

Washington State Department of Information Services

Information Systems Under Development: Significant Enterprise-Wide & Single-Agency Projects



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Enterprise Projects – Affecting Multiple Agencies

1. Department of Personnel – Human Resource Management System

Background

The Personnel System Reform Act of 2002 (SHB1268), also known as the PSRA, mandated extensive changes to Washington State's Civil Service system. The PSRA established a January 1, 2005 deadline to begin implementation of a new classification system, Civil Service Reform, and a July 1, 2005 deadline for implementation of the first Collective Bargaining agreements. The Department of Personnel's (DOP) new Human Resource Management System (HRMS) must be operational and able to support the requirements of civil service reform and collective bargaining no later than July 1, 2005.

DOP's current legacy payroll and human resources systems support over 65,000 state employees and over 2,000 authorized system users. The systems are over 25 years old, technically complex, costly to modify, and lack the functionality and flexibility to support modern HR practices and many of the initial and anticipated requirements of civil service reform and collective bargaining. The existing systems also support over 200 interfaces to other state and external systems.

Project Description

At its January 2003 meeting the Information Services Board (ISB) approved DOP's request to proceed with the acquisition of integration services, software, and hardware to begin replacing DOP's existing systems. The request for proposals was released on April 16, 2003. The contract was awarded to Accenture and work began on September 22, 2003.

The major project phases are:

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|-----------------------------------------|----------------------------------------------------------|
| 1 | Implement core payroll functionality required to support Civil Service Reform and Collective Bargaining <ul style="list-style-type: none">▪ Group 1: agencies not subject to Collective Bargaining▪ Group 2: remaining agencies | 9/03 | 1/05 4/05 | \$49 million (Not budgeted by phase) | Delayed 3 months to 3/05 Delayed 2 months to 5/05 |
| 2 | Implement recruitment, training, and performance evaluations | 11/04 | 8/05 | | Planning begun 10/04 |
| 3 | Implement time reporting | 11/04 | 10/05 | | |

Contact Information

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|-------------------|--------------|-------------------------------|--------------|-------------------|
| Executive Sponsor | Gene Matt | Director | 360-664-6350 | genem@dop.wa.gov |
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| Project Manager | Brian Turner | HRMS Project Manager | 360-664-6363 | briant@dop.wa.gov |

Budget

The budget for design, development, and implementation of HRMS is \$49 million; \$39 million obtained from a Certificate of Participation and \$10 million from DIS rebates to the agencies. The budget, including debt service, is approximately \$69 million. The costs for ongoing operations have been estimated and budgeted.

Technology

The new HRMS system is comprised of:

- SAP AG human resources and payroll software (R/3)
- Microsoft operating system and database software (Windows XP and SQL Server)
- Hewlett-Packard servers
- Accenture implementation/integration services
- The computer system housed and run by the Department of Information Services

Status

The original Release 1 implementation dates of December 2004 for Group 1 and March 2005 for Group 2 have been pushed back to March and May 2005 respectively. This was due primarily to the complexity of the system interfaces between HRMS and OFM's AFRS financial system and with the State Treasury Management System.

Issues

- The deadlines mandated by the Legislature are extremely aggressive.
- Although other states have implemented new HR/payroll systems within the same time period, none have done so while at the same time changing all of the underlying HR/payroll business rules.
- Given the mandated timelines, DOP has to configure the system twice. Once to satisfy the payroll rules in effect prior to July 1, 2005 and again to satisfy the new payroll rules in effect on that date.

Project Web Site: <http://hrms.dop.wa.gov>

2. Secretary of State – Digital Archives

Background

The Office of the Secretary of State (OSOS) began planning for the Digital Archives in March 2000. Planning for the physical design and technical infrastructure of the facility occurred during calendar year 2002. The state's 2001-2003 Capital Budget (SSB 6155) authorized the Secretary of State to enter into a financing contract for construction on the campus of Eastern Washington University in Cheney. Early site work for the facility began in July 2002 with construction beginning January 2003. This facility will serve as the physical home for the Digital Archives; construction was completed in May 2004. This two-story facility will house both the Eastern Washington Regional Archives (traditional paper archives) as well as the Digital Archives, serving both state and local government agencies.

The state's 2001-2003 Capital Budget also authorized financing for the purchase of information technology equipment and software for the Digital Archives contingent on completion of a feasibility study for the project's technology and subsequent approval by the Information Services Board. Project team members conducted site visits to the National Archives and the Library of Congress. In June 2003 work was completed on the project's technical feasibility, proof-of-concept testing, determining system requirements, designing the system architecture, and developing cost estimates.

Project Description

The purpose of the Digital Archives Project is to construct a facility and electronic system to capture an ever-increasing number of electronic records produced by government jurisdictions within the State of Washington.

OSOS engaged the services of GlassHouse Technologies, Inc., a technology firm with specific expertise in mass storage architecture, to assist the agency with this endeavor

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|-------|--------------------------------------------|-------------|-----------|------------------|------------------------|
| 1 | Digital Archives facility | 2002 | 5/2004 | \$12.5 million | Completed on time |
| 2 | Digital Archives technology infrastructure | 3/2003 | 10/2004 | \$10.2 million | On schedule and budget |

Contact Information

Executive Sponsor Steve Excell Assistant Secretary of State 360-902-4155 sexcell@secstate.wa.gov

Project Director & Manager Adam Jansen Digital Archivist 509-235-7500 x201 ajansen@secstate.wa.gov

Budget

The budget for the design, development, and implementation is \$3.6 million. The estimated maintenance cost for five years of operations is \$6.6 million. The total cost of the IT technology to support digital archiving is \$10.2 million.

Technology

The digital archiving system is being built using:

- Microsoft/Electronic Data Systems (EDS) developed software
- Cisco network equipment
- EMC Storage Area Network (SAN) storage hardware (5 terabytes – 5 trillion bytes)
- ADIC tape library
- Hewlett-Packard servers and desktop computers.

Multiple interfaces will provide for agencies and local jurisdictions to submit information for archiving. OSOS will use Microsoft BizTalk to develop the interfaces.

Status

The digital archives building opened in Cheney, Washington on October 4, 2004. The digital IT system for electronic storage of records is in the pilot phase with OSOS using internal records to test and improve the system. Subsequent phases include adding state agencies and local jurisdictions.

Issues

Current Washington Administrative Code (WAC) 434 states that records must be archived in their original form or on microfiche. This WAC must be modified to allow other types of storage media.

Project Web Site: <http://www.digitalarchives.wa.gov>

3. Office of Financial Management – The Roadmap Project

Background

The Roadmap for Washington State Financial and Administrative Policies, Processes, and Systems (Roadmap) is a collaborative effort of state agencies to create a comprehensive plan to meet demands for better information, improved management systems, and streamlined business processes and policies. The Roadmap is a State Government “team 11” Priorities of Government (POG) initiative.

Today many of Washington State's existing core financial and administrative business systems no longer meet the increasingly complex needs of state agencies. A review of these systems requires analysis of associated policies and processes. The Roadmap continues the strategic direction and momentum of the Personnel System Reform Act of 2002 implemented through Washington Works, and will impact nearly every state agency and administrative business process. Key end-to-end business processes included in the scope of the Roadmap are:

- Management Reporting and General Ledger (Core Accountability Accounting)
- Procure-to-Pay Cycle
- Cost Accounting Cycle
- Revenue Cycle
- Performance Management and Budgeting Cycle
- Asset Management Cycle

Project Description

The State currently operates without the ability to view and manage financial data as an enterprise because key operational information is maintained in a variety of locations with different formats and inconsistent meanings. In addition, many of the current financial and administrative systems are aging and not adequate to meet core business needs. Agencies have had to build secondary systems to support missing functionality.

The modernization of the state's civil service rules and new payroll/personnel system provides Washington State government with the cornerstone to extend these improvements to other “back office” management functions, such as purchasing, performance measurement, revenue, and financial and capital assets. The primary business goals of the Roadmap are to:

- Streamline financial and administrative business processes to support more efficient delivery of services to Washington State citizens and agencies including removal of outdated or unnecessary administrative policies and rules
- Leverage the state's investments in systems and data to reduce costs and achieve economies of scale
- Improve core management policies, processes, and systems to align with performance management directions, provide valuable management information, and assure accountability

The directors of the departments of Personnel, General Administration, and Information Services as well as the Office of Financial Management are sponsoring the Roadmap, and have approved the Roadmap charter. An Advisory Group of the executive managers and chief information officers from 15 agencies ensures broad agency participation in project planning and direction setting. The Roadmap will be conducted in two phases. Phase I will focus on evaluation and planning, identifying and prioritizing common business problems and opportunities. Phase II will be the implementation of the Roadmap.

| Phase | Title | Milestone | Orig. Start | Orig. End | Estimated Budget |
|-------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|-----------------------------------------------------------------------------------------------------------------------|
| 1 | Evaluation and Planning | Identify and prioritize the common problems, opportunities, and benefits to be addressed by improving core business processes | 10/2004 | 12/2004 | Planning budget absorbed by 4 sponsoring agencies. |
| | | Identify a Solutions Framework that guides decision making; begin business and integration models | 10/2004 | 3/2005 | |
| | | Plan for the implementation of the chosen solution(s) and complete a feasibility study | 4/2005 | 1/2006 | |
| | | Acquire any integration services, hardware, software, or other resources needed to implement the plan | 1/2006 | 6/2006 | |
| 2 | System Design, Develop, Implement | | | | Design, development and implementation costs to be determined as part of the feasibility study in previous milestone. |

Contact Information

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|-------------------|---------------|---------------------------------------|--------------|--------------------------|
| Executive Sponsor | Marty Brown | Director | 360-902-0530 | marty.brown@ofm.wa.gov |
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| Project Manager | Kathy Rosmond | Roadmap Project Manager | 360-664-7771 | kathy.rosmond@ofm.wa.gov |

Executive Co-Sponsors

Rob Fukai, GA Director
Gene Matt, DOP Director
Mike McVicker, DIS Interim Director

Budget

Phase I funding is being provided by the four sponsoring central services agencies. Estimated implementation costs will be determined by January 2006 as part of the feasibility study.

Technology

This project is still in the early requirements and opportunities identification phase. The current plan calls for identification of the preferred technology architecture as part of the integration modeling effort during 2005.

Status

The Roadmap is on schedule in the early stages of Phase I, Evaluation and Planning. Major common business problems and opportunities are being validated and prioritized.

Issues

- This project is laying the groundwork for major investments in the state's financial and administrative systems infrastructure
- This project is being initiated during the most critical period for the DOP HRMS project

Project Web Site: http://www.ofm.wa.gov/_test/roadmap/index.htm

4. Office of Financial Management – The Allotment System

Background

The Office of Financial Management (OFM) is responsible for developing and maintaining the systems that all agencies use for the creation and tracking of the state budget. The following are issues with the current budget system:

- 109 agencies use the two current allotment preparation systems to submit allotments to OFM. Employees spend too much time in the appropriation schedule/allotment process in processing, verifying, editing and performing other non-value added tasks.
- There are five different systems and six different databases involved in the current business process, resulting in information that is difficult to share among systems and system users.
- Data must often be re-keyed into different systems.
- The current systems do not fully support real time processing and reporting, thereby creating a significant handicap to efficient process management.
- The current systems do not provide satisfactory change documentation; are not flexible enough to readily support changes in policy or business practices; and require too much OFM and agency staff time to manage.
- The current systems do not allow data edits to be established to support the allotment instructions and prevent the submittal of incorrect data to OFM.
- There is no current system linkage between the appropriation schedule information and controls and allotment development and reviews.
- Many agencies do not find the allotment systems robust enough or easy enough to use for developing the spending plans they need for good financial management.

Project Description

The goal of The Allotment System (TALS) is to use one system to fulfill all statutory requirements and business needs of the appropriation-allotment business process, and to meet the financial management objectives for all customers. A single system and database reduces time and effort required to maintain separate systems and the linkages between them. Using the data history, and creating tools to automate allotment development and review, can eliminate low-value tedious tasks. OFM and agency analysts will have more time to focus on the high-value tasks of analysis, plan development, monitoring, and learning. The elimination of multiple databases would streamline the sharing of information among system and system users. As a result of the common data views, communication between all users would be strengthened.

TALS will replace five existing systems and augment at least 13 other financial support systems. TALS is intended to be a single system and single database for the development and management of appropriation schedules and allotments, including:

- Appropriation schedule development and reporting
- Allocation development and reporting

- Operating, Capital, Cash, and Revenue Allotment development, review, management and monitoring
- Unanticipated receipts development, review and management
- Leveraging of existing reporting services and systems offered by OFM, when feasible.

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|-------|---------------------------------|-------------|-----------|------------------------------------------|----------------------------|
| 1 | Expenditure Authority Release 1 | 5/2004 | 4/2005 | \$3.9 million (Not budgeted by phase) | Started on time |
| 2 | Allotment Management Release 1 | 12/2004 | 4/2006 | | Scheduled to being on time |
| 3 | Expenditure Authority Release 2 | 4/2005 | 10/2005 | | |
| 4 | Allotment Management Release 2 | 4/2006 | 4/2007 | | |
| 5 | Allotment Management Release 3 | 4/2007 | 10/2007 | | |

Contact Information

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|-------------------|-------------------------|------------------------------------------|--------------|-------------------------|
| Executive Sponsor | Sadie Rodriguez-Hawkins | Assistant Director – Accounting Division | 360-664-7650 | sadie@ofm.wa.gov |
| Project Director | Dennis Jones | Statewide Financial Systems Manager | 360-664-7695 | dennis.jones@ofm.wa.gov |
| Project Manager | Megan Pilon | TALS Project Manager | 360-725-5272 | megan.pilon@ofm.wa.gov |

Budget

The budget for design, development, and implementation of TALS is \$3.9 million. The estimated budget for five years of ongoing operations is \$2.8 million, totaling \$6.7 million.

Technology

TALS will be built using the Microsoft SQL Server database and Crystal Enterprise as the reporting engine. TALS will share financial reporting with the OFM Fastrack data warehouse environment. It will also make use of Active Directory and the statewide forest for authentication purposes.

Status

TALS is currently in the development phase for the Expenditure Authority, Release 1.

Issues

There are no issues to report at this time.

Project Web Site: none.

Significant Single Agency Projects Subject to Information Services Board Approval and Oversight

5. Department of Corrections – Offender Management Network Information Project

Background

The Department of Correction's (DOC) current Offender-Based Tracking System (OBTS) was transferred from Florida in 1983 and was heavily modified for Washington before becoming operational in 1984. This system is used to monitor and track convicted offenders for the state of Washington.

Project Description

The Offender Management Network Information (OMNI) project will replace and improve DOC's current, aging systems and applications, primarily OBTS. DOC contracted with IBM Global Services to design, build, and implement OMNI in four phases. Each phase will provide measurable benefits. The phases are:

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|--------------|---------------------------------------------------------------------------------|--------------------------|-----------------------|-------------------------|-------------------------------------------------|
| 1 | Records and Chronological Entries, Graphical User Interface, and Data Warehouse | 7/1999 (11/99 actual) | 6/2001 | \$7.5 million | Funded & implemented on time, on budget |
| 2 | Corrections Management | 7/2001 (2/02 actual) | 6/2003 (9/05 est.) | \$13.8 million | Funded & in development; estimated 2 years late |
| 3 | Movement and Release | 7/2003 | 6/2005 | \$7.1 million | Not funded |
| 4 | Ancillary Applications | 7/2005 | 6/2007 | \$2.9 million | Not funded |

Contact Information

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|-------------------|----------------------|-----------------------|--------------|-----------------------------|
| Executive Sponsor | Joe Lehman | Director | 360-753-2500 | jdlehman@doc.wa.gov |
| Project Director | Darrell Damron | OMNI Project Director | 360-239-0198 | dwdamron@doc1.wa.gov |
| Project Manager | Kathy Pickens-Rucker | OMNI Project Manager | 360-586-4494 | rkipkens-rucker@doc1.wa.gov |

Budget

The base budget allocated by the Legislature is \$12.5 million for Phase II (\$9.5 million is allocated to the IBM Global Services contract).

Technology

The OMNI application is being developed using Java applets and the IBM DB2 database management system. The system will run on the IBM System 390 mainframe at the Department of Information Services.

Status

Mid-way through Phase I the Legislature passed the Offender Accountability Act (OAA). This legislation significantly changed the requirements of OMNI as originally envisioned. The project scope and schedule for Phase I were subsequently redefined and development began on the updated requirements. In response to legislative changes affecting the business rules for the Sentence Structure and Time Accounting (SS/TA) and Classifications, DOC revised the Phase II delivery schedule for SS/TA and Classifications modules to September 30, 2003. To accommodate this change, DOC requested and received approval to transfer \$3.25 million of the OMNI Phase II budget from fiscal year 2003 to fiscal year 2004 to cover Records, Chronos, Classifications, SS/TA and General.

The project is currently in Phase II with a projected completion of September 2005. The project did not receive funding for Phase III. This phase was originally scheduled for the 2003-2005 Biennium; it is now on hold.

Issues

The project has experienced significant delays in the Phase II schedule and deliverables. Several issues have emerged that have limited the ability to effectively manage the project, including the lack of an agreed-upon integrated project schedule, a loosely-defined contract for Amendment 5, and significant changes in the project team members. Recently, many of these issues have been addressed. DOC and IBM have successfully established an integrated schedule that provides the ability to manage to a critical path. The project has also achieved milestones in product development and a project deployment plan has been developed.

Project Web Site: none.

6. Department of Social & Health Services – Medicaid Management Information System Replacement

Background

The DSHS Medical Assistance Administration (MAA) is responsible for the Medicaid Management Information System (MMIS). The current MMIS was implemented in Washington in 1982, using 1970s technology from a previous installation in another state. When installed, the MMIS met Washington State's basic needs State at the time, including a classic fee-for-service medical service delivery model. However, in the last 20+ years, delivery of health care services has become much more sophisticated, requiring numerous system modifications. Through this evolution, the MMIS has been modified repeatedly to adapt to each policy, program, or service initiative.

To date, approximately three million lines of COBOL code comprise the MMIS. There are multiple, non-integrated components that have been added over time to respond to new or different needs (e.g., managed care, medical claims, pharmacy claims, prior authorization, customer support, etc.). But now it has reached a point where too many technical limitations prevent it from being responsive enough to Washington's business needs.

Project Description

In April 2003 the Information Services Board (ISB) approved DSHS' request to release a request for proposals to replace the existing MMIS system and meet the following business needs:

- Consolidate Medicaid and selected non-Medicaid payment information across the DSHS
- Make maintenance and modifications easier
- Improve customer service and support
- Provide flexible and responsive reporting
- Standardize Encounter Data
- Implement improved interfaces and interoperability
- Support common provider and client identifiers
- Automate manual processes and workarounds

The plan is to implement the new MMIS in three phases:

- **Phase 1:** DSHS will implement the Medicaid transactions that are supported by the current MMIS. This first set of functionality supports the base requirements of the Washington Medicaid Program and will be implemented between February 2005 and December 2006.
- **Phase 2:** DSHS will incrementally implement Medicaid programs that today are not supported by the current MMIS. Remaining Medicaid programs will be migrated to the modern MMIS from December 2006 to December 2007. These programs include for example, the COPES Nursing Services program, the Behavioral Rehabilitation Services program, and others.

- **Phase 3:** Finally, non-Medicaid programs such as the Home Chore Services program and other programs will be implemented from December 2007 to December 2008.

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|-------|--------------------------------------------------------|-------------|-----------|------------------------------------------------|--------|
| 1 | Migrate the current MMIS functionality | 1/2005 | 12/2006 | Estimated at \$70 million for all three phases | |
| 2 | Migrate non-MMIS Medicaid applications to new MMIS | 12/2006 | 12/2007 | | |
| 3 | Migrate selected non-Medicaid applications to new MMIS | 12/2007 | 12/2008 | | |

Contact Information

Executive Sponsor Doug Porter Assistant Secretary – Medical Assistance Administration 360-725-1863 portejd@dshs.wa.gov

Project Director Heidi Robbins Brown Deputy Assistant Secretary 360-725-2113 robbihm@dshs.wa.gov

Project Manager John Anderson MMIS Project Manager 360-725-1007 anderj2@dshs.wa.gov

Budget

The project cost for design, development, and implementation is estimated at \$70 million. The total cost over five years including ongoing operations is estimated at \$170 million. This project will receive a 90% federal match for design, development, and implementation from the federal Centers for Medicare and Medicaid Services (CMS).

Technology

The current vendor, ACS State Healthcare, operates the MMIS system. The proposed systems will again operate in a facilities management (FM) arrangement. The apparently success vendor CNSI (Client Network Services, Inc.) of Rockville, Maryland has subcontracted with IBM to provide the FM services. CNSI/IBM is proposing running the new MMIS system at three locations. The main production facility will be the IBM data center in Boulder, Colorado, the Disaster Recovery and Integrated Test Facility will operate in IBM's Southbury, Connecticut facility, and the Interactive Voice Response IVR and telephony servers will be located with the DSHS data center in Olympia.

The proposed application will run in a UNIX environment and make use of CNSI's eCAMS MMIS core software, iChoice rules engine, Oracle 11i financials, MedStat decision support system, and pharmacy point of sale software from GHS Data Management.

Status

DSHS awarded the bid to CNSI on October 12, 2004. DSHS is currently in contract negotiations with the apparently successful vendor and has chosen to not release the specifics of the financial proposal until contract negotiations are completed. The contract is scheduled to be signed in December 2004 or early January 2005; work is scheduled to

begin in January 2005. In addition to CNSI and ACS, one other proposal was received from EDS (Electronic Data Systems, Inc.). ACS filed a formal protest with DSHS on October 25, 2004. DSHS is currently investigating ACS' allegations.

Issues

Although the Information Services Board has approved an extension of the current contract through December 2007 with the incumbent vendor, ACS, CMS has given DSHS until December 2006 to have the system operational. DSHS believes the 2006 deadline adds unneeded risk and fails to provide adequate schedule contingency. DSHS and CMS continue to have discussions regarding an extension of the date.

Project Web Site: <http://mmis.dshs.wa.gov>

7. Department of Social & Health Services – State Automated Child Welfare Information System

Background

The Department of Social and Health Services' Children's Administration (CA) provides support services to children and families in their communities in order to assure safety and well being for children. These services are designed to reduce the risk of abuse, prevent out-of-home placement, and assure safety and permanency for children in care.

The Case and Management Information System (CAMIS) is the current Statewide Automated Child Welfare Information System (SACWIS) and is the primary information system used by 2,700 CA social workers, clerical staff, and managers to manage the protection, adoption, and foster home services it delivers to children and families. It is also the system used to manage service providers. CAMIS was built in 1989 using what was then state of the art mainframe computer technology. In addition to CA, CAMIS is used by the Office of the Attorney General, public health nurses, the Washington Association for Prevention of Child Abuse and Neglect, and Native American Tribes.

Recently CA began an enterprise wide reform initiative to strengthen its service offerings and address future challenges. The "Kids Come First II" (KCF II) initiative will have sweeping impacts on agency policy and worker practices. The impending need to change business practices brought on by KCF II and other agency initiatives dramatically increase the demands on CAMIS.

CA conducted a technical assessment to determine if the CAMIS technology base could continue to meet the business needs of CA in the future, and if not, how could the business needs best be met. The assessment determined that CAMIS needed to be replaced. CA considered the risks and costs associated with either building a custom application from scratch or transferring a viable system from another state.

After further analysis CA has determined that the system transfer alternative would be the least expensive and risky of the two approaches.

Project Description

CA proposes to contract with a vendor to transfer an operational SACWIS from another state and to help design, develop, and implement the system to meet Washington's specifications.

The following describe the high-level objectives of the proposed SACWIS system to solve existing business problems within the current environment:

- An updated, proven architecture will allow CA to meet the existing business needs of the KCF II initiative within the timeframe negotiated with the federal government.
- CA management at all levels and other stakeholders will receive an enhanced spectrum of management reports, with broader availability, and improved integrity for better decision-making.
- Substantial timesavings will be accrued by social workers and clerical staff due to improved stability, user interface, features, and data integrity. This allows additional time to serve clients and other customers more directly.

- Workers will be presented with a single interface, reducing training complexity and time.
- CA will be able to provide a quicker turn around of system improvements. One of the biggest user complaints is the time it takes to implement enhancements and fixes, much of which is due to the increasing complexity of the current architecture.
- Converting to industry standard products ensure future availability of development and technical staff to maintain the new system. Also, the technical architecture will be more stable and easier to maintain.
- Moving to a new architecture is expected to reduce operating costs. A more homogenous and industry-leading architecture also ensures a wider availability of skilled professionals for operations and support.
- CA staff's ability to respond to required system updates to meet evolving business requirements in a timely manner will be greatly enhanced.

| Phase | Title | Orig. Start | Orig. End | Estimated Budget | Status |
|-------|-------------------------------------|-------------|-----------|------------------|--------|
| 1 | Design, development, implementation | 8/2004 | 7/2007 | \$8.0 million | |
| 2 | Operations | 7/2007 | 6/2012 | \$21.6 million | |

Contact Information

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|------------------------|-----------------|-------------------------------------------------|--------------|---------------------|
| Executive Sponsor | Uma Ahluwalla | Assistant Secretary – Children's Administration | 360-902-7821 | ahluwus@dshs.wa.gov |
| Project Director | Dawn Tatman | CA Director of Information Services | 360-902-8013 | dawt300@dshs.wa.gov |
| Deputy Project Manager | Rebecca Magnoni | Senior IT Project Manager | 360-902-0207 | magr300@dshs.wa.gov |

Budget

The budget for design, development, and implementation of the new SACWIS is \$8.0 million. The estimated budget for five years of ongoing operations is \$21.6 million, totaling \$29.6 million. This project will receive a 50% federal match.

Technology

The viable transfer systems use relational database technologies, Oracle and/or Microsoft SQL. All viable systems also use web based delivery models based on Unix or Windows NT/XP.

Status

CA has submitted a decision package for the 2005-2007 Biennium. They are developing the acquisition documents and project controls.

Issues

There are no issues to report at this time.

Project Web Site: none.

8. Department of Social & Health Services – Hospital Patient Information System

Background

The Mental Health Division (MHD) of DSHS' Health and Rehabilitative Services Administration (HRSA) operates the three state mental health hospitals. These hospitals are self-supported by billing patients or their health care insurance (private, Medicare, or Medicaid) for services. A federal audit found the current hospital billing system, known as the Residential Programs System (RPS), is out of compliance due to its inability to produce an itemized accounting of services provided to each patient. In addition to this requirement, the hospitals have a critical need to modernize their business practices through automation. DSHS wishes to go beyond just ensuring compliance; they propose to establish a fully automated system that will ultimately track a patient and associated services from admission through discharge.

In addition, the Joint Commission on Accreditation of Hospital Organizations (JCAHO) and the Centers for Medicaid and Medicare Services (CMS) require medical records be accurate, accessible, authenticated, organized, confidential, secure, current, legible, and complete. The current paper medical records system cannot ensure that these criteria are met. Currently, patients' charts provide only about a third of the data needed by the physicians to provide adequate care.

Project Description

The purpose of the project is to investigate options, propose solutions, and implement recommendations for the procurement and implementation of an integrated patient information system at the three state mental health hospitals. The new system will provide efficiencies for better patient care, administration of hospital programs, and more accurate justification for payment of services rendered. A contracted feasibility study will lead to the identification of options and recommendations. The new integrated system will replace the separate hospital systems and current billing supported by the RPS (owned and maintained by the DSHS Finance Division).

Contact Information

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|-------------------|----------------------|-------------------------------------------------------------------------|--------------|----------------------|
| Executive Sponsor | Tim Brown | Assistant Secretary – Health and Rehabilitative Services Administration | 360-902-7799 | browntr@dshs.wa.gov |
| Project Director | David Daniels | MHD Director of Information Services | 360-902-0864 | danieldd@dshs.wa.gov |
| Project Manager | Jeanette Sevedge-App | Patient Information System Project Manager | 360-902-0873 | sevedj@dshs.wa.gov |

Budget

Exact costs will not be known until after the request for proposals process. Based on current information, project costs are not expected to exceed \$10 million. The 2005-2007 Biennium decision package request is for \$7.7 million. This project is currently seeking federal matching funds.

Technology

This project is still in the early planning phase. The specific technology will not be identified until the feasibility study is completed, at the earliest, or until RFP responses are received, at the latest.

Status

This project was delayed for three years due to lack of state resources. The project has submitted a budget decision package for \$7.7 million for the 2005-2007 Biennium. As of October 2004, a project manager has been hired. Next steps include:

- Secure appropriate project approvals
- Contract for quality assurance services
- Contract for planning and completion of new feasibility study
- Develop the RFP
- Secure appropriate project approvals
- Design, develop, and implement the new system

Issues

There are no issues to report at this time.

Project Web Site: none.

9. Secretary of State – Voter Registration Database

Background

The federal Help America Vote Act of 2002 (HAVA) protects both vote-by-mail and Washington State's authority over its own elections. It puts minimum standards into place that will allow voters to check for errors on their ballots, improve the voting process for those with disabilities and provide states with funding to replace antiquated voting equipment. In addition, the act positions the state of Washington to compete with other states for several federal grants.

For Washington State, the HAVA requirements mean:

- By 2003, a voter who registers by mail must provide a copy of photo identification or a number of other pieces of identification.
- By 2004, election officials must post voting information at the polling locations including: sample ballots, dates and times of elections, instructions on voting, instructions for voters who register to vote by mail and who are voting for the first time, and voters' rights.
- By 2004, a computerized statewide voter registration list must be adopted that is a uniform, official, centralized, interactive system administered by the state and which contains the record of every individual legally registered to vote.
- By 2004, any voter who casts a ballot after the polls have closed because of a court order will vote a provisional (special) ballot that is separated from all other ballots
- By 2004, individuals registering to vote must provide a drivers license number or the last four digits of their social security number if they do not have a driver's license. Individuals who do not have either are assigned a unique identification number. Election officials must check either the drivers' license or social security number against numbers in existing databases.
- By 2004, mail-in registration forms must include check boxes including the questions, "Are you a citizen of the United States of America?" and, "Will you be 18 years of age of age by election day?" Included with the questions shall be the following statement: "If you check "no" in response to either of these, do not complete the form."
- By 2006, voting systems in Federal Elections must provide voters the ability to review their ballot, be able to produce a permanent paper record with a manual audit capacity, provide accessibility for voters with disabilities, provide alternative language accessibility, and must not exceed specified error rates.
- States must designate a single office providing information about registration and absentee ballots to overseas and uniformed voters. Further, local jurisdictions must report the number of military and overseas ballots sent and the number returned for all federal elections.
- States are required to submit reports on the activities conducted and equipment purchased with each grant.

Project Description

A key portion of Washington State's HAVA requirements is a centralized voter registration database (VRDB). This project will allow all voter information to be located at the OSOS. Counties will continue to manage voter registration, but the information on voters will be controlled by OSOS. Counties will electronically forward new registrations, changes to registrations, and registration deletions to OSOS. It is expected that each county will maintain a local database, but for elections, only the state database will be used for voter verification.

Contact Information

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|-------------------|--------------|-------------------------------|--------------|-------------------------|
| Executive Sponsor | Steve Excell | Assistant Secretary of State | 360-902-4155 | sexcell@secstate.wa.gov |
| Project Director | Pam Floyd | Voter Services Supervisor | 360-586-4173 | pfloyd@secstate.wa.gov |
| Project Manager | Paul Miller | VRDB Project Manager (acting) | 360-664-3442 | pmiller@secstate.wa.gov |

Budget

Washington is expecting up to \$62.8 million in federal funds. Most of the funds will be passed through OSOS to the counties. Counties will be expected to replace all punch card voting machines, purchase at least one disability compliant machine per polling site, and update election management systems to interface with the state's centralized voter registration database. OSOS must develop an interface to allow counties to electronically update the centralized VRDB. It is expected that this interface will cost approximately \$1 million to development and implement.

Technology

Currently there are four different election management systems in use by the 39 counties. All four will interface with the final centralized VRDB. OSOS will build off their experience with the Digital Archives by using Microsoft BizTalk building to build the interfaces to the counties' election management systems.

Status

OSOS is expected to release a request for proposals by December 31, 2004. The centralized VRDB will be required to be operational by January 1, 2006. A detailed schedule will be developed after a vendor is selected to develop the VRDB.

Issues

Time is a critical issue for this project. While there are vendors that have the required technology for the VRDB, a large number of states will be vying for their services to meet the HAVA imposed deadline of January 1, 2006.

Project Web Site: none.

10. Lottery – Online Gaming System Replacement

Background

Since 1982 when the Lottery was established, the state has sold lottery tickets to the public to raise revenues that provide funding to education and other programs. The Lottery contracts with a vendor to provide hardware, software, communications lines, and retailer terminals (the gaming system) to initiate, transfer, process, and report on ticket sales. The vendor also operates the gaming system. The gaming system delivers an uninterrupted flow of public funding through the sales of lottery tickets. Since its inception the Lottery has contracted with two vendors to run the gaming system.

The Lottery currently has over 3,500 retailers throughout the state. In addition to the funding for education, the Lottery pays prizes to winners and commissions to retailers. This money stays in the local economy. The Lottery transferred \$86.8 million to education in fiscal year 2003.

Project Description

The Lottery is seeking a responsible and experienced vendor to provide hardware, software, and communications to operate the Lottery's instant and on-line lottery games beginning July 1, 2006. The current contract with GTECH Corporation expires on June 30, 2006. Because the lottery industry highly recommends a one-year on-line transition period, the Lottery plans to complete this procurement by June 2005.

The Lottery intends to publicly solicit competitive bids from vendors that are experienced in providing hardware, software, communications lines, and retailer terminals (gaming system) to lotteries within the United States. These solicitations will be consistent with the Information Services Board (ISB) Information Technology Investment Policy and the ISB Information Technology Investment Standards and will be issued by and coordinated through the Department of General Administration's Office of State Procurement.

The successful on-line vendor will be required to modify its core gaming system software to adapt to the Lottery's specific business requirements. The Lottery plans to invest in a gaming system that uses open architecture and non-proprietary software. This will allow quicker system changes and ensure a large base of available programmers. It will also ensure that other applications can be more easily connected at a later time, as new business and technological opportunities arise in the lottery industry.

Contact Information

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|-------------------|--------------|------------------|--------------|-------------------------|
| Executive Sponsor | Ken Nakamura | Lottery Director | 360-664-4800 | knakamura@walottery.com |
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| Project Director & Manager | Ron Robbins | Director of Information Systems | 360-664-4708 | rrobbins@walottery.com |
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Budget

The Lottery expects that the successful vendor will be paid a percentage of net sales. This payment will cover all system costs. At the end of the contract period, the Lottery intends to implement a new investment to replace the then-existing system.

Technology

The objective of this investment is to contract for a lottery service, rather than purchase a Lottery system from the vendor. The Lottery requires a fully functional lottery gaming system with administrative and point-of-sale terminals. The system must connect to the Lottery's existing Internal Control System and data retrieval system. This does not represent a significant change in the style of the Lottery's current business operations. There are no plans to upgrade the Lottery computer system in conjunction with this procurement, and no additional IT staff will be required.

Status

The Lottery plans to issue a request for proposals by December 31, 2004 and announce a vendor by May 27, 2005. The initial schedule calls for the new system to be on line by July 1, 2006.

Issues

There are no issues to report at this time.

Project Web Site: none.

Decision Packages Submitted for the 2005-2007 Biennium

In addition to the projects listed above, the following is the breakdown of the decision packages received as of October 28, 2004:

- Number of proposed projects subject to ISB oversight: 11
- Number of proposed projects subject to DIS/ISB staff oversight: 23
- Total number of IT decision packages: 111

- Amount requested for projects subject to ISB oversight: \$118 million
- Amount requested for projects subject to DIS/ISB staff oversight: \$ 50 million
- Amount requested for all IT decision packages: \$310 million