



# Economic Services Administration

## October 2015

### ESA Mission

To transform lives by empowering individuals and families to thrive

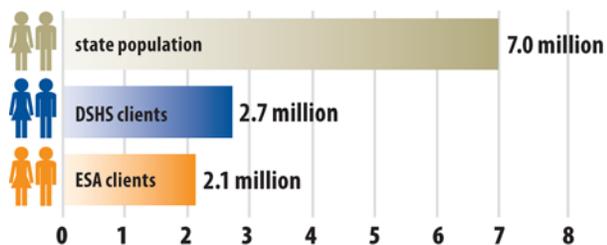
### ESA Vision

Individuals, families and communities thrive

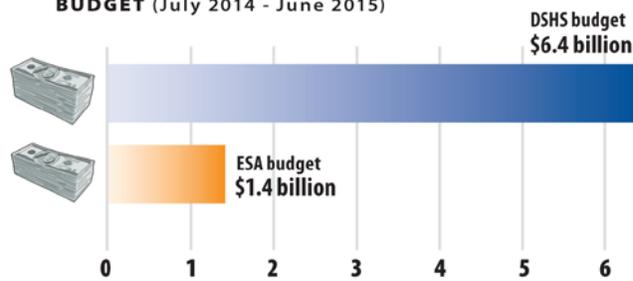
### ESA Values

- Honesty and Integrity
- Pursuit of Excellence
- Open Communication
- Diversity and Inclusion
- Commitment to Service
- Innovation
- Collaboration
- Respect
- Accountability

CLIENTS SERVED (between July 2013 - June 2014)



BUDGET (July 2014 - June 2015)



NUMBER OF TEAM MEMBERS (as of June 30, 2015)



## Table of Contents

<b>Topic</b>	<b>Page</b>
DSHS Secretary’s Letter.....	i
ESA Assistant Secretary’s Letter.....	ii-iii
Introduction.....	1-2
Goals.....	3-7
Washington’s Commitment Scorecard.....	3
ESA Performance Scorecard.....	4-5
Results Washington: ESA Contribution.....	6
DSHS Goals Contributions and Special Focus Areas.....	6-7
Strategic Plan.....	7-24
Provide Flawless Food Assistance.....	8-10
Provide Effective Child Support Collection.....	11
Provide Strong Work Support Services.....	12-15
Provide Timely and Effective Disability Support Services.....	16
Other Mission Critical Goals.....	17-24
ESA Awards and Recognition.....	25-26
Organizational Chart.....	27



**STATE OF WASHINGTON**  
**DEPARTMENT OF SOCIAL AND HEALTH SERVICES**  
Economic Services Administration  
Post Office Box 45070, Olympia WA 98504-5070



October 2015

Dear Teammate,

This Strategic Plan is our guide to focus and measure our efforts to transform lives. Through food assistance, cash assistance, job training, disability support and other services, we will touch the lives of 2.1 million of our fellow residents who are struggling in some way. Whether you achieve this on the "front line" or through critical infrastructure support, by your efforts you are contributing to making our communities better. You can proudly say no administration provides more support to more Washingtonians than you do.

There is nowhere near enough space here to thank you for your achievements of the past two years. To note just a few, you have delivered nearly flawless child support collection and Basic Food assistance, you have nearly doubled the welfare/TANF work participation rate, and you have delivered national information technology leadership in Affordable Care Act implementation. You truly are an exceptional team.

Through an inclusive process I know that you established your strategic goals with Governor, staff and stakeholder input. It is an exceptional agenda. Of the strategic objectives you have identified the areas of greatest focus for me will be to:

- Increase the TANF work participation rate to 30 percent at each office;
- Increase current child support collections by 2.5 percent;
- Decrease processing time for disability determinations by 8 days;
- Reduce "forced-disconnect" contact center rate for all services to zero;
- Increase child care recovery collections by 10 percent; and
- Create a new IT architecture for the ACES complex and increase overall IT security.

Our DSHS organizational mantra is to be connected to the why, the how and the what of our work. Why is our vision and mission – to transform lives. How we work is by applying our values – and being willing at every level to be held accountable to our values. What we will achieve is outlined in this strategic plan. Keeping all these elements in focus is what makes us an exceptional organization.

I am proud to call myself your colleague.

Thanks for your commitment to transforming lives.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin W. Quigley".

Kevin W. Quigley  
Secretary

*DSHS: Transforming Lives*



STATE OF WASHINGTON  
DEPARTMENT OF SOCIAL AND HEALTH SERVICES  
Economic Services Administration  
Post Office Box 45070, Olympia WA 98504-5070



October 2015

Dear Staff, Stakeholders, and Colleagues

As we release this 2015 – 17 Economic Services Administration (ESA) strategic plan, I want to share some thoughts about where we have been, where we hope to go, and most importantly, what drives our direction.

When people think about strategic planning, they usually envision lists of goals, objectives, measures, and data – and those are, in fact, the elements of a good strategic plan. But the heart of the plan, the solid foundation, comes from the values on which the organization is built. Those short, often two or three word statements at the beginning of a plan, help shape the organizational culture, guide decision-making, and drive behavior. I believe ESA has strongly embraced the nine values at the front of our plan, and ESA staff lives those values each day to help move mission and vision statements from simple words to reality – truly transforming the lives of those we serve.

ESA's 2015 – 17 strategic plan goals and objectives provide the roadmap to achieve the vision of our organization. Our leadership recognizes that strong internal partnerships and collaboration among divisions is critical to our success in this journey – and we know the aspirations of each division listed below can only be achieved by working together toward our common mission.

Information Technology Services (ITS) aspires to modernize technology to support staff, customers, and our business most effectively.

The Community Services Division (CSD) aspires to help clients leave public assistance and successfully support themselves and their families.

The Division of Child Support (DCS) aspires to further increases in the collection of current child support to ensure children receive the support they need.

The Division of Program Integrity (PI) aspires to develop and implement a comprehensive program integrity plan that will ensure the quality and integrity of our services and increase public confidence.

The Division of Finance and Financial Recovery aspires to provide quality, accurate, and timely fiscal data to continue to improve our ability to effectively manage limited resources and provide critical services and to maximize the recovery of debts owed to the Department.

The Division of Disability Determination Services aspires to provide timely and accurate determinations to ensure those most in need have access to resources needed to support themselves.

*Commitment to service* is the driving force behind the work of ESA. Whether it's the overwhelming commitment of staff to the State's Combined Fund Drive or their passionate work for our clients, ESA staff regularly demonstrates their strong belief in the value of service to others. That commitment and

passion also translates to a *pursuit of excellence* in service and *accountability* for the quality of work. For example, this year ESA was recognized by the United State Department of Agriculture as one of top four states in the nation for Basic Food payment accuracy, and the Washington State Auditor's Office acknowledged the Division of Child Support was so well managed and cost effective that no audit was necessary.

For almost three years, Washington has been among the leading states in the nation in implementation of the federal Affordable Care Act. The hallmark of the *collaborative* efforts of the Health Care Authority, the Health Benefit Exchange, and ESA is an innovative state health exchange that helps the State's uninsured gain greater access to health care.

I could walk through each of ESA's value statements and point to values in action. They have, and will continue to provide the unwavering foundation of our organization and are reflected in goals and objectives in this 2015 – 17 Strategic Plan. We will, for example, continue to strengthen our focus on *accountability* with objectives specific to program integrity and the quality and accuracy of our fiscal data.

As we look ahead, I call to your attention that we have included a strategic objective reflecting our value of *diversity and inclusion*, designed to help us evaluate and address racial and ethnic disparities in access to and outcomes from our programs. Actively working to ensure equal access to services and benefits is essential to ESA's commitment to public service. The action plan is designed to help us develop key process measures that identify racial and ethnic disproportionality and develop meaningful steps forward. Equally important will be our continued work to live the values of diversity and inclusion in our work place.

Our past successes would not be possible without the outstanding work of ESA's 4,200-plus amazing employees. They live, breathe and exude ESA's values in their working relationships with coworkers, clients, and stakeholders every day. We simply could not successfully serve our 2.1 million clients each year without the strong, sustained commitment of staff to our values, our goals, and the clients we serve.

Nor could we be successful without the help, support, and collaborative efforts of our stakeholders, colleagues, and community partners across the state. We all have a critical role to play in ensuring Washington's children and families have the services and support they need.

I am privileged to serve as ESA's Assistant Secretary and thank all of you for your efforts to transform lives.

Very truly yours,



David Stillman, Assistant Secretary  
Economic Services Administration

## Introduction

Nearly one of every three Washington citizens turns to the Department of Social and Health Services' Economic Services Administration (ESA) for assistance with cash grants, food, child support, child care, disability determination, and supports for transition to employment and other services. Each day, this customer base of over 2.1 million receives service from 4,200-plus dedicated ESA employees providing individuals and families across Washington state with the resources they need to build better lives within their communities.

ESA serves many customers who live on the margin. Although most are not receiving a cash grant, they may be relying on food assistance, work-related support services, assistance with child support, medical coverage, or child care subsidies. A family crisis or change in the economy, even a small one, can force these families into situations requiring assistance, whether it's the full support of a cash grant, help with child support, or temporary assistance to avoid losing housing. When unemployment rates rise or there are downturns in the overall economy, the demand for services increases, as does the pressure on programs, funding, staffing and other resources.



### ESA's core services focus on:

- **Poverty Reduction & Self-Sufficiency** – Help low-income people meet their basic needs and achieve economic independence through cash grants, food, and medical assistance; employment-focused services; and subsidized child care. Major programs include Temporary Assistance for Needy Families (TANF) and WorkFirst (Washington's "Welfare to Work" program); Basic Food (formerly the Food Stamp Program); Aged, Blind, or Disabled; Pregnant Women's Assistance; Refugee Assistance; Working Connections Child Care; and medical assistance. Approximately 1.7 million people served in state fiscal year (SFY) 2014.
- **Child Support Enforcement** – Ensure parents live up to the responsibility of supporting their children and improving the self-sufficiency of families. Approximately 360,000 children served in SFY 2014.
- **Disability Determination** – Determine whether individuals applying for Social Security disability benefits have a disability that prevents them from working. Under contract with the Social Security Administration, Disability Determination Services determines whether individuals qualify for benefits from the Social Security Administration and for medical assistance. Approximately 84,000 individuals served in federal fiscal year (FFY) 2014.



- **Infrastructure and Support** – Provide operational support services for all aspects of the business, including: finance, information technology, quality assurance and program integrity, project management and process improvement, risk management, business support services, strategic planning, and performance management. Our support efforts extend beyond the confines of the administration to include: collection of debts owed to DSHS, the Health Care Authority, the Department of Early Learning, and state taxpayers; and a mission-critical role in the technology infrastructure supporting the state’s Affordable Care Act website, HealthPlanFinder.

Strong organizational values help our leadership and staff transform mission and vision statements into reality on a daily basis. They shape the organizational culture and help guide decision-making on everything from hiring and training staff to setting priorities and allocating limited resources. ESA’s values focus on providing caring and excellent service to internal and external customers; respecting co-workers, partners, customers and everyone with whom we may interact; recognizing that collaboration and partnerships are vital to accomplishing the organization’s mission; valuing open and transparent communication and integrity in all we do; pursuing innovation to improve performance and services; and holding one another accountable.

### Every day in ESA

*Every day, about 4,200 Economic Services Administration employees help transform lives by providing families and individuals across Washington State with the resources and help they need to build better lives.*

#### **On a typical day...**

- More than 580,000 families and 1 million individuals are able to afford nutritious food.
- About 95,000 families and nearly 150,000 individuals are getting cash assistance to help them meet their basic needs.
- More than 7,500 parents are learning how to find a job and getting help with paying for clothes, child care and transportation they will need to become a full-time worker.
- About \$4.3 million in federal dollars are spent at local grocery stores using Basic Food debit cards.
- More than 1,700 individuals (over 550 families) are able to meet a short-term emergency need for food, shelter, utilities, medical care, or job-related transportation.
- About 6,400 parents are working to resolve serious family issues, such as homelessness, domestic violence, and substance abuse.
- About 60 families start working to support their families and get off welfare.
- Nearly 50,000 children are receiving quality care while their parents go to school or work, or look for work.
- More than 29,000 families get help to pay for the child care they need to go to work or school.
- Nearly 118,000 families receive child support.
- About \$2.5 million in child support is distributed to Custodial Parents to help them achieve economic stability.
- More than 67,000 poor families are able to keep vital telephone service.
- Over \$1 million in outstanding debts/repayments is collected and either returned to source programs in several departments to fund ongoing work or the state general fund.
- About 125 individuals are approved to receive, or continue to receive, Social Security disability benefits.



## Goals

Stated as a mission, the goal of the Economic Services Administration (ESA) is **to transform lives by empowering individuals and families to thrive**. Fully realized, this creates our vision: individuals, families, and communities are thriving. To track our progress toward this mission and this vision, we set performance goals in specific areas.

### Washington’s Commitment

We start with a customer focus in measuring progress toward fulfilling our mission and reaching our vision. We ask what our customers need from us to fulfill the vision. For ESA, to best advance our mission Washington state needs to be the national leader in: providing flawless food assistance, child support collection, child care, transition to work services, and disability support. We track progress annually through a scorecard:

#### WASHINGTON’S COMMITMENT SCORECARD

Be the national leader in: **Providing flawless food assistance, child support collection, child care, transition to work services and disability support.**

	2012	2013	2014	
Provide flawless food assistance	GREEN	GREEN	GREEN	Washington State is a national leader in SNAP (food stamp) accuracy and recognized for Excellence in Payment Accuracy in 2014.
Provide effective child support collection	GREEN	GREEN	GREEN	Praised by the Washington State Auditor for strong fiscal performance in the program.
Provide strong work support services	RED	YELLOW ↑	YELLOW ↑	Massive improvements occurred towards meeting federal work requirements, however significant increases in transitions to self-sufficiency remain. Innovative programs are being implemented to address Adverse Childhood Experiences.
Provide timely and effective disability support services	GREEN DDDS ABD YELLOW	GREEN DDDS ABD YELLOW	GREEN DDDS ABD YELLOW	State disability benefits are yellow at this time due to low benefit levels.

Achieving the goal of national leadership in these service areas is a product of the contributions of many players, including the Governor, the Legislature, other state agencies, counties, cities, non-profit organizations, and others, including the citizens themselves. The Washington’s Commitment scorecard looks at the world through the customer’s eyes and asks how successful we are as a state at transforming the lives of customers – without immediate regard to the reason. The reasons are critically important, of course, but for the customer the first concern is always whether the service they need is available and effective. It is too often the case that although the ESA team is doing exceptional work, excessive caseloads, benefit deficits, or other program gaps create severe unmet needs and drive poor grades for Washington’s Commitment. It is also possible that ESA has opportunities to improve performance, and that is reflected in the scorecard as well. ESA’s team performance is highlighted in the section titled ESA Performance, the primary focus of this strategic plan.



The grades included in both the Washington’s Commitment scorecard and the ESA Performance scorecard (below) are denoted by color as follows: green equates to strong performance and service or dramatic improvement in the area; yellow to areas of concern or unmet need, or both; and red to serious concern or serious unmet need, or both. Positive movement is denoted by an upward arrow, and where we have achieved national leadership it is indicated by a coveted gold star.

### **ESA Performance Scorecard**

In the ESA Performance scorecard we measure ourselves against our yardstick of being the national leader in our spheres of service by setting goals and grading our performance for specific elements of the work we do that advances our mission in that specific area. For example, the Washington Commitment measure of “providing flawless food assistance” is measured against two performance measures: 1) increased access to Basic Food assistance; and 2) Basic Food payment accuracy.



ESA's current scorecard looks like this:

### Economic Services (Poverty Reduction)

#### Provide flawless food assistance,

	2012	2013	2014
Increased access to Basic Food assistance	GREEN	GREEN	YELLOW
Basic Food payment accuracy	GREEN	GREEN	GREEN

#### Child support collection,

	2012	2013	2014
Child support collections	GREEN	GREEN	GREEN
Child support accuracy			New in 15-17 plan

#### Work support services, and

	2012	2013	2014
Contact center support	OTHER CHILD	TANF CHILD	TANF CHILD
Leaving Temporary Assistance for Needy Families (TANF) for self-sufficiency	YELLOW	YELLOW	YELLOW
Remaining off TANF for more than 12 months	YELLOW	YELLOW	YELLOW
TANF participants meeting the federal work participation rate	RED	YELLOW	TANF PARTICIPANTS ALL FAMILY
The recorded actual hours in assigned engagement activities will increase			New in 15-17 plan

#### Disability support.

	2012	2013	2014
Processing time for disability determinations	GREEN	GREEN	GREEN
The approval rate of SSI applications will increase			New in 15-17 plan
SSI claims accuracy			New in 15-17 plan

#### Contributing Goals:

	2012	2013	2014
Timeliness of processing applications	YELLOW	YELLOW	GREEN
Addressing racial disparities in service delivery			New in 15-17 plan
Improving quality and availability of fiscal data			New in 15-17 plan
Child care collections			New in 15-17 plan
Customer information security improved			New in 15-17 plan
Enterprise architecture improvements			New in 15-17 plan

Each target item on this scorecard forms part of our strategic plan; we have also added new strategic objectives and success measures to this year's strategic plan.

Nine additional measures are new to this plan and denoted as "New in 15-17 plan" with no previous color rating. The detailed discussion of all measures - including a statement of their importance, a quantified success measure, a timeline, and an action plan - form our strategic plan.

While the summary scorecard provides an overly simplified color-coded evaluation for most of these measures, you will find very detailed performance data included below. Performance data is updated quarterly and can be found at:

<https://www.dshs.wa.gov/data/metrics/ESA.pdf#page=1>

Our strategic plan is organized around the reporting structure outlined in the ESA Performance scorecard.

It is not really possible to fully separate our performance from the challenges of funding. The Governor and the Legislature work with limited resources, and so do we. As a result, we have red status in areas where the performance of the ESA team is exemplary, but the unmet need is so great that only red status evaluation is appropriate. Importantly, in virtually every area summarized on the ESA Performance scorecard we have quantified performance measures to make better use of the resources we have and provide a better measure of our progress as an administration.

Washington's Commitment and ESA Performance scorecards are updated annually in the annual *Report on the State of Human Services in Washington* at:

<https://www.dshs.wa.gov/sites/default/files/SESA/office%20of%20the%20secretary/State%20of%20Human%20Services%20Report%202015.pdf>



## Governor Jay Inslee's Results Washington Goals

ESA is a partner in Governor Jay Inslee's Results Washington, a focused effort to create effective, efficient and accountable government.

Results Washington's goal area number four is Healthy and Safe Communities. ESA has responsibility for one of the leading indicators under the goal topic *Supported People: Stability and Self-sufficiency*:

***Increase the percentage of people who leave public assistance (Temporary Assistance for Needy Families - TANF) due to increased income or at their request from 54 to 60 percent by June 2017.***

### Department of Social and Health Services (DSHS) Goals

DSHS has five broad goals: Health, Safety, Protection, Quality of Life, and Public Trust.

ESA has the following strategic objectives in support of the DSHS goals as listed below:

#### Health:

- People below 125 percent of the Federal Poverty Level (FPL) will have greater access to Basic Food assistance.
- The average time to process a disability determination for Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) will decrease.

#### Quality of Life:

- The percentage of child support collected by ESA will increase.
- The percentage of people who leave Temporary Assistance for Needy Families (TANF) due to self-sufficiency or at their request will increase.
- The percentage of WorkFirst parents currently deferred from participation who are engaged in meaningful pathway activities within their capacities will increase.

#### Public Trust:

- The percentage of Community Service Division (CSD) customers receiving timely service will increase.
- Racial and ethnic disparities, in terms of access to programs and outcomes, will be recognized and addressed so all eligible low-income adults and children will have full access to the benefits, services, and opportunities they need to succeed and thrive.
- The quality of and access to accurate, timely, and reliable fiscal data for ESA customers will improve.
- ESA will develop and implement a coordinated, proactive approach to program integrity to increase the accuracy and appropriateness of ESA benefits and services.
- The percentage of receivables collected by ESA for child care will increase.
- The security of ESA customer information will increase.

#### DSHS 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 attain the highest possible quality of life.
- **Public Trust** – Strong management practices will ensure quality and efficiency.



- The underlying architecture of the ACES Complex will be modernized to be more secure, agile, user friendly, and available.

## Secretary's Special Focus Areas

DSHS Secretary Kevin W. Quigley has highlighted the following six focus areas for ESA during this strategic plan period:

- Increase the TANF federal work participation rate to 30 percent for each office. This is a success target for success measure 3.1.3 found on page 12 of this plan.
- Increase the percent of current child support collections by 2.5 percent. This is a success target for strategic objective 2.1 found on page 11 of this plan.
- Decrease average processing time for Social Security disability determinations by eight days. This is a success target for strategic objective 4.1 found on page 16 of this plan.
- Eliminate forced disconnect rates for all services. This is a success target for success measure 5.1.2 found on page 17 of this plan.
- Increase child care collections by 10 percent. This is a success target for success measure 5.5.1 found on page 23 of this plan.
- Create a new IT architecture for the ACES complex and increase overall IT security. This is a success target for success measure 5.6.1 found on page 23 of this plan.

## Strategic Plan

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Below are the details of our strategic plan to meet our strategic objectives. Each strategic objective includes a statement of its importance, a quantified success measure, a timeline, and most importantly, an action plan.

ESA strategic objectives are monitored, updated and reported quarterly online at <http://www.dshs.wa.gov/ppa/strategic.shtml>.



## Strategic Objectives, Importance, Success Measures and Action Plans

### 1. Provide Flawless Food Assistance

**Strategic Objective 1.1:** People below 125 percent of the Federal Poverty Level (FPL) will have greater access to Basic Food assistance.

	2012	2013	2014
1.1.1 Access to Basic Food assistance	GREEN	GREEN	YELLOW
1.1.2 Basic Food payment accuracy	GREEN	GREEN	GREEN

**Importance:** Providing food assistance is critical to support low-income families. In nearly 70 percent of Washington counties (27 of 38), more than 13 percent of the population lives in poverty, and eight counties have a poverty rate of 20 percent or more (2011 US Census Bureau estimates). This strategic objective aligns with DSHS Goal 1: Health.

**Success Measure 1.1.1:** The percentage of eligible people participating in the Basic Food program (income under 125 percent FPL) increases from 84.4 percent in December 2014 to 96 percent by June 2017.

#### Action Plan:

- Connect Basic Food outreach contractors with Supplemental Nutrition Assistance Program (SNAP)-Education partners to link both services and leverage time at various onsite events for outreach contractors to make the connection between good nutrition and SNAP participation.
- Expand use of federal waiver of interview requirements for elderly households with no earnings through targeted communication to staff, partners and the community at large.
- Procure a vendor and develop an interface with the new Electronic Benefits Transfer (EBT) vendor to ensure ESA can continue providing electronic access to Basic Food and cash benefits for all customers.
- Capitalize on Intuit Benefit Assist SNAP application submission through automated fax submission from eligible and interested Turbo Tax customers.
- Formulate an approach to connect Senior Housing Assistance Group (SHAG) residents with Basic Food through enrollment events at SHAG locations hosted by Basic Food Education and Assistance (outreach) contractors and the Community Services Division's Mobile Community Services Offices.

#### Basic Food

##### *In SFY14:*

- More than 99 percent of Basic Food payments were accurately disbursed – one of the highest accuracy rates in the nation.
- Nearly \$1.6 billion in Basic Food benefits were issued to Washington families.
- About 38 percent of all Basic Food recipients were children under the age of 18.
- Each \$1 of benefits generates \$1.79 in local economic activity.
- Approximately 88 percent of eligible Washingtonians accessed Basic Food.

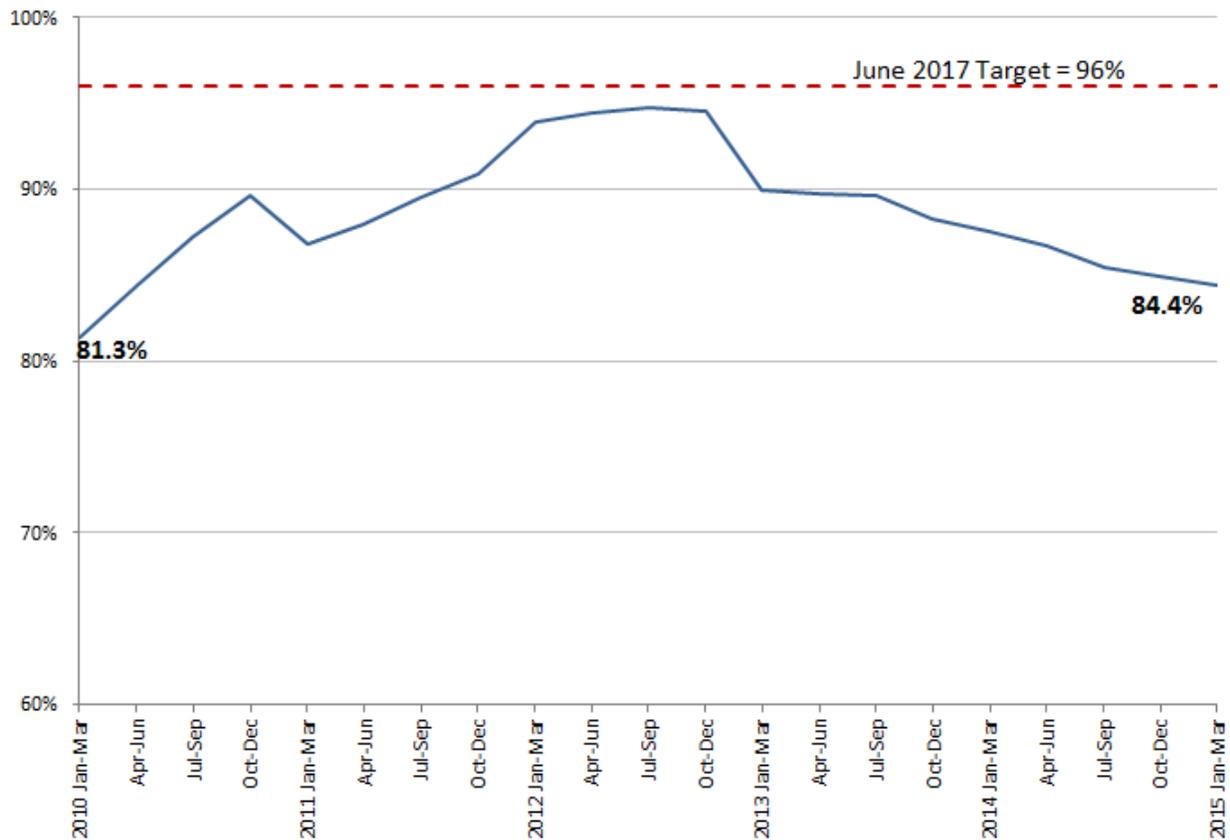


- Target schools, senior gathering places, homes, and homeless shelters to provide more information about Basic Food and how to access the program.
- Produce new brochures to promote the advantages of receiving even low food allotments (*What You Can Buy for \$16*) and to dispel common misconceptions of eligibility such as employment or citizenship.

See analysis and plan at: [ESA Action Plan 1.1 – Basic Food Participation](#)

Chart 1.1.1 Percentage of persons at or below 125% of FPL who receive Basic Food Assistance

Statewide Average



**Success Measure 1.1.2:** The Basic Food payment accuracy rate exceeds 99 percent by June 2017.

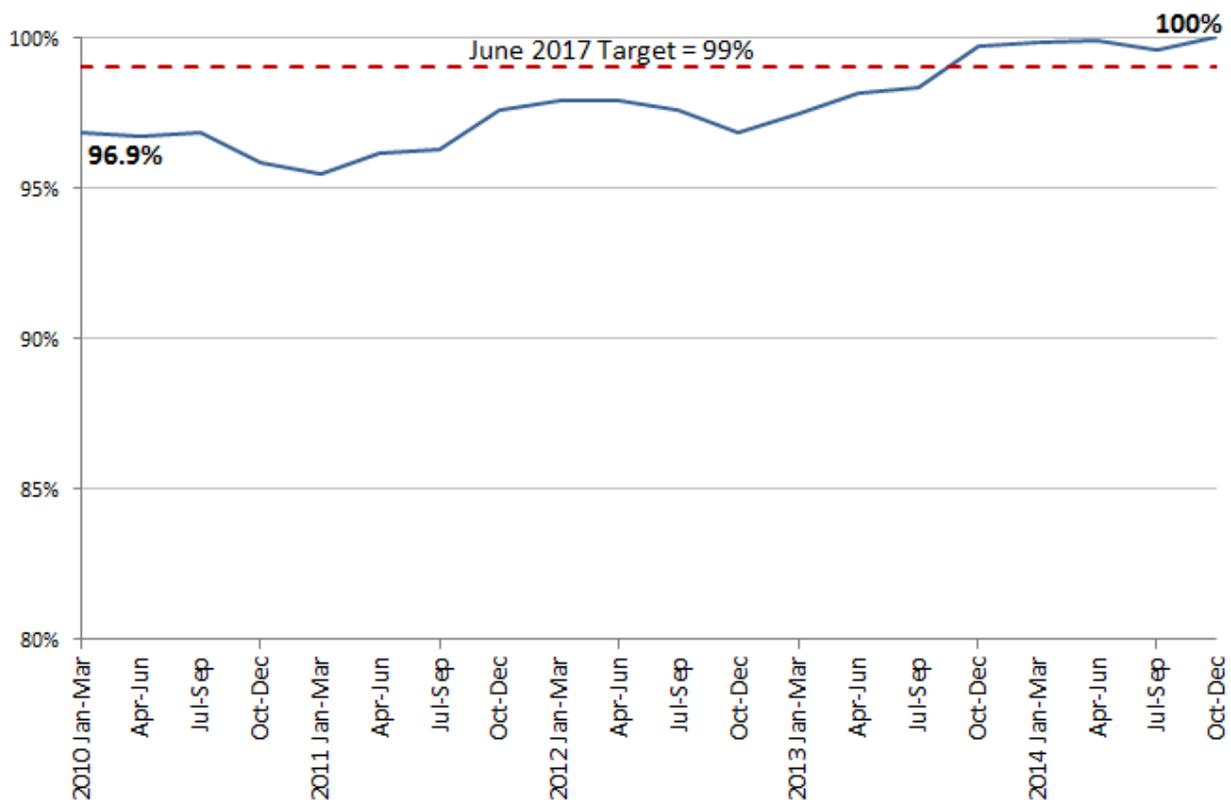
**Action Plan:**

- Leverage existing knowledge and resources, through actions such as: inventorying program integrity initiatives, identifying partners, cross training staff, and evaluating internal control systems.
- Create a system to trend and review program audit reports and other relevant information to assess risks and create actions plans.
- Increase data sharing at national and inter-state levels.

See analysis and plan at: [ESA Action Plan 1.2 – Basic Food Payment Accuracy](#)

Chart 1.1.2 **Basic Food payment accuracy rate**

**Statewide Average**



## 2. Provide Effective Child Support Collection

**Strategic Objective 2.1:** The percentage of child support collected by ESA will increase.

	2012	2013	2014
2.1.1 Collecting current child support	GREEN	GREEN	GREEN

**Importance:** Consistent child support payments increase the economic stability of families and contribute to families leaving TANF due to self-sufficiency. This strategic objective aligns with DSHS Goal 4: Quality of Life.

**Success Measure 2.1.1:** The average percent collected on current child support increases from 64.5 percent in September 2014 to 67 percent by September 2017.

**Action Plan:**

- Review existing orders for potential upward or downward modifications.
- Conduct in-depth analysis of caseload composition, environment and collection techniques to identify best practices. Train and implement best practices statewide.
- Change Division of Child Support IT workflow and processes to prioritize IT system modifications that focus on increase of current support collected.

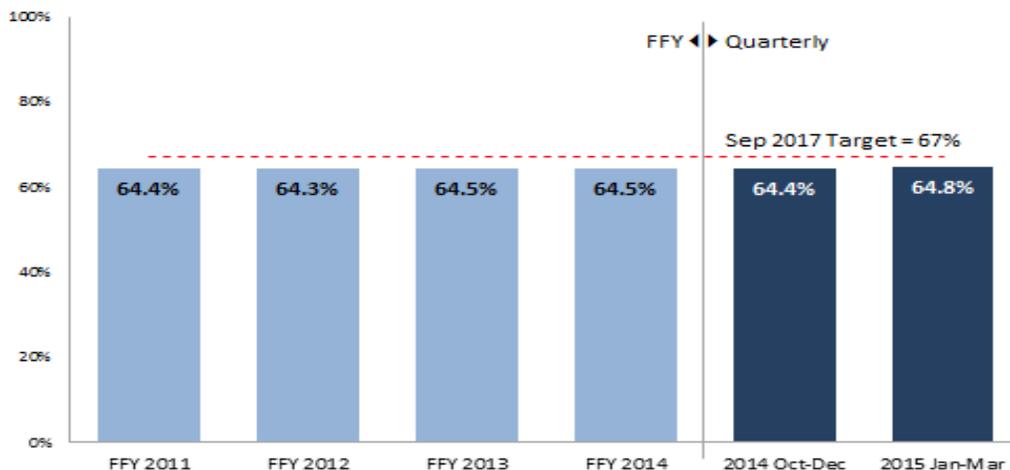
**Child Support**

*In SFY14:*

- More than \$682 million in child support was collected to help families be more self-sufficient.
- About one of every six state residents was served by Washington’s Child Support Program.
- Approximately \$158 million in Medicaid, cash and food assistance program expenditures were avoided due to child support collections.
- Nearly 65 percent of current child support owed is collected, and 85 percent of all payments are disbursed electronically.
- Approximately \$4.59 in child support was collected for every \$1 spent.

See analysis and plan at: [ESA Action Plan 2.1 – Child Support](#)

Chart 2.1.1 Percent of current child support collected



### 3. Provide Strong Work Support Services

**Strategic Objective 3.1:** The percentage of people who leave Temporary Assistance for Needy Families (TANF) due to self-sufficiency or at their request will increase.

	2012	2013	2014
<b>3.1.1</b> Leaving Temporary Assistance for Needy Families (TANF) for self-sufficiency 	YELLOW	YELLOW	YELLOW
<b>3.1.2</b> Remaining off TANF for more than 12 months	YELLOW	YELLOW	YELLOW 
<b>3.1.3</b> TANF participants meeting the federal work participation rate	RED	YELLOW 	RED  TWO PARENT ALL FAMILY GREEN

**Importance:** ESA provides help to low-income working families to begin lifting them out of poverty and reduce their chances of needing future assistance. The state offers work experience, apprenticeships, education, job training and job matching services as routes to advance to better jobs. Families that work always have more income than if they only receive public assistance. This strategic objective aligns with DSHS Goal 4: Quality of Life.

**Success Measures:**

- 3.1.1** The percentage of people who leave TANF due to increased income or at their request increases from 56 percent in September 2014 to 60 percent by June 2017.
- 3.1.2** The percentage of people who leave TANF and remain off TANF for 12 consecutive months increases from 73 percent in September 2014 to 78 percent by June 2017.
- 3.1.3** The percentage of TANF families meeting the Federal All-Family Work Participation Rate increases from 14.4 percent in September 2014 to 25 percent by June 2017.  
The percentage of TANF Two-Parent Families meeting the Federal Work Participation Rate increases from 16.1 percent in September 2014 to 55 percent by June 2017.

**TANF Adults**

*In SFY14:*

- More than 42,500 TANF families are assisted each month.
- An average of \$369 per month, in cash and medical assistance, are provided to the typical TANF family of a single parent with one child.
- Approximately 54 percent of TANF families were headed by a single parent.
- About 70 percent of TANF customers are 18-34 years of age.
- About 40 percent of adult TANF customers are 25-34 years of age.
- Almost 14.4 percent of TANF customers identified themselves as homeless.



## Action Plan

The Action Plan is designed to exceed federal rates.

- Improve parent engagement in strength-based, family-focused activities that move customers along their pathway to self-sufficiency.
- Increase countable hours for parents participating but not meeting the Federal Work Participation Rate.
- Move more parents to work through engagement in work preparation activities such as job search, apprenticeships, supported or subsidized work programs, education and training programs, and expanded use of unpaid community service.

See analysis and plan at: [ESA Action Plans 3.1-3.3 –TANF](#)

Chart 3.1.1 Percent of families who leave public assistance (TANF) due to increased income or at their request

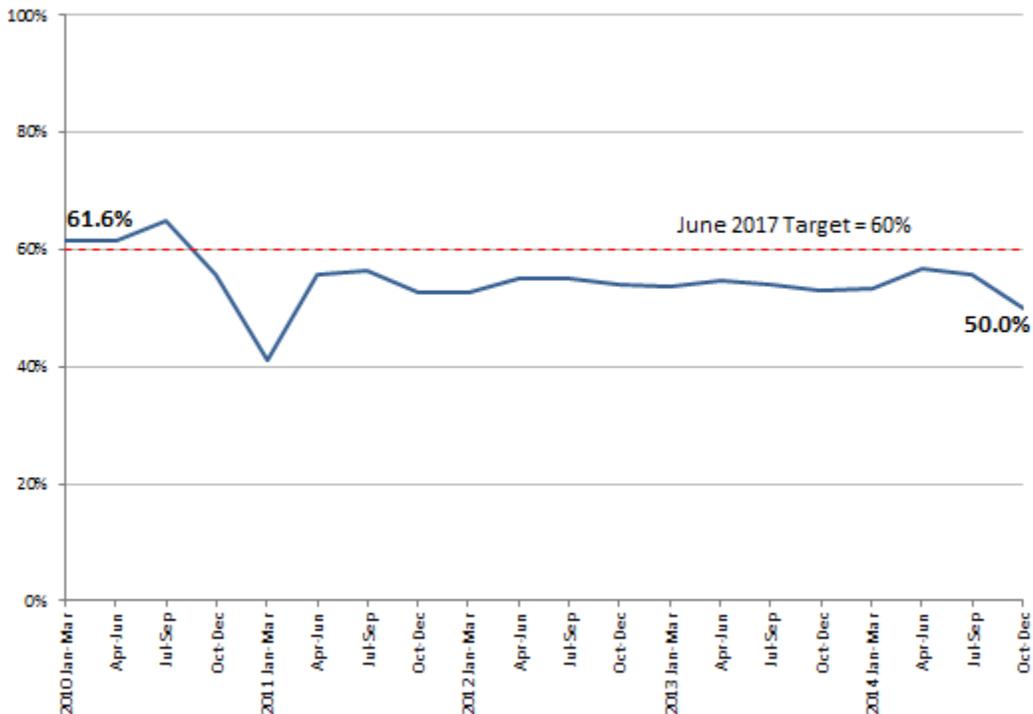


CHART 3.1.2 Percent of adults who leave TANF and remain off TANF for 12 consecutive months

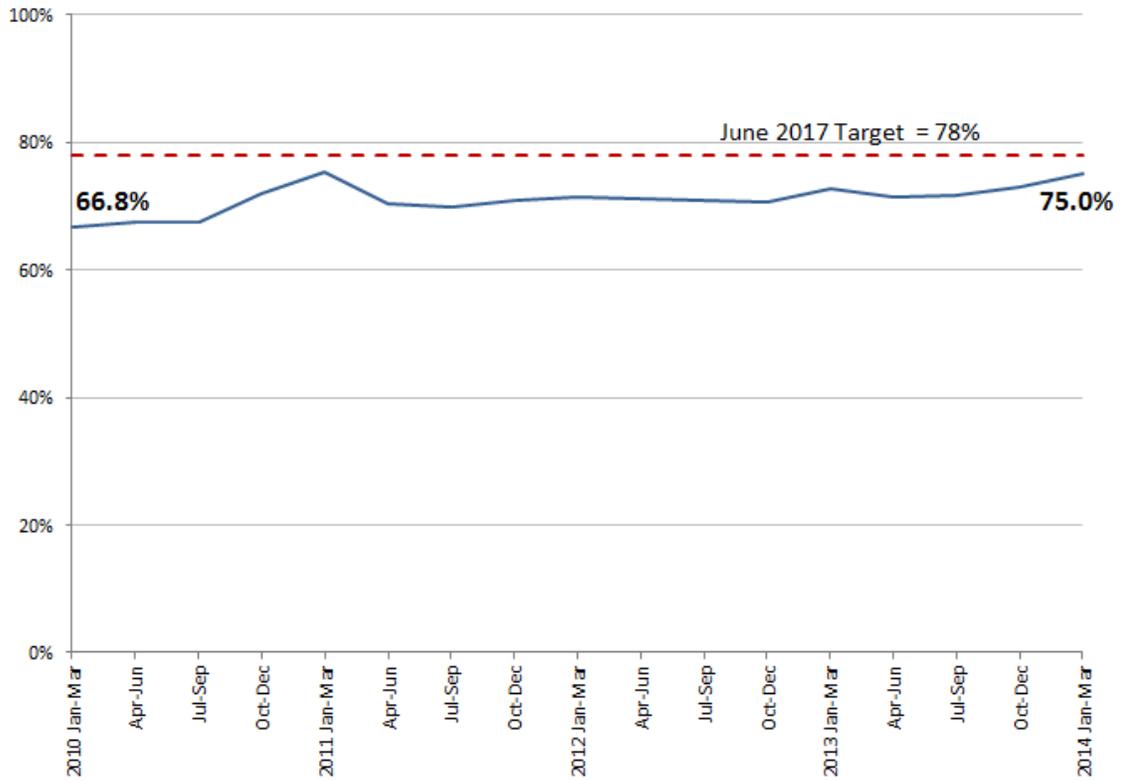
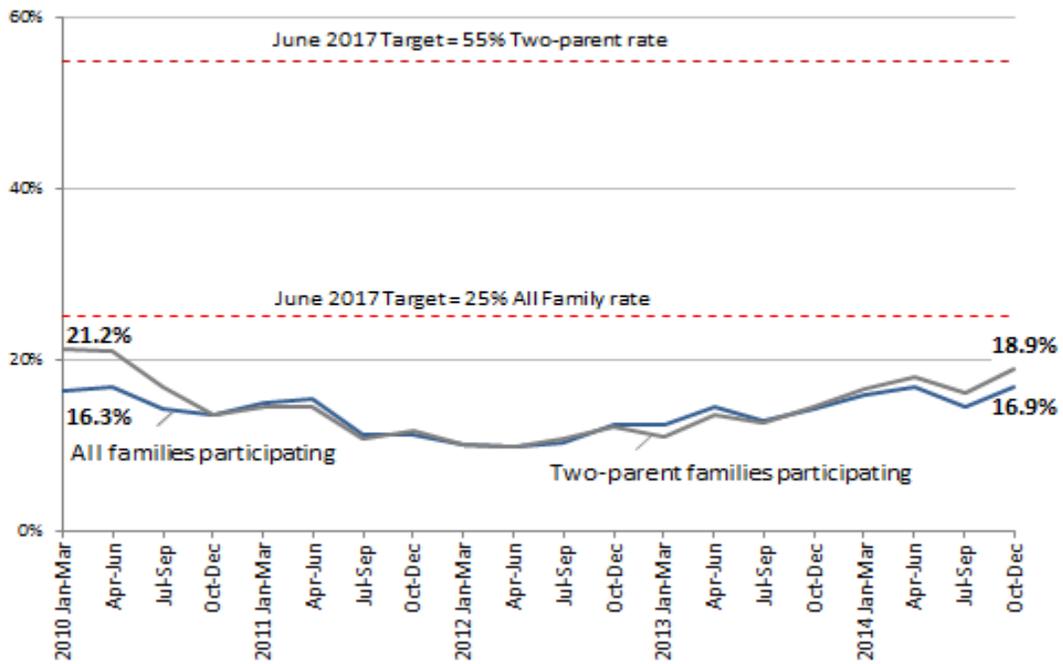


Chart 3.1.3 Percent of families meeting federally mandated work participation requirements

Statewide Average



**Strategic Objective 3.2:** The percentage of WorkFirst parents currently deferred from participation who are engaged in meaningful pathway activities within their capacities will increase.

	2012	2013	2014
3.2.1 The recorded actual hours in assigned engagement activities will increase			New in 15-17 plan
3.2.2 The approval rate of SSI applications will increase			New in 15-17 plan

**Importance:** On the road to self-sufficiency, parents receiving TANF benefits may need to address significant barriers, such as mental health and chemical dependency issues, that can interfere with their ability to obtain and maintain employment. It is essential to identify and remove barriers upfront and effectively connect parents with the services they need to be successful. This strategic objective aligns with DSHS Goal 4: Quality of Life.

**Success Measures:**

- 3.2.1 The recorded actual hours in assigned engagement activities will increase 12 percent by June 2017.
- 3.2.2 The approval rate of Supplemental Security Income (SSI) applications will increase 10 percent by June 2017.

**Action Plan:**

- Create a new SSI Dashboard for monitoring the progress of customer applications.
- Escalate review of Individual Responsibility Plans (IRP) to increase engagement in barrier removal activities.
- Visit community providers to develop better medical evidence documentation.
- Leverage resources and expertise within allied divisions of DSHS: Division of Vocational Rehabilitation (DVR), Division of Behavioral Health Recovery (DBHR) and Division of Disability Determination Services (DDD).
- Design, test, and analyze results of a WorkFirst transportation pilot designed to address both the immediate and underlying cause for transportation needs.

#### 4. Provide Timely and Effective Disability Support Services

**Strategic Objective 4.1:** The average time to process a disability determination for Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) will decrease.

	2012	2013	2014
4.1.1 Processing time for disability determinations	GREEN	GREEN	GREEN



**Importance:** Social Security disability benefits are critical to individuals with disabilities to meet their basic needs, and timely processing is essential. This strategic objective aligns with DSHS Goal 1: Health.

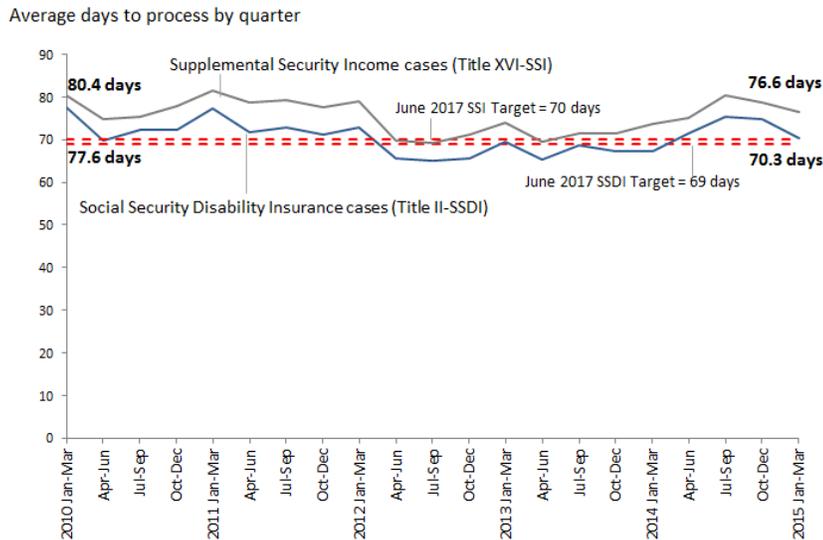
**Success Measure 4.1.1:** The average time to process initial disability determinations decreases from 73 days in January 2015 to 69 days by June 2017 for SSDI cases and from 78 days in January 2015 to 70 days by June 2017 for SSI cases.

**Action Plan:** Focus on making timely disability determinations and achieve greater efficiencies in disability case processing to improve services.

- Increase IT functionality.
- Increase engagement of support staff in disability case processing.
- Develop and implement retention incentives for highly skilled adjudicators and support staff

See analysis and plan at: [ESA Action Plan 4.1 – Processing Time](#)

**Chart 4.1.1 The average time to process initial determinations for Social Security Disability Insurance cases (Title II-SSDI), and for Supplemental Security Income cases (Title XVI-SSI)**



## 5. Other Mission Critical Goals

**Strategic Objective 5.1:** The percentage of Community Service Division (CSD) customers receiving timely service will increase.

	2012	2013	2014
5.1.1 Timeliness of processing applications	YELLOW	YELLOW ↑	GREEN
5.1.2 Reduce forced-disconnect rate	RED General Childcare GREEN	RED General Childcare GREEN ↑	YELLOW General Childcare GREEN ↑

**Importance:** Providing accurate and timely benefits is vital to help meet the needs of low-income children and families and demonstrate good stewardship of public funds. The strategic objective aligns with DSHS Goal 5: Public Trust.

**Success Measure 5.1.1:** Application processing timeliness exceeds the Federal Standards of Promptness (SOP) outlined below through June 2017:

- 30 days for cash, childcare and food programs
- 30 days for all other medical
- 45 days for Aged, Blind, and Disabled (ABD) and Medical Care Services (MCS)
- 60 days for non-grant medical

### Action Plan:

- Continue to monitor Standards of Promptness (SOP) on a monthly basis and evaluate medical programs that contribute to missed SOP using refreshed data following the Affordable Care Act (ACA) transition.
- Identify targeted initiatives and recommendations for improvement based on the revised analysis.
- Subject to prioritization, increase IT functionality to ensure timely and accurate application processing.

See analysis and plan at: [ESA Action Plan 5.1.1 – Application Processing Timeliness](#)



**Success Measure 5.1.2:** The Community Services Division Contact Center general queue forced-disconnect rate decreases from 2.7 percent in March 2015 to zero by June 2017.

**Action Plan:**

- Stabilize telephony and administrative infrastructure for the Customer Service Contact Center through hub establishment and technology modernization.
- Maximize use of new technology, including workforce optimization software, to forecast and meet anticipated workload demands.
- Explore customer service enhancement opportunities to simultaneously reduce demand and increase access.
- Integrate online application routing and allow auto enrollment for Basic Food for Modified Adjusted Gross Income (MAGI) Medicaid customers to increase accuracy, customer access and on-time delivery of services.

See analysis and plan at: [ESA Action Plan 5.1.2 – Forced Disconnect Rate](#)

Chart 5.1.1 **Timely economic services application processing – Percent within Federal Standards of Promptness (SOP) by Program**

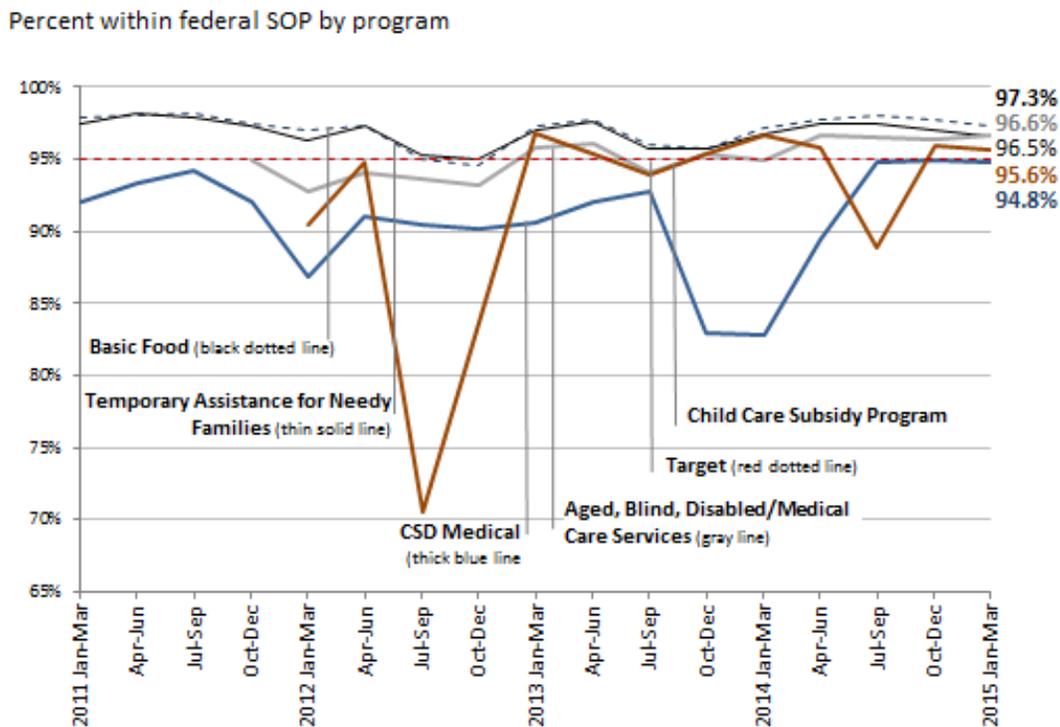
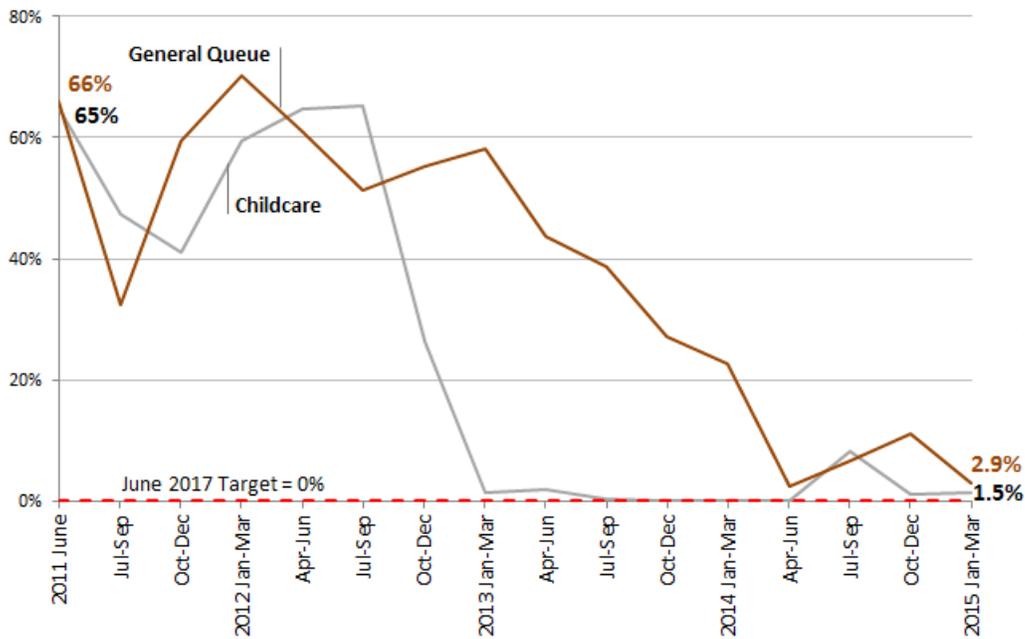


Chart 5.1.2 Community Services Division Contact Center forced disconnect rate by queue

Statewide Average



**Strategic Objective 5.2:** Racial and ethnic proportionality will be assessed to ensure all eligible low-income adults and children have full access to the benefits, services, and opportunities they need to succeed and thrive.

	2012	2013	2014
5.2.1 Addressing racial disparities			New in 15-17 plan

**Importance:** Actively working to ensure equal access to programs and services aligns with the value we place on comprehensive diversity and inclusion. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success Measure 5.2.1:** ESA is currently working to develop baseline measurements, including a race and ethnicity equity analysis framework to identify, evaluate, and communicate the potential impact of existing or proposed policies or programs on equity. The target date for establishing an initial set of tools is January 2016.

**Action Plan:**

- Develop key process measurements that identify racial and ethnic disproportionality, a process for interpreting these measurements, and a method for identifying specific meaningful actions based on recognition of racial and ethnic disproportionality.
- Build upon the work of other states, including Oregon, to understand how existing programs or proposed policy changes may impact low-income people of color.



**Strategic Objective 5.3:** The quality of and access to accurate, timely, and reliable fiscal data for ESA customers will improve.

	2012	2013	2014
5.3.1 Improving quality and availability of fiscal data			New in 15-17 plan

**Importance:** ESA administers programs that serve over 2.1 million customers a year with a \$1.1 billion budget. Accurate and reliable fiscal data is critical to support operational and policy decisions that affect programs serving ESA’s most vulnerable customers. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success Measure 5.3.1:** The accuracy of fiscal projections relative to actual spending increases from 68 percent in June 2014 to 81 percent by June 2017.

**Action Plan:**

- Identify ESA fiscal data and reporting needs using a variety of approaches such as focus groups and Lean tools.
- Develop the automated tools and infrastructure needed to support fiscal reporting, distribution, and display to meet customer needs and maximize use of limited fiscal staff resources.
- Identify other strategies to support successful implementation, such as communication with customers and staff training.



**Strategic Objective 5.4:** ESA will develop and implement a coordinated, proactive approach to program integrity to increase the accuracy and appropriateness of ESA benefits and services.

	2012	2013	2014
5.4.1 Child Support accuracy			New in 15-17 plan
5.4.2 SSI claims accuracy			New in 15-17 plan

**Importance:** A strong program integrity effort is vital for the public to trust and have confidence that ESA programs, policies, and processes work together to achieve accurate service delivery. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success Measure 5.4.1:** The accuracy rate for child support funds held in suspense appropriately will improve from 66 percent in July 2014 to 95 percent by June 2017.

**Success Measure 5.4.2:** Initial claims (for SSI/SSDI) accuracy rate will increase from 95 percent in September 2014 to 97 percent by September 2017.

**Action Plan:**

- Leverage existing knowledge and resources, through actions such as: inventorying program integrity initiatives, identifying partners, cross training staff, and evaluating internal control systems.
- Create a system to trend and review program audit reports and other relevant information to assess risks and create actions plans.
- Increase data sharing at national and interstate levels.



Chart 5.4.1 Child support funds held in suspense accuracy rate (DCS)

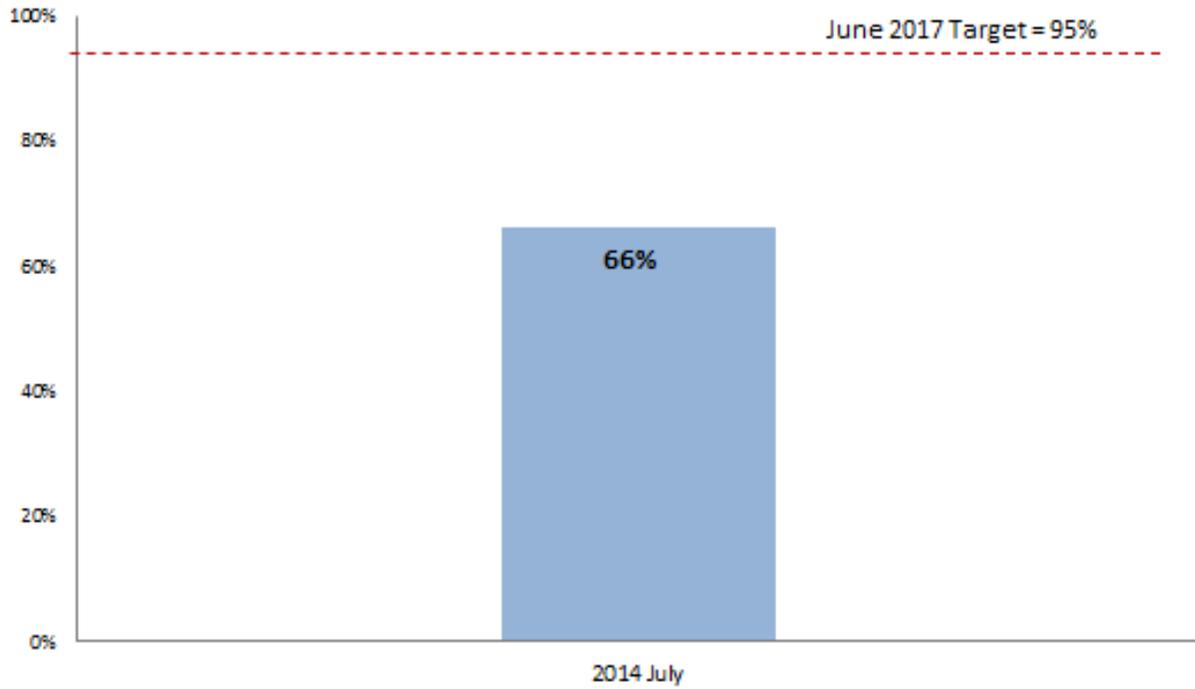
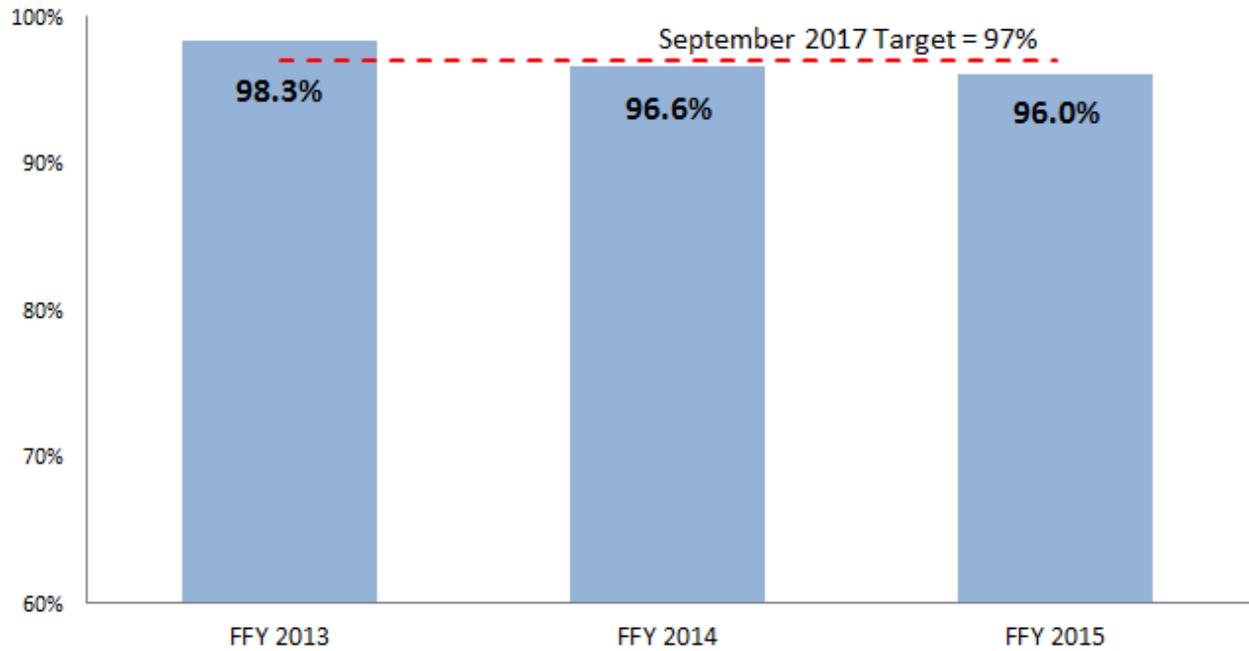


Chart 5.4.2 Initial claims accuracy rate (DDDS)



**Strategic Objective 5.5:** The percentage of receivables collected by ESA for child care will increase.

	2012	2013	2014
5.5.1 Child care collections			New in 15-17 plan

**Importance:** Collection of debts owed to the state benefits all programs and customers. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success Measure 5.5.1:** The two-year collection rate for child care overpayments increases from 40 percent in December 2013 to 50 percent by June 2017.

**Action Plan:**

- Create and implement an online application for field staff that will check background data before submission, and increase the speed and accuracy of cases referred for collections activities.
- Upgrade the Collections and Accounts Receivable System (CARS) and utilize new reporting features to assign work and prioritize caseloads.
- Continue to work with partners to more effectively provide oversight of child care programs to quickly identify and resolve overpayments.

**Strategic Objective 5.6:** Increase security of customer information.

	2012	2013	2014
5.6.1 Customer information security improved			New in 15-17 plan

**Importance:** Federal and State laws and agency policy require the protection of sensitive customer data. Our customers also trust we will safeguard their personal information. This is a challenging task in an era where individual identities and their associated information are marketable commodities. We must continually protect this information through constant vigilance, proactive measures, and anticipation of future threats without limiting the ability to share data in the pursuit of customer service and Department goals. This objective includes strengthening the protection of sensitive data and working to appropriately minimize the collection and exposure of the data. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success measure 5.6.1:** Materially decrease the use of Social Security and bank account numbers.

**Action Plan:**

- Complete the prioritization of items identified in the recently completed Corrective Action Plan.
- Develop a risk-based implementation plan.

- Establish an interdisciplinary team to identify how to appropriately minimize the collection and exposure of sensitive customer data. ESA is coordinating with Enterprise Technology and requesting enhanced funding through the Planning Advanced Planning Document (PAPD) process to initially hire one analyst focused on the ACES Complex with the intent of expanding to other systems within ESA. As planning efforts continue, additional enhanced funding for technology solutions and staff would be requested through the APD process.
- Continually improve enterprise wide security communication and collaboration in order to capitalize on the community of practice’s recommendations on information security.
- Increase coordination with federal and state partners in order to maintain information security while minimizing the impact on customer wait times.

**Strategic Objective 5.7:** Improve systems architecture in support of ESA business needs.

	2012	2013	2014
5.7.1 Enterprise architecture improvements			New in 15-17 plan

**Importance:** Our ability to provide superior customer service relies heavily on IT that is secure, responsive to business needs, user friendly, and available with minimal down time. The current Automated Client Eligibility System (ACES) complex relies on old programming languages, a time intensive development process and uses multiple system architectures. ESA is committed to meeting these business needs while embracing the opportunity to create enterprise architecture shared amongst the state agencies providing health and human services. This strategic objective aligns with DSHS Goal 5: Public Trust.

**Success measure 5.7.1:** Establish a new architecture to modernize the ACES complex that is secure, responsive to business needs, user friendly, and available with minimal down time.

**Action Plan:**

- Advocate for the development of a shared vision during all statewide enterprise architecture planning sessions.
- Find and contract external consultation services to create recommendations for the new architecture that meets the criteria listed in the above success measure.
- Work with business and technical staff from the health and human services agencies to establish a clear vision of the scope of work and business processes we support in eligibility, payments, and authorizations that must be integrated into successful enterprise architecture.
- Coordinate early and often with the Washington Technology Services to emphasize the need for clear modelling to ensure the envisioned and planned enterprise architecture meets our business needs and, ultimately, supports an improved customer experience.

## ESA AWARDS AND RECOGNITION

DIVISION	DATE RECEIVED	AWARD	BRIEF DESCRIPTION OF REASON FOR AWARD
Community Service Division	June 2015	FNS Excellence in Payment Accuracy	Achieved 4 <sup>th</sup> highest payment accuracy in the Nation (WA: 0.77% vs. National AVG: 3.66%) and recognized with a \$2.4 million performance award for reinvestment into SNAP performance improvements.
Division of Child Support	December 2014		State Auditor's Office: Washington's child support program is so well-run and cost-effective no audit is needed.
Community Service Division and Division of Program Integrity	December 2014		USDA: Washington's Economic Services Administration has "exemplary" food benefit accuracy rate of nearly 100 percent.
Division of Disability Determination Services	December 2013	SSA Commissioner Team Award	The Washington DDS earned this distinguished award because of their personal commitment to excellence and exceptional public service to the citizens of the state of Washington.
Information Technology Solutions	October 2013	Acknowledgement for Affordable Care Act Implementation	IS Solutions (ITS) has been working with a variety of partners to successfully implement system changes necessary to support the Affordable Care Act (ACA). The automation impacts included significant changes to the Automated Client Eligibility Systems (ACES), Washington Connection, Barcode, and the creation of the Eligibility Service.
Division of Disability Determination Services	September 2013	Commissioner's Award	SSA recognized Washington's Division of Disability Determination Services with a Commissioner's Award for outstanding performance in helping individuals with disabilities applying for federal benefits.
Division of Disability Determination Services	May 2013	Team Award	The Western Washington Cooperative Disability Investigations Unit (CDIU) was recognized with a Commissioner's Citation, the Social Security Administration's top honor, for its outstanding work investigating and prosecuting government benefit fraud cases. In fiscal year 2012, the Western District of Washington led the nation in the number of



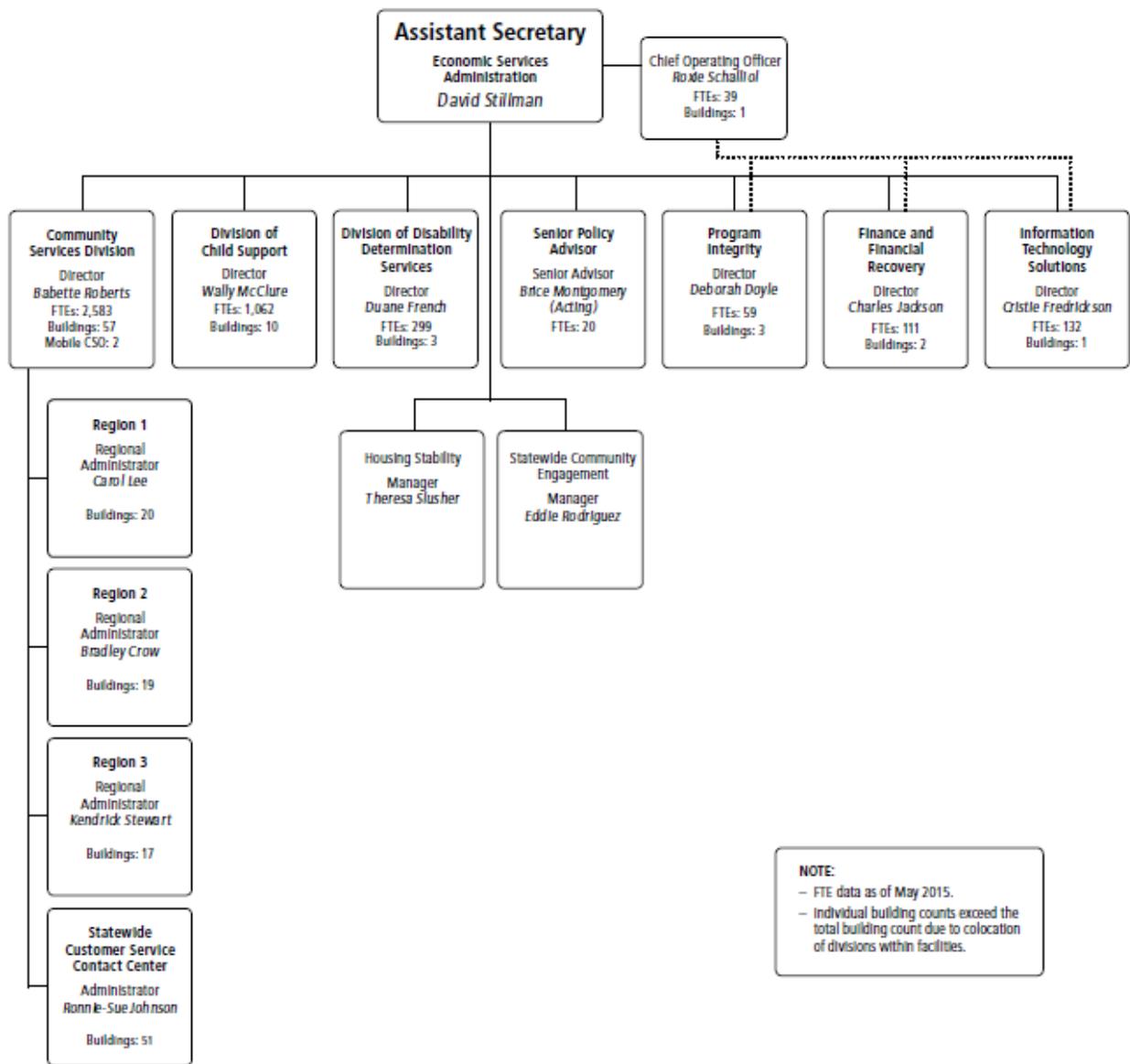
## ESA AWARDS AND RECOGNITION

DIVISION	DATE RECEIVED	AWARD	BRIEF DESCRIPTION OF REASON FOR AWARD
			convictions for benefit fraud and the total amount of restitution ordered. The award is for results in 2011, when Western Washington also led the nation in convictions and was first in the amount of restitution ordered to reimburse the Social Security Administration for fraudulently-obtained benefits.
Community Service Division Region 1 Wapato CSO	February 2013	2012 Silver Hunger Champion Award	The annual award is bestowed upon organizations that help bring the Supplemental Nutritional Assistance Program (SNAP) to low-income people in creative ways. Presented by the USDA Food and Nutrition Service.
Community Service Division Region 1 Ellensburg Community Service Office	February 2013	2012 Bronze Hunger Champion Award	The annual award is bestowed upon organizations that help bring the Supplemental Nutritional Assistance Program (SNAP) to low-income people in creative ways. Presented by the USDA Food and Nutrition Service.
Community Service Division Region 1 Sunnyside Community Service Office	February 2013	2012 Bronze Hunger Champion Award	The annual award is bestowed upon organizations that help bring the Supplemental Nutritional Assistance Program (SNAP) to low-income people in creative ways. Presented by the USDA Food and Nutrition Service.
Division of Disability Determination Services	October 2012	SSA Commissioner's Award	The Social Security Office of Inspector General Anti-Fraud Team, including the team in Western Washington, received the Social Security Administration's (SSA) Commissioner's Citation for outstanding work investigating and prosecuting government benefit fraud cases.



# Department of Social and Health Services

## Economic Services Administration



**NOTE:**  
 - FTE data as of May 2015.  
 - Individual building counts exceed the total building count due to colocation of divisions within facilities.

