to decision package
150	PL	XD	Home Visiting Programs	No measures linked to decision package
150	PL	XD	Home Visiting Programs	No measures linked to activity
150	PL	XF	Most Wanted Website	No measures linked to activity
150	PL	XF	Most Wanted Website	No measures linked to decision package
150	PL	XG	Two Parent Work Participation	No measures linked to decision package
150	PL	XG	Two Parent Work Participation	No measures linked to activity
150	PL	XJ	WA Telephone Assistance Program	No measures linked to activity
150	PL	XJ	WA Telephone Assistance Program	No measures linked to decision package
150	PL	Z0	Enhanced Internal Auditing Function	No measures linked to decision package
150	PL	Z0	Enhanced Internal Auditing Function	No measures linked to activity
150	PL	Z1	Confidential Data Comp with HIPPA	No measures linked to activity
150	PL	Z1	Confidential Data Comp with HIPPA	No measures linked to decision package
150	PL	Z2	Securing Sensitive and Confid Data	No measures linked to decision package
150	PL	Z2	Securing Sensitive and Confid Data	No measures linked to activity
150	PL	Z3	Building Org Lean Capacity	No measures linked to activity
150	PL	Z3	Building Org Lean Capacity	No measures linked to decision package
150	PL	Z4	Redesign DSHS Customer WebPages	No measures linked to decision package
150	PL	Z4	Redesign DSHS Customer WebPages	No measures linked to activity
150	PL	Z5	Alleviate Growing Backlog	No measures linked to activity
150	PL	Z5	Alleviate Growing Backlog	No measures linked to decision package
150	PL	Z6	TLA Readiness Project	No measures linked to decision package
150	PL	Z6	TLA Readiness Project	No measures linked to activity
150	PL	Z7	Emergency Preparedness Resp System	No measures linked to activity
150	PL	Z7	Emergency Preparedness Resp System	No measures linked to decision package
150	PL	Z8	Agency Content Workflow Mgmt Sys	No measures linked to decision package
150	PL	Z8	Agency Content Workflow Mgmt Sys	No measures linked to activity
150	PL	Z9	Agency Business Process Management	No measures linked to activity
150	PL	Z9	Agency Business Process Management	No measures linked to decision package
150	PL	ZA	Admin Hearings Legal Mgmt System	No measures linked to decision package
150	PL	ZA	Admin Hearings Legal Mgmt System	No measures linked to activity
150	PL	ZB	Geospatial Data and Services	No measures linked to activity
150	PL	ZB	Geospatial Data and Services	No measures linked to decision package
150	PL	ZC	Replace Performance Evaluation Syst	No measures linked to decision package
150	PL	ZC	Replace Performance Evaluation Syst	No measures linked to activity

Special Reports

Agency Strategic Plan

DSHS Budget Division

**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

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.

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 1st Quarter 2014 (January-March).
 - After investigating the potential 1st 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.

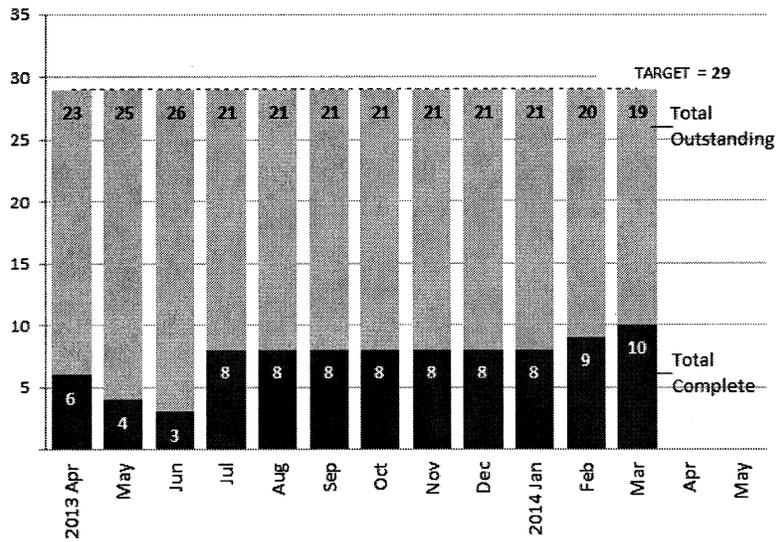
Success Measure: All 29 tribal state agreements with tribes involving Children's Administration will be updated by 2015.

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.

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.

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:

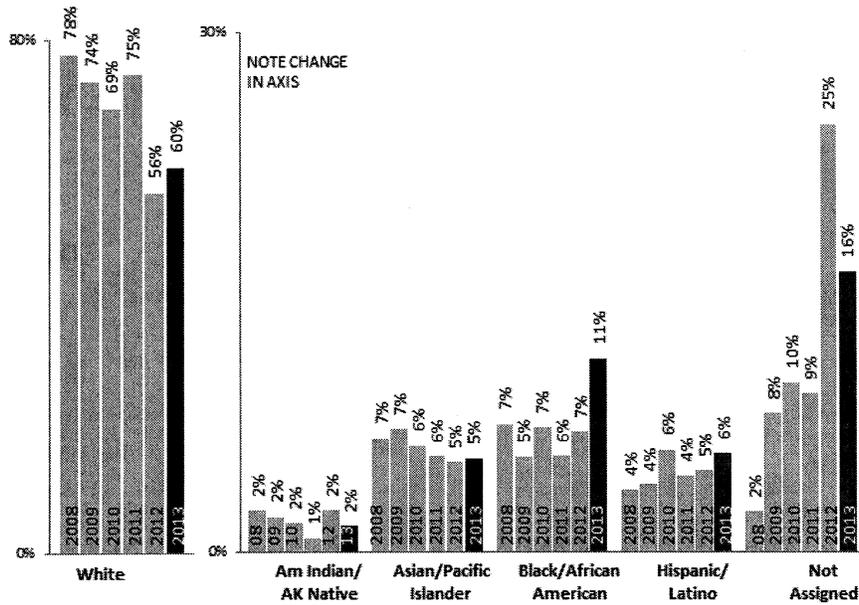
- Collaborate to develop and implement strategic policy and practices targeting recruitment of diverse talent at all levels and in every Administration.
- Create leadership development and mentoring opportunities for diverse talent.
- Regularly monitor success in Affirmative Action plans produced by 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.

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.

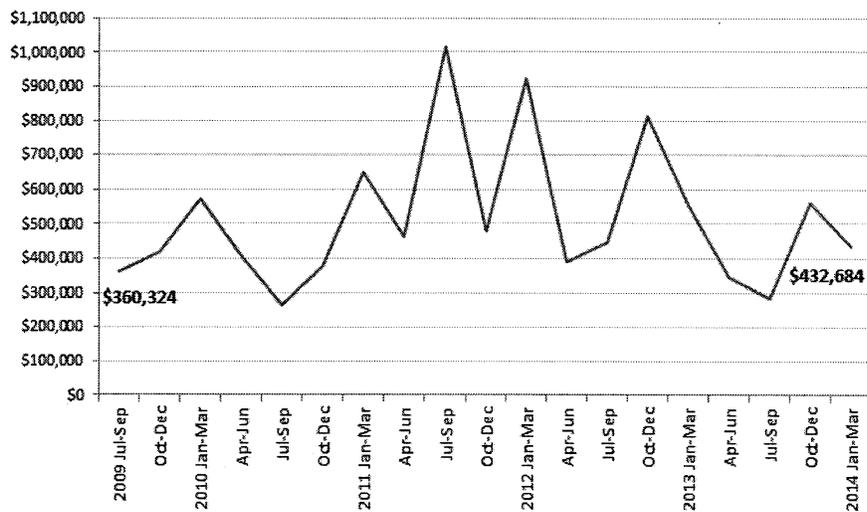
Success Measure:

- 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)

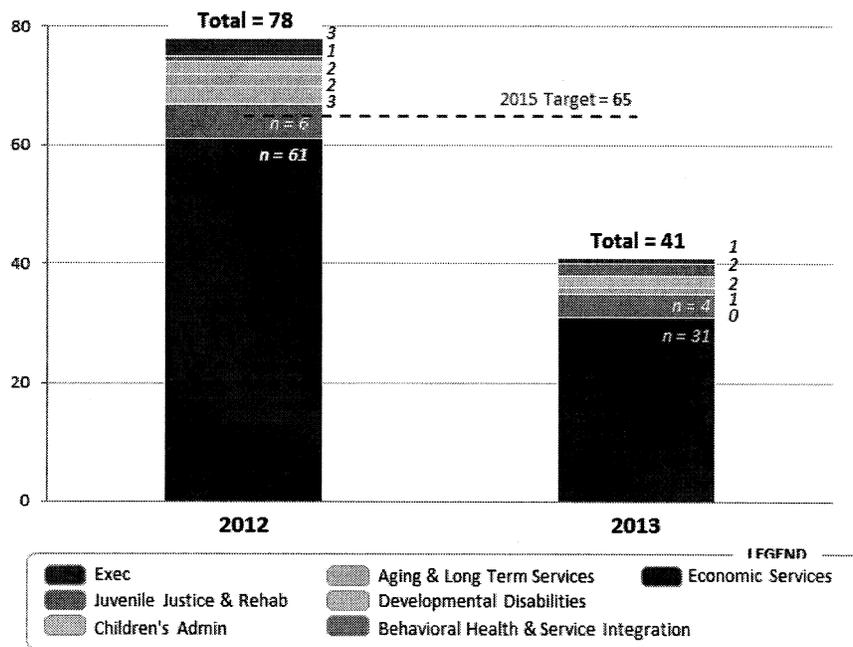
Importance: DSHS holds large volumes of confidential client data, which must be protected from unauthorized release and breaches in confidentiality laws and rules. Any unauthorized release can place the welfare of clients in jeopardy.

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



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)

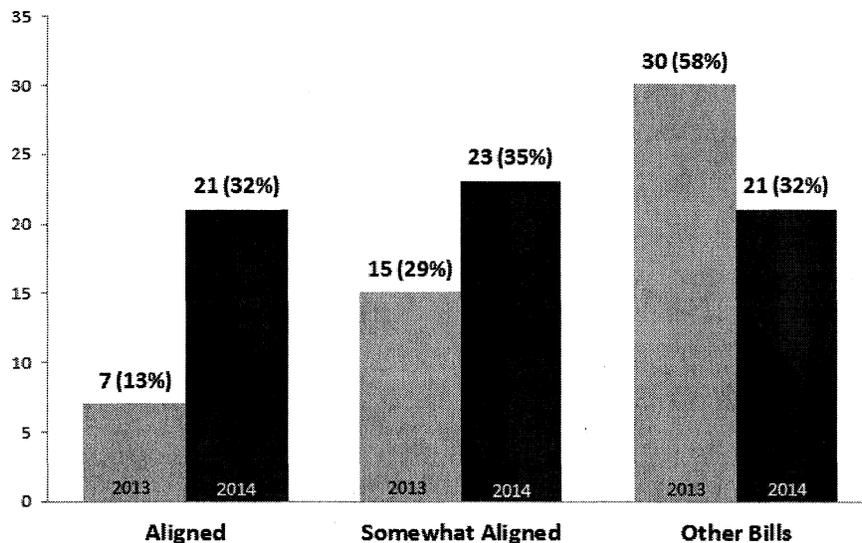
Importance: New legislation and legislative activities should advance the Department’s priorities.

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.

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).



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](#)

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.



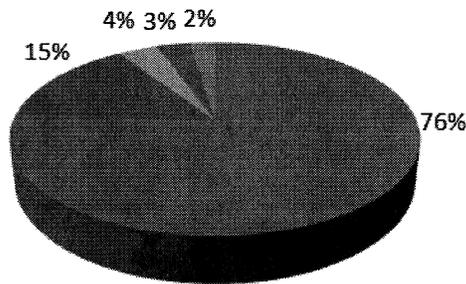
Success Measures:

- 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.

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

