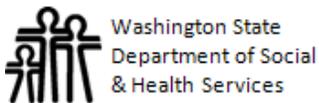


2013-2015 Business Plan

Financial Services Administration

Kathy Marshall, Chief Financial Officer
August 2012



Vision

Safe, healthy individuals, families, and communities

Mission

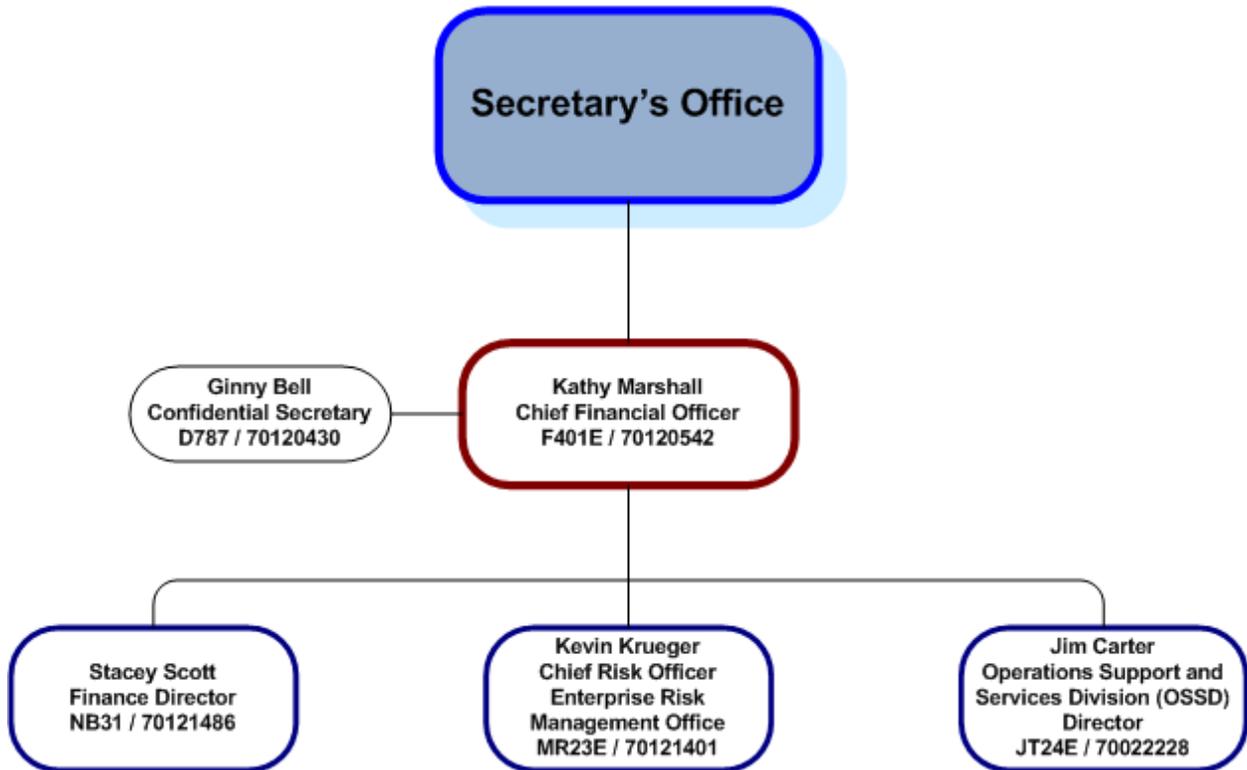
The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability

Organizational Chart

Financial Services Administration 2012



Introduction

The Financial Services Administration (FSA) consists of three primary sub-divisions: the Enterprise Risk Management Office (ERMO), the Finance Services Division, and the Operations Support and Services Division. Each of these divisions primarily support the Department's goals via *Goal 3: Improve individual and public safety*, and *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources*. However, many of the functions performed by FSA are essential to enabling the rest of the Department to meet the requirements of the remaining goals.

ERMO programs include:

- **Loss Prevention Services**
- **Audit Services**
- **Legal Services**
- **Forms and Records Management**

Finance Services Division programs include:

- **Business Process Improvement / Lean**
- **Office of Accounting Services**
- **Central Budget Office**
- **Fiscal Services Office**
- **Consolidated Institution Business Services (CIBS)**
- **Regional Business Centers (RBCs)**

Operations Support and Services Division programs include:

- **Background Check Central Unit**
- **Business Process Improvement (Lean)**
- **Central Contract Services**
- **Consolidated Maintenance and Operations**
- **Leased Facility Unit**
- **Office of Capital Asset Management**
- **Office of Administrative Resources**

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

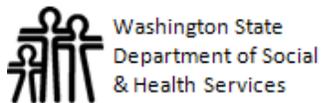
DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

2013-2015 Business Plan

Financial Services Administration – Enterprise Risk Management Office

Kevin Krueger, Chief Risk Officer
August 2012



Vision

Safe, healthy individuals, families, and communities

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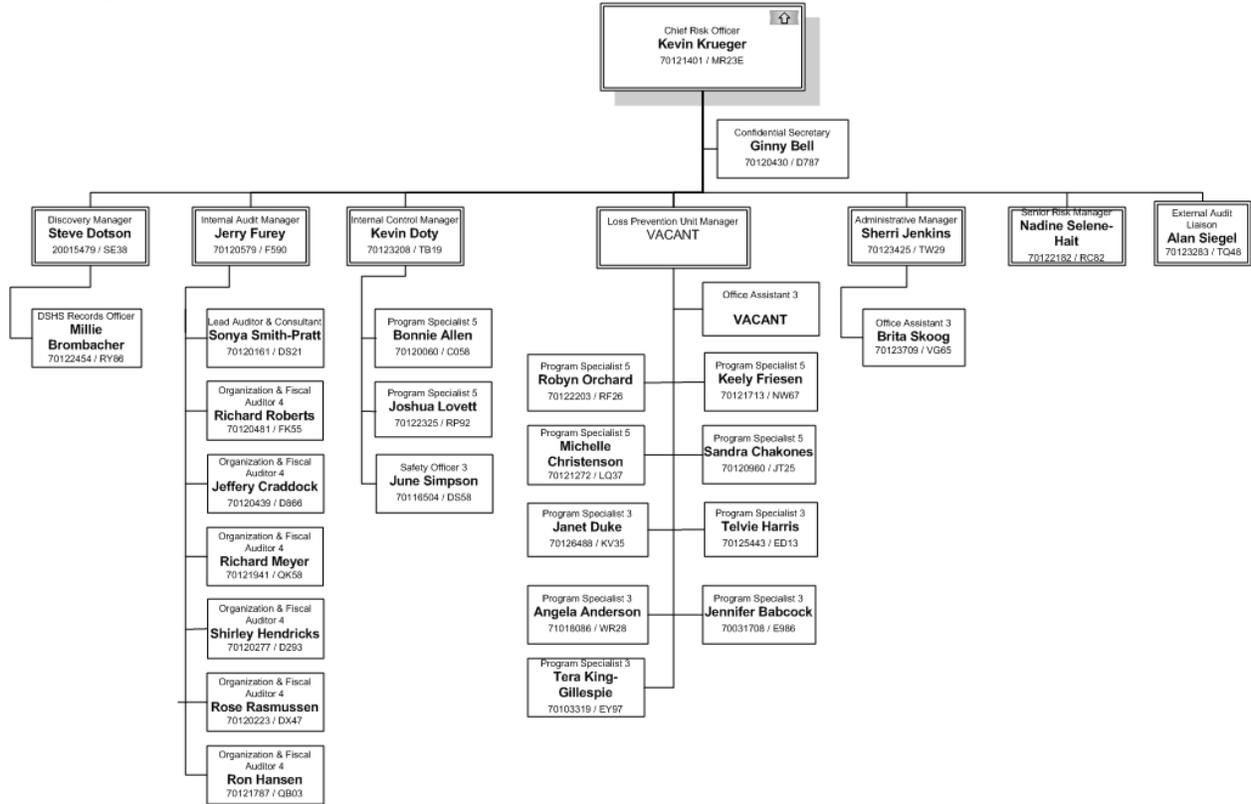
Excellence in Service
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Accountability

Organizational Chart

Department of Social and Health Services

Enterprise Risk Management Office

JULY 2012



one.dshs.wa.lcl/fs/orgcharts/fs-risk.xps

Introduction

The Enterprise Risk Management Office (ERMO) supports the Department's goals by identifying emerging risks and helping develop mitigation strategies.

ERMO programs include:

- **Loss Prevention Services**
 - Enterprise Risk Assessment Self Evaluation (ERASE)
 - Enterprise Risk Management process improvement
 - Safety Management
 - Workplace security
 - Worker's Compensation and Assault Benefit claims
 - Business Assessments
- **Audit Services**
 - Internal audit services
 - External audit coordination and management
- **Legal Services**
 - Legal holds and litigation discovery
 - Tort liability and employee claims
- **Forms and Records Management**
 - Forms management
 - Records retention

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 3: Improve individual and public safety.

STRATEGIC OBJECTIVES

Safety Management

- Safety program oversight
- Reduce work place injuries
- Support a safe and secure work environment

Operations Review and Consultation

- Ensure client safety within DSHS and provider-operated facilities
- Minimize financial and legal risks

STRATEGIES/ACTIONS

Safety Management

- Increase safety awareness through effective communications
- Conduct annual facility safety evaluations
- Conduct biennial office safety program reviews
- Investigate significant safety related incidents
- Review office/facility security plans
- Timely processing of workers compensation and assault benefits

Operations Review and Consultation

- Monthly reviews of contractor compliance re: obtaining required criminal background checks for employees
- Internal audits of institutions including reviews of required criminal background checks for staff and volunteers

INTERDEPENDENCIES

Safety Management

- Internal: All administrations and programs; ERMO claims staff, office and facility safety committees; DSHS facility safety officers; DSHS Communications; Consolidated Maintenance and Operations; Consolidated Institution Business Services; ADSA/RCS Licensing
- External: Department of Labor and Industries; Department of Health; Office of Financial Management; State and Local Fire Marshall(s); Joint Commission; Occupational Safety and Health Administration

Operations Review and Consultation

- Internal: Licensing management and staff
- External: Providers of residential services

KEY PERFORMANCE INDICATORS

Safety Management

- Number of safety related incidents
- Number of Workers Compensation claims, dollars paid out, and staff-hours lost
- Number of office/facility safety and security reviews

Operations Review and Consultation

- Reduction of repeat findings related to required employee background clearances

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

Internal Control

- Best-practice integration and standardization for common business functions
- Assess, evaluate and leverage best practice usage data to help facilitate Agency budgeting considerations and strategic planning

Operations Review and Consultation

- Minimize financial and legal risk
- Implement process improvement activities

Enterprise Risk Management (ERM)

- Compliance with statewide ERM implementation efforts
- Integrate ERM into strategic decision making
- Develop risk management strategies

Legal Holds and Discovery

- Use technology to improve the litigation discovery process
- Increase efficiency of legal hold and litigation discovery processes to minimize financial and legal risk
- Increase compliance with records retention requirements

Forms and Records Management

- Provide customers with dependable access to accurate forms

- Strengthen existing partnerships
- Develop records retention best practices
- Develop records retention training

External Audit Management

- Effective audit coordination with external audit entities and Office of Financial Management (OFM)
- Timely response to audit findings

STRATEGIES/ACTIONS

Internal Control

- Develop and issue a common business function best-practice catalogue
- Design and provide a self-evaluation tool to measure local levels of unique risk and associated mitigation
- Analyze risk evaluation data
- Provide information for budget and strategic planning

Operations Review and Consultation

- Review of safeguards over personal health information (PHI)
- Support ongoing consolidation of business functions
- Review licensing management and control activities over selected software products

Enterprise Risk Management (ERM)

- Develop a risk register
- Identify key metrics for risk monitoring and reporting
- Establish risk management functions, including policies, procedures and clear accountability

Legal Holds and Discovery

- Partner with customers and the Attorney General's Office (AGO) to develop best practices
- Improve ability to locate, preserve and produce electronically stored information
- Automate litigation hold notice and discovery processes

Forms and Records Management

- Maintain a centralized forms management process that uses best practices
- Develop records retention best practices

External Audit Management

- Liaison with external audit entities
- Conflict resolution
- Inform Executive Management of audit issues/findings

INTERDEPENDENCIES

Internal Control

- Internal: Operations Review and Consultation; all administrations, programs, directorships and institutions/facilities; policy owners
- External: Department of Enterprise Services; Committee of Sponsoring Organizations; the Institute of Internal Auditors; State Auditor's Office

Operations Review and Consultation

- Internal: Department Privacy Officer; Chief Information Officer; information security staff; Executive Management
- External: State Auditor's Office; General Accounting Office; Joint Legislative Audit and Review Committee

Enterprise Risk Management

- Internal: Executive Management; risk managers; administrations and programs
- External: Department of Enterprise Services, Risk Management Division; Joint Legislative Audit and Review Committee

Legal Holds and Discovery

- Internal: Discovery coordinators; DSHS Public Records Officer; DSHS Records Officer; ISSD
- External: Office of the Attorney General; Department of Enterprise Services; Risk Management Division; Consolidated Technology Services

Forms and Records Management

- Internal: program managers; regional and field staff; forms content managers and forms coordinators; employees; records coordinators
- External: Translation vendors; Department of Enterprise Services, fulfillment center and printing; Private sector forms customers; Division of Archives and Records Management; Office of the Secretary of State; State Records Management; State Records Center; State Archives

External Audit Management

- Internal: Executive Leadership Team; Chief Financial Officer; Chief Risk Officer; Operations Review and Consultation
- External: State Auditor's Office; Joint Legislative Audit and Review Committee; OFM; other governmental agencies

KEY PERFORMANCE INDICATORS

Internal Control

- Level of compliance with Administrative Policy 16.05
- Risk and mitigation ratings for all entities completing ERASE
-

Operations Review and Consultation (ORC)

- PHI security breaches
- ORC customer surveys
- Use of encryption software
- Customer satisfaction with consolidated business processes

Enterprise Risk Management

- Compliance with AP 9.13

Legal Holds and Discovery

- Customer and AGO satisfaction with legal hold and litigation discovery processes
- Implement e-discovery tools
-

Forms and Records Management

- Customer satisfaction with forms access and design, approval and production processes
- Number of employees who have received records retention training
- Proper records retention

External Audit Management

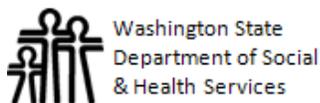
- Timely responses to audit findings
- Development of corrective action plans
- Reduction in repeat findings

2013-2015 Business Plan

Financial Services Administration – Finance Services Division

Stacey Scott, Director

August 2012



Vision

Safe, healthy individuals, families, and communities

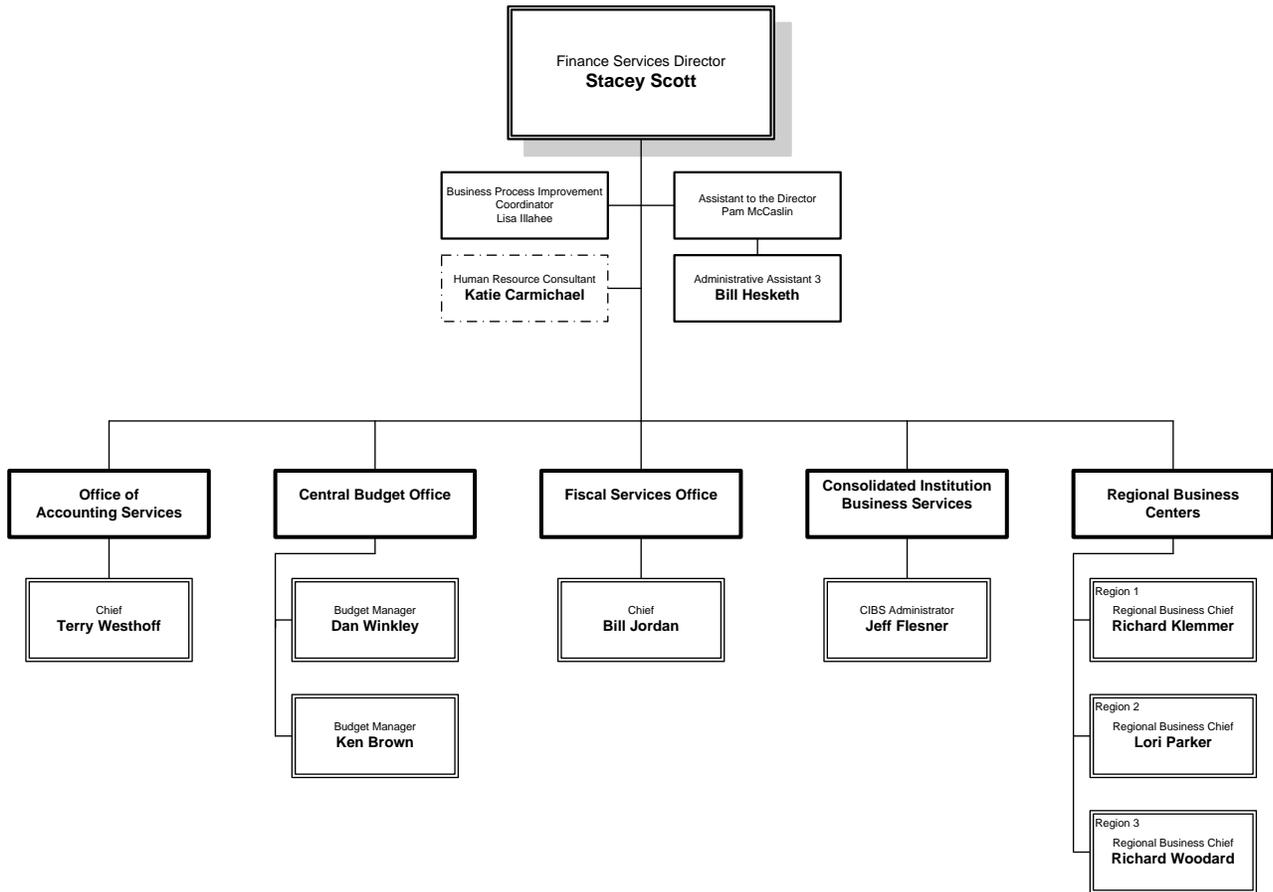
Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability

Organizational Chart



Introduction

The Finance Services Division provides numerous financial-related functions to the Department. Functions primarily tie to *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources* and include (note: this is not a complete list of functions):

- Monthly Fiscal Status Reporting
- Manage Agency-Wide Fiscal Year Close Processes
- Comprehensive Annual Financial Report Preparation and Submittal
- Centralized Agency Budget Submittal
- Budget Allotments
- Fiscal Notes
- Federal Grant Accounting
- Bill Analysis Coordination
- Client, Personal Service and Purchase Service Contracting
- Taxes & Garnishments for Clients and Providers
- Foster Care Trust Account Management
- Agency Cash Management
- Fiscal Monitoring and Consulting
- Accounting Policy Management
- Consumable and Fixed Asset Management
- Centralized Purchasing
- Employee Travel
- Lease and Sublease Management
- Time and Attendance Reporting
- Payroll Processing
- Bill Paying and Accruals

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

Business Process Improvement / Lean

- Implement process improvement activities within the department that promote efficiency, identify and eliminate waste, and improve customer satisfaction.
- Use data, research and analysis to influence policy and budget decisions, and to monitor performance to ensure success.

Office of Accounting Services

- Standardize and improve business processes.
- Increase Department compliance with fiscal requirements.

Central Budget Office

- Improve Department performance management through coordination and use of consistent data across agency systems.
- Build a high performance workforce that is culturally diverse and competent.

Fiscal Services Office

- Consolidate the Administration and Information Services Division fiscal shops.

Consolidated Institution Business Services (CIBS)

- Increase buying power through consolidated purchasing and maximizing use of the Purchase Card.
- Timely and accurate payment of invoices.
- Consistent procedures.

Regional Business Centers (RBC)

- Utilize performance management practices to improve decision making that support outcomes.
- Increase use of Purchasing Cards to maximize rebate to the agency.
- Reduce processing time for purchase requests received.
- Reduce processing time for invoices and payment requests.

STRATEGIES/ACTIONS

Business Process Improvement / Lean

- Facilitate Lean projects to increase the consolidation efficiencies in the CIBS and RBC operations and attain acceptable rating of customer satisfaction.

- Expand the knowledge and use of Lean continuous improvement efforts to staff in learning forums and active project participation.
- Work with leadership and staff to develop performance metrics and gather baseline data for Key Performance Indicators.
- Coach key FSA staff to sustain Lean culture and practice.
- Develop customer satisfaction survey with staff and leaders.

Office of Accounting Services

- Review processes to improve accuracy and timeliness of employee pay.
- Offer training and outreach for payroll, grants, and financial management processes.
- Develop and conduct training classes to ensure financial standards are understood and increase compliance.
- Improve standardization within chart of accounts by developing action teams to review and improve consistency throughout the agency.

Central Budget Office

- Facilitate opportunities to align Results in Performance Management (RPM) measures with Core Metrics measures to achieve consistency and avoid duplication of effort.
- Evaluate and improve internal and external training resources to meet the employee development needs.

Fiscal Services Office

- Cross train staff in the Administration and Information Services Division fiscal shops, to prepare for consolidation of processes.
- Review budget, allotment, projection, chargeback and fiscal year closing processes and automate where possible.

Consolidated Institution Business Services

- Reduce the number of purchase orders processed by ordering larger quantities less frequently.
- Competitively procure non-contract purchases over \$3,500 when possible.
- Utilize the purchase card for payment with all vendors who accept Visa.
- Develop and implement an invoice payment tracking and reporting system to monitor and identify areas for improvement.
- Develop a desk manual to provide consistency and appropriate internal controls at facilities supported by CIBS.

Regional Business Centers

- Develop consistent business processes and practices for all three regions to:
 - Expand use of purchase card for purchases, bill paying and travel to increase rebates;
 - Ensure consistent, efficient purchasing procedures;

- Create consistent procedures for travel reservations to ensure timely processing of travel requests;
- Implement Time and Attendance reporting to ensure consistency state wide;
- Implement a uniform, electronic reporting timekeeping process for staff and supervisors; and
- Implement consistent practices to ensure bills/invoices are paid accurately and in a timely manner.
- Develop training on:
 - Purchasing and use of E-Purchasing system;
 - Travel process and policy;
 - Time and attendance paperwork processes and timelines; and
 - Bill payment processes and documentation.

INTERDEPENDENCIES

- Internal: FSA; DSHS Executive Management; all DSHS Programs, Administrations and Institutions
- External: Governor’s Office; Office of Financial Management (OFM); Legislature; private consultants; vendors; Department of Early Learning; Department of Enterprise Services; Health Care Authority; Department of Retirement Systems

KEY PERFORMANCE INDICATORS

Business Process Improvement / Lean

- Number of Lean projects conducted
- Number of Lean learning forums presented

Office of Accounting Services

- Increased timeliness and accuracy of employee payroll and accounting processes
- Reduced questioned costs and audit findings
- Increased percentage of fiscal year close tasks completed within OFM and DSHS timelines

Central Budget Office

- Number of Performance Measures aligned between the RPM system and Core Metrics measures
- Score of satisfactory or better on the Employee Survey for all areas that address employee training and competency

Fiscal Services Office

- Number of accurate reports delivered to customers on time
- Number of staff hours saved through automation of processes

Consolidated Institution Business Services

- Five percent reduction in the total number of orders processed
- Five percent increase in the quarterly purchase card rebate
- Tracking of all purchase request cost savings to be measured against anticipated cost
- Number of timely payments as a percentage of total payments
- Increase compliance with prompt-pay to 95 percent by fiscal year end
- Number of written desk manual sections finalized and implemented

Regional Business Centers

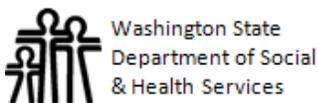
- Percent of purchases made on purchase card
- Percent and dollar savings through use of purchase card
- Percent of purchase requests processed within five business days of receipt
- Percent of travel and rental car reservations made at the government rates
- Percent of errors in processing leave
- Percent of leave processed within five business days of receipt
- N33 payroll register reports are submitted timely to programs each pay period
- Percent accuracy of 4259 pre-emptive journal report is 95 percent or higher
- Invoices and bills are paid within current billing cycle
- All Invoices received are processed within 7-10 business days
- Percent of erroneous or duplicate payments is less than one percent per month
- Percent of invoices paid on purchase card

2013-2015 Business Plan

Financial Services Administration – Operations Support & Services Division

Jim Carter, Director

August 2012



Vision

Safe, healthy individuals, families, and communities

Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

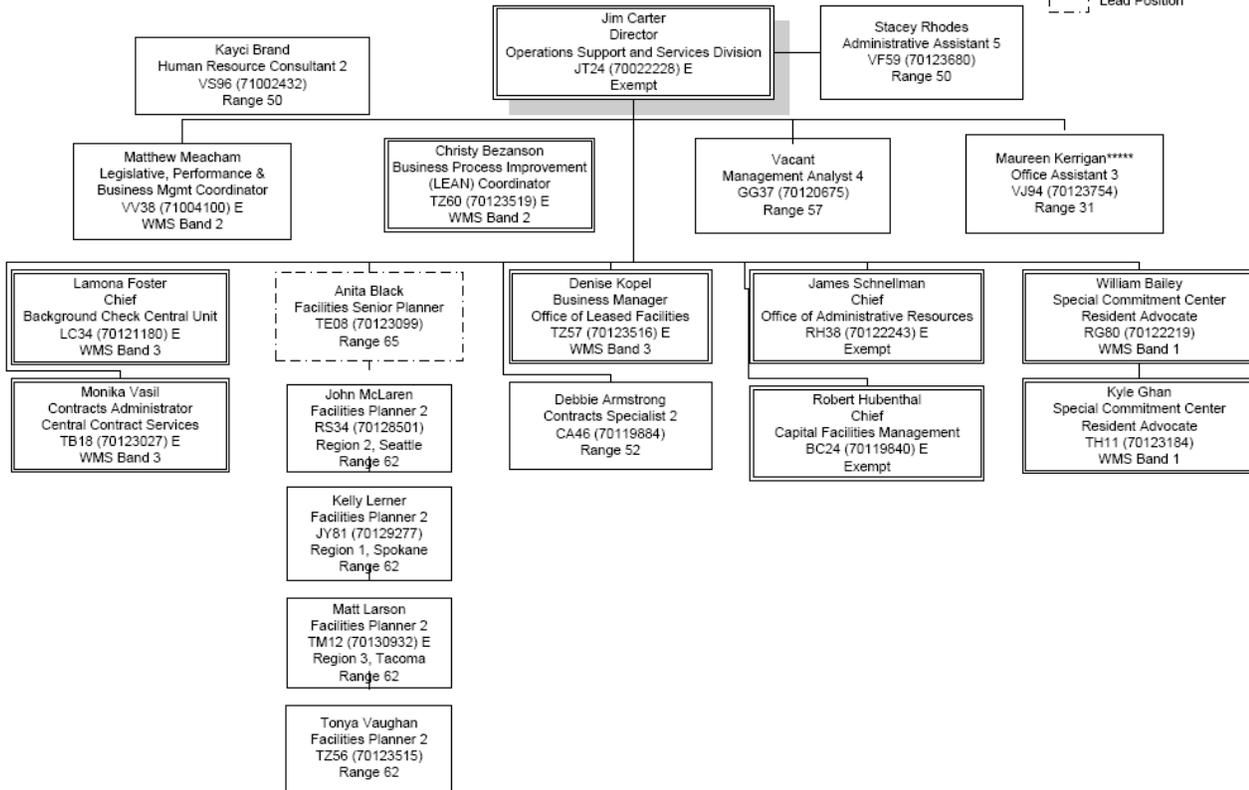
Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability

Division Organizational Chart

DEPARTMENT OF SOCIAL AND HEALTH SERVICES
 FINANCIAL SERVICES ADMINISTRATION
 OPERATIONS SUPPORT AND SERVICES DIVISION
 DIRECTOR'S OFFICE (DIR)
 August 2012

* Non-Permanent
 ** Y-Rated
 *** In-Training
 **** Supported Employee
 ***** Overfill
 E – Emergent Position
 [Solid Box] Vacant
 [Dashed Box] Lead Position



revised 8/2/2012

Introduction

The functions completed within the Operations Support and Services Division (OSSD) align most closely with the Department of Social and Health Services' (Department) *Goal 3: Improve individual and public safety*, and *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources*.

Functions include (but are not limited to):

- Background checks for providers and staff
- Contracts and procurements for providers, vendors, and Department services
- Capital program budget development and management
- Capital asset management
- Shared leasing services with the Department of Enterprise Services
- Lease budget management
- Centralized purchasing
- Consolidated maintenance support for Department hospitals and institutions

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 1: Improve the health status of vulnerable populations.

STRATEGIC OBJECTIVES

- Support DSHS administrations that provide direct service to vulnerable populations by providing contract support.

STRATEGIES/ACTIONS

Central Contract Services

- Continue to develop contracts that support vulnerable populations, such as, Enhanced Crisis Stabilization Services.

INTERDEPENDENCIES

Central Contract Services

- Internal: Aging and Disability Services Administration
- External: Personal service contractors; client service contractors

DSHS Goal 2: Improve economic stability, employment and self-sufficiency.

STRATEGIC OBJECTIVES

- Provide contract support for DSHS administrations that serve client economic needs.

STRATEGIES/ACTIONS

Central Contract Services

- Continue to develop contracts for services including: vocational rehabilitation, job placement, retention, and training; employment programs designed to help clients achieve a living wage; grants for the working poor; and child support collection and distribution.
- Continue to develop contracts that support employment services, such as: web-based training contracts that cover the fundamentals of assessment and job placement for DVR clients that require supported employment positions; and employment and day service contracts that help clients to work toward a living wage.

INTERDEPENDENCIES

Central Contract Services

- Internal: Division of Developmental Disabilities; Division of Vocational Rehabilitation; Juvenile Rehabilitation Administration
- External: Personal service contractors; client service contractors

DSHS Goal 3: Improve individual and public safety.

STRATEGIC OBJECTIVES

- Timeliness of background checks
- Effective use of technology for processing background checks
- Provide contract support for safety-related services
- Maintain a safe, healthy workplace/living space at Department facilities

STRATEGIES/ACTIONS

Background Check Central Unit

- Automate background check processing through implementation of an online background check system.
- Improve access to background check statistical data and reports for the Department's administrations and managers.
- Improve the Fingerprint Vendor validation process between DSHS and MorphoTrust.

Central Contract Services

- Continue to provide contracts support for projects such as: Traumatic Brain Injury Helpline Center; Worker's Compensation Administration for Individual Providers/Home Care Referral Registry; Enhanced Crisis Stabilization Services.

Consolidated Maintenance and Operations

- Provide maintenance and operations support at DSHS residential facilities to create a safe, effective environment for clients.

INTERDEPENDENCIES

Background Check Central Unit

- Internal: Background Check Advisory Group; all administrations; Enterprise Risk Management Office; and Human Resources Division
- External: Office of Attorney General; Washington State Patrol (WSP); L-1 Enrollment Services; Home Care Quality Authority; Department of Health; and the Department of Early Learning

KEY PERFORMANCE INDICATORS

Background Check Central Unit

- Volume of background checks completed
 - Number of name/date of birth checks processed
 - Number of fingerprint checks processed

- Timeliness of background checks
 - Number of days to process a name/date of birth check
 - Number of days to process a fingerprint check (excludes WSP/FBI processing time)
- Using technology to decrease duplicate submissions, form rejects, and fingerprint card rejects
 - Percent of background checks submitted via web service
 - Percent of fingerprints submitted using electronic fingerprint vendor
- Number of individuals with disqualifying background information reported to DSHS programs and service providers who make hiring, contracting, placement, and licensing decisions
- Number of individuals with background information requiring further review¹ reported to DSHS programs and service providers who make hiring, contracting, placement, and licensing decisions

DSHS Goal 4: Improve individuals’ readiness and ability to succeed in school.

STRATEGIES/ACTIONS

- Continue to develop contracts designed to remove impediments to school retention, high school completion, and employment through staff consultation to Juvenile Rehabilitation Administration (JRA) pre-release teams; and Youth Re-entry employment and training.
- Continue to process Department of Early Learning (DEL) background checks in a timely fashion to allow workers to assist in early childhood development.

INTERDEPENDENCIES

- Internal: JRA
- External: DEL

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

- Operate in a fiscally responsible, transparent, and cost-effective manner.
- Expand and leverage data and performance management practices to improve decision making and client outcomes.
- Implement process improvement activities within the Department that promote efficiency, identify and eliminate waste, and improve customer satisfaction.
- Minimize financial and legal risks to the Department.
- Use data, research and analyses to inform practice, policy and budget decisions, to monitor performance and to manage for success.

¹ Not automatically disqualifying.

STRATEGIES/ACTIONS

Business Process Improvement (Lean)

Existing initiatives include:

- OSSD's dedicated Business Process Improvement Coordinator is actively working to implement Lean across the Division. This includes planning and facilitating projects using a variety of Lean tools, providing just-in-time training to staff, and supplying staff information on and access to other Lean educational opportunities.
- Active connection between OSSD's process improvement and section-level business planning activities. Business plans inform process improvement work, which in turn impact business plan-identified goals.
- Two Lean Practitioners from OSSD (the Business Process Improvement Coordinator and the BCCU External Customer/Vendor Relations Coordinator) have received intensive Lean training through the Governor's Accountability and Performance office.
- Partnering with the Budget and Finance Business Process Improvement Coordinator to manage projects where scope touches multiple areas within FSA, administer a Lean SharePoint site for FSA, produce a monthly FSA Lean newsletter, and conduct trainings/workshops.

New initiatives include:

- Development of Lean community of practice within OSSD to enable a further maturation of Lean implementation within the Division. This will include more intensive staff involvement in Lean projects as well as structured training on Lean concepts and facilitation.
- With the recent decision to produce a DSHS-wide Lean newsletter, the FSA Lean newsletter will transition to focus specifically on OSSD.

Central Contract Services

- As DSHS budget is reduced, reliance on individual contractors has increased. CCS continues to provide central contract support for procurements impacting all DSHS administrations.
- Improve contracts efficiencies for key partners of the Department, such as counties, local health jurisdictions, tribal governments, and contracts by:
 - Identifying, communicating, and supporting opportunities for the administrations to consolidate contracts and make contract requirements across administrations, regions, and vendors more uniform and consistent;
 - Supporting improved communications with contractors around such contracts processes as monitoring, audits, and renewals; and
 - Working with administration contracts staff to make Special Terms and Conditions related to billing, auditing, reporting, and licensure requirements more consistent and common.
- Improve the Procurement Process by:

- Creating and implementing a process for managing sample procurement documents;
- Developing educational tools for programs;
- Exploring and developing different evaluation processes; and
- Documenting and developing a guide for 2nd-tier competitive processes.
- Focus on Training:
 - Create a plan for delivery of Contracts Academy training;
 - Move Contracts Academy contracts curriculum to online format; and
 - Develop internal Central Contract Services Cross-training Process.

Consolidated Maintenance and Operations (CMO)

- Deliver CMO performance data to customers.
- Implement efficient management of facility vehicle fleet.
- Implement Preventive Maintenance module to Advanced Maintenance Management System (AMMS).
- Improve safety throughout the CMO.

Office of Capital Asset Management

- Promote appropriate identification and efficient use of excess property by:
 - Streamlining the annual review and identification of excess property;
 - Developing online tools for access to information on available excess property;
 - Developing consistent procedures for mothballing closed building; and
 - Increasing solicitation of proposals for uses of excess property.
- Develop standards for resources designated to support asset preservation.
- Continue improvement of the contract system related to the rights to and use of capital assets.

Office of Administrative Resources

- Develop an Enterprise Supply Chain Management Program.
- Develop a standardized food program for DSHS Residential Facilities and Hospitals.
- Increase Agency P-card spending and improve payment turnaround time and program structure.
- Improve wireless program structure and increase Agency optimization.
- Investigate consolidation of co-located vehicle fleet with no reduction in service.
- Organize and improve the inventory tracking of the agency warehouse.

Leased Facilities Unit

- Identify and implement process improvement efforts, including evaluating how to provide leased services across multiple agency service providers.
- Develop processes to centralize management of the DSHS Lease Budget.

INTERDEPENDENCIES

Business Process Improvement (Lean)

- Customers and impacted stakeholders will be involved in any Lean project OSSD manages. Because of OSSD's breadth, key business partner involvement will vary from project to project.
- While differing from project-to-project, key stakeholders will include staff from: OSSD sections; other administrations within DSHS, including ISSD whenever a process includes a system component; and external state agencies. Customers may be derived from the above entities or from those entities external to state government. For any of the above, leadership involvement will be necessary to secure the appropriate participants on a project and to broadly support Lean efforts across the Division.
- Other Lean stakeholders include: DSHS Planning, Performance and Accountability leadership and staff, and the Governor's Accountability and Performance office.

Central Contract Services

- Internal: DSHS Key Contract Coordinators; Information System Services Division (ISSD); ERMO; Children's Administration (CA); Aging and Disability Services (ADSA)- Developmental Disabilities Division (DDD); Central Purchasing Unit; Diversity Affairs Office
- External: OFM contracts section; OFM-sponsored Interagency Contracts Coordination Team; Department of Enterprise Services contracts section; Washington Association of Contracts Specialists; Office of Attorney General; Central Services Advisory Group; Area Agencies on Aging; Home Care Quality Authority; Indian Policy Advisory Committee

Consolidated Maintenance and Operations

- Internal: residential facilities statewide
- External: Department of Corrections; Miller Hall (County Juvenile Rehabilitation staff); City of Medical Lake (Public Works & Administration staff); Military Department; local law enforcement; State Fire Marshal; multiple vendors

Office of Capital Asset Management

- Internal: DSHS Mental Health Systems; DDD; Special Commitment Center (SCC); JRA; Central Contract Services; Office of Capital Programs; Leased Facilities Unit; DSHS programs that license or certify housing for persons with disabilities
- External: Office of Attorney General; Department of Commerce; Department of Enterprise Services; Department of Natural Resources; Department of Archeology and Historic Preservation; Department of Ecology; OFM; state agencies that occupy space on DSHS facility campuses; other tenants on DSHS campuses; local governments; advocacy groups representing persons with disabilities

Office of Administrative Resources

- Internal: Agency purchasing staff; business managers; residential facility warehouse staff; Accounting Policy Management Board Committee; FSA; ISSD; Central Contract Services; Operations Review and Consultation
- External: DES Procurement; OFM Policies and IT Systems; contracted statewide vendors

Office of Capital Asset Management

- Internal: Asset Management Advisory Committee; DSHS programs operating facilities on state-owned property; Central Contract Services; DDD; JRA; Mental Health Division (MHD); SCC; institutional staff; DSHS budget office; ISSD; ERMO
- External: Office of Attorney General; DES; Department of Natural Resources; Department of Commerce; Department of Archeology and Historic Preservation; Department of Ecology; Department of Health; Labor and Industries; Department of Revenue; OFM; state agencies that occupy space on DSHS residential facility campuses; other tenants on DSHS campuses; local governments; advocacy groups; DSHS programs operating facilities and/or DSHS programs that license/certify housing for persons with disabilities

Leased Facilities Unit

- Internal: DSHS programs; ISSD; Leased Facilities Advisory Committee; Regional Strategic Planning Committees; Voice Oversight Committee
- External: DES; OFM; DEL

KEY PERFORMANCE INDICATORS

Business Process Improvement (Lean)

- Number of Lean projects conducted
- Number of staff completing training certification through OSSD community of practice (*to be developed*)
- Number of OSSD staff participating in Lean projects
- Number of OSSD staff leading Lean projects
- Percent of OSSD Lean projects meeting implementation plan timeframes

Central Contract Services

- Number of contracts signed in calendar year (can be broken down by contract type)
- Timeliness of contracts

Consolidated Maintenance and Operations

- Improved performance data provided to CMO customers, including monthly work order summary
- Increased monthly miles driven per CMO vehicle
- Reduce overall number of vehicles by 10 percent
- Reduce safety incident rates
- Preventive maintenance module in AMMS implemented

- Increase in preventive maintenance projects
- Reduce emergency maintenance projects

Office of Capital Asset Management

- Online tools listing excess property available for review
- Achieve measurable progress on procedures for mothballing closed buildings
- Increase solicitation of proposals for uses of excess property
- Establish Agency working group to develop standards for resources designated to support asset preservation
- Timely contract completion and renewal
- Timely space request review and response
- Timely completion of annual inventory of excess property

Office of Administrative Resources

- Develop an Enterprise Supply Chain Management Program:
 - Consistent use of consumable inventory system (PMX) in order to develop baseline reporting metrics and incorporate standard supply management practices;
 - Develop a supply chain policy and have it signed and adopted; and
 - Develop and implement a supply chain procedure manual and training methodology.
- Develop a standardized food program for DSHS Residential Facilities and Hospitals:
 - Target a \$1.80 average monthly meal cost for JRA Residential Facilities;
 - Develop a standardized menu meeting new USDA guidelines;
 - Target a \$2.50 average monthly meal cost for JRA Group Homes;
 - Develop a standardized JRA Group Home meal plan; and
 - Develop and implement a comprehensive DSHS food policy and training.
- Increase P-Card spending and improve file-turn and program structure:
 - Reach quarterly rebates of \$76,000;
 - Increase Agency spend amount by \$750,000 over previous quarter to reach quarterly spend of \$6.5 million;
 - Decrease Agency file turn to 23 days or fewer; and
 - Release of P-Card program guide.
- Improve wireless program structure and increase Agency optimization:
 - Engage stakeholders to conduct needs assessment and provide quarterly report that identifies new equipment and wireless plan specials;
 - Draft and finalize a Wireless Device Request and Approval form with stakeholder input;
 - Deliver a finalized policy for Use and Monitoring of Wireless Devices;
 - Increased optimization of minutes purchased vs. minutes used; and
 - Reduce total number of wireless accounts from 273 to 120, or fewer.

Office of Capital Asset Management

- Percentage of biennial capital budget under contract
 - Broken out by each program
 - Broken out by institutions
- For capital appropriations, are projects making adequate progress to be completed within the biennium?
 - Percent funded capital projects started
 - Percent of projects completed by end of biennium
- Are the most pressing facility preservation needs being addressed?
 - Percent of identified deficiencies included in the DSHS 10-year Capital Plan
 - Percent of preservation projects receiving capital funding

Leased Facilities Unit

- Lease budget²
 - Number of leases and subleases managed
 - Leased square footage/area leased per employee – Monitor changes over time as this indicates effectiveness of planning and increases/decreases have budget impacts
 - Number of leases over/under budget
 - Number of lease renewals for which a savings of 10 percent was achieved
- Timeliness of lease management
 - Number of renewals without extensions or holdovers

² Note that DSHS has control over only part of the lease budget and lease management processes. DES also plays a role and could potentially have impacts on budget and timeliness.