Agency Name	Department of Children, Youth, and Families
Decision Package Name	DP-PL-G6-DEPS Placeholder
Email	rochelle.webb@dcyf.wa.gov
A. Will this investment renew or procure a facial recognition service?	No
B. Does this investment provide for acquisition of, or enhancement to, an administrative or financial system as required by technology policy EA-122 - administrative and financial system investment approval?	Yes
C. If Yes to question B, has this decision package obtained WaTech and OFM Administrative and Financial System review approval?	Yes
D. For the Department of Children, Youth and Families, the Department of Health, the Department of Social and Health Services, the Health Care Authority and the Washington Health Benefit Exchange only: Has this project been screened for inclusion in the Health and Human Service (HHS) Coalition portfolio?	Yes
E. Does this decision package support the adoption of modern, cloud-based technologies?	Yes
A. Type of Investment - Identify the decision package investment classification from the following list (select only one):	System modernization
B. Does this decision package fund the acquisition, development, enhancement, or replacement of a new or existing software solution?	Yes
If Yes, where will the software solution be hosted?	External Cloud

C. Do you expect this solution to exchange information with the state financial system (AFRS) or the OneWA solution (Workday)?	Yes
D. Does this decision package fund the acquisition or expansion of hardware capacity?	Yes
If Yes, where will the hardware solution be hosted?	External Cloud
E. Does this decision package fund the continuation of a project that is, or will be, under WaTech oversight? (See Technology policy PM-01 - IT Investments - Approval and Oversight Policy.)	Yes
If Yes, name the project:	SSPS Replacement aka DCYF Enterprise Payment Solution

Due diligence: Summarize the research, feasibility or due diligence work completed to support this decision package. Attach a copy of the feasibility study or other documentation of due diligence to the decision package.

DCYF is currently working to modernize the Social Service Payment System (SSPS) and associated payment authorization systems/processes through DEPS. DCYF aims to improve payment efficiency, accuracy, and transparency with the goal of ensuring that payment recipients (including vendors and service providers) receive timely and accurate response. This initiative is aligned with broader organizational objectives of enhancing system and process efficiency, complying with legislative and regulatory mandates, and making best use of technology where the risk-adjusted benefit is appropriate and substantial.

The purpose of this assessment is to determine the technical, operational and financial feasibility of DCYF's preferred enterprise payment solution approach. DCYF followed a structured due diligence process to conduct this assessment, which consisted of the following steps:
1. Definition of the business and technical need for modernizing SSPS.
2. Definition of DCYF's vision for a future-state enterprise payment solution.

3. Identification of goals, and objectives for the enterprise payment solution.

4. Analysis of the current and target payment solution business architectures.
5. Analysis of the business capabilities and business processes the enterprise payment solution is to enable and support.
6. Definition of functional and non-functional requirements for the enterprise payment solution and general system design.
7. Structured analysis of alternatives available to implement an enterprise payment solution and selection of a preferred solution alternative.
8. Comprehensive cost-benefit analysis of DCYF's preferred enterprise payment solution, including all costs to design, develop and implement the enterprise payment solution and DCYF's anticipated benefits directly resulting from the implementation of the solution.

Governance and management: What governance processes will support this project? Examples of governance processes include: appropriately placed executive sponsor, representative steering committee, resourced vendor/contract management, change control, and incorporating stakeholder feedback into decision making processes. Provide examples of how your proposed budget includes adequate funding and planning for governance processes, if applicable.

DCYF has implemented a structured process to evaluate, prioritize and pursue any proposed IT project. This process aligns with agency and statewide policies and standards that guide IT investment decisions. The Department uses a project management methodology based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK). The Department also leverages Agile principles, as well as the OCIO Project Management Framework.

As DCYF contracts with vendor partner(s) to design, develop, and implement DEPS, the Department intends on customizing its PPM methodology for this DEPS Implementation project per the selected vendor(s) proposed SDLC project methodology. However, DCYF has defined non-functional requirements related to project management and plans to include these in the DEPS procurement solicitations (Request for Proposal, RFP), including requirements for:
• Project Management
• Deliverables Management
• Staff/Resource Management
• Documentation Management
DCYF anticipates multiple levels of governance over its DEPS Implementation efforts, including:
• Intra-agency governance
• Inter-agency governance

Intra-Agency Governance
As part of the DEPS Planning initiative, DCYF has established a DEPS Portfolio Executive Steering Committee (ESC). This committee is comprised of some members of the DCYF Leadership Table (Agency Directory, Chief of Staff, Assistant Secretaries, and Directors), plus executive sponsors from across the Agency.

The project is guided by an Executive/IT and Business sponsors: Shannon Mathis, Deputy Chief Financial Officer and serves as the Project Executive Sponsor; Nicole Rose, Assistant Secretary of Early Learning and serves as the Project Business Sponsor; Erik Lindeblom, Chief Information Officer and serves as the Project IT Sponsor. The DEPS Steering Committee also includes representation from WA State's Office of the Chief Information Officer (OCIO). DCYF anticipates leveraging this committee to govern all aspects of the DEPS Implementation efforts, including:
• Strategic Alignment
• Decision-Making
• Risk Management and Issue Resolution
• Resource Allocation
• Progress Monitoring
• User Engagement
• Scope Management

Inter-Agency Governance
DCYF interacts with WaTech, OFM, and the Tribal Office. These

organizations provide strategic governance oversight of major IT investments that make use of federal funding available to the state. Given the inter-agency dependencies between DEPS and DCYF's partners, DCYF plans to consult d governance and oversight required for the DEPS Implementation project.

Quality Assurance

DCYF plans to work with an array of internal and external partners to ensure quality assurance (QA) over the DEPS Implementation project. These include, but are not limited to: External QA
• Procurement of a contracted independent verification and validation (IV&V) vendor to provide project management quality assurance (PMQA) and/or SDLC quality assurance and quality control oversight of the DEPS implementation effort.
• OCIO oversight of project Internal QA
• DEPS Executive Steering Committee governance and quality oversight of EPS implementation project, including presence of DEPS Risk/Compliance Manager on DEPS ESC
• Internal DCYF PMO quality assurance processes and controls
• Internal Architectural Review Board

Planning and readiness: Describe how your agency will resource the implementation of this investment request. Will in-house resources be used, or will resources be acquired? How has organizational change management been factored into planning and approach? Does the investment require a project management approach to be used? Describe whether project and organizational change management resources are included in this request or will be provided by in-kind resources. Describe whether the proposed budget includes costs associated with independent quality assurance.

DCYF recognizes the importance of the DEPS modernization project and has developed a comprehensive governance framework to ensure strong leadership, clear accountability, and effective management throughout the project's lifecycle. This multi-layered approach to project leadership is designed to provide the necessary structure and oversight for a successful implementation. With an intent to push the decision-making closet to the work, DCYF employs a multi-layered project leadership approach.

The Executive Steering Committee: This committee consists of executive leaders across DCYF who provide strategic guidance and high-level oversight. Led by the Executive Sponsor, the committee is responsible for making critical decisions, addressing escalated issues, and ensuring that the project remains aligned with its objectives and strategic priorities. The committee also addresses cross-departmental impacts.

DCYF is planning to use a hybrid team to support the successful implementation of this investment request, consisting of State Full-Time Employees (FTEs) and contracted staff from vendor partners. A dedicated and experienced Project Director has been hired to lead the implementation, and currently focused on establishing the DEPS project organizational. structure and filling the key project leadership roles for the implementation phase. Additionally, to ensure specialized expertise, we will engage various vendor partners:
· System Integrator (SI) and Software Vendor: The agency is planning a competitive procurement for selecting the SI and software, reflecting our commitment to a structured and timely procurement process. We are expected to announce the Apparent Successful Bidder by late June 2025.
· Organizational Change Management (OCM): Recognizing the importance of OCM for project success, we plan to hire consultants with a proven track record in similar projects. OCM is essential for managing the human aspects of change, ensuring a smooth transition, and achieving successful adoption of new systems. It will involve clear communication, comprehensive training, stakeholder engagement, and ongoing support to align the organization's culture with the new technology.
· Independent Quality Assurance (QA) Provider: The budget includes costs for independent QA to ensure high project standards and goal attainment. We currently have an independent QA vendor providing external QA services and plan to extend the contract with the independent QA vendor for long-term needs.

These partners will provide the necessary technical and change management expertise to achieve the project's objectives. The combination of state staff expertise, dedicated leadership, and strategic vendor partnerships will effectively manage the implementation of this investment, ensuring thorough integration of change management into our approach. The requested budget covers the resources and services needed from both FTEs and contracted staff.
DCYF anticipates investing in the expansion and maturity of its PPM capabilities and resources to support the DEPS Implementation efforts.

DCYF has already started this process, adding PPM and business analysis, and technology resources during the DEPS planning and feasibility assessment phase of the initiative.

DCYF is using a mix of agency FTEs on loan to the project and contractors in project roles. DCYF also anticipates incorporating and aligning its PMO organizational structure, roles and responsibilities with its selected DEPS DDI vendor partner's software development lifecycle (SDLC) project management approach.

This budget request includes the necessary allocation for these positions, ensuring that the governance framework is fully resourced. This structure will support effective project oversight, facilitate timely decision-making, and manage changes efficiently, thereby increasing the likelihood of a successful DEPS implementation.

Strategic alignment: Using specific examples, describe how this investment aligns with strategic and technical elements of the Enterprise IT Strategic Plan. Examples of strategic principles that tie back to tenets of the strategic plan include, but are not limited to: initiatives focused on improving government experiences and emphasizing service delivery, improving equitable outcomes across communities through technology, improving service delivery through data and insights, using data and insights to drive strategic decisions, deploying solutions emphasizing access, technology, or innovation to solve business problems, and advancing skillsets to instill an innovation culture. Decision packages should include references to the Pillars (Digital Trust, Shared Governance, Equitable Outcomes, Service Excellence) and Values (Human-centered, Inclusive ideas, Courageous innovation, Accessibility, Nimble, Community + connectivity) of the strategic plan.

The DEPS project aligns with DCYF's strategic objectives and agency's goals for its IT portfolio. This includes, but is not limited to:
• DCYF Business Operating Principles:
- Child First: We are a mission-driven team that is committed to improving long-term outcomes for the children, youth, and families we serve. This means both keeping them safe today and working upstream to prevent future harm.
- Data Driven: We invest in interventions that we have reason to believe will be effective. We measure and regularly report the short and long-term impacts of our work.
- High Quality Work: We are committed to doing high-quality work. We measure and improve the quality of our practice every day.
- Partnership: We build trust and proactively collaborate with communities, service providers, and each other in every aspect of our work.
- Move with Urgency to Scale: We push for solutions that can efficiently scale to meet the needs of our target communities quickly. We can't wait to see our work's impact improve lives.
• Solution Acquisition - Solutions deployed as part of the target DEPS will be acquired from a variety of sources using a combination of contractual arrangements including packages and modules rented as a service, purchased on license, and developed exclusively for DCYF by vendor or state teams. DCYF will seek to achieve best value with each acquisition choice and where possible give preference to rent over purchase over build (custom developed) approaches.
• "Cloud-first" Deployment - Solutions deployed as part of the target DEPS will follow the Washington State CIO's recommended direction to, "think cloud first," such that, public, private and hybrid cloud solutions are considered before traditional IT platforms.
• Cloud Migration - DEPS will prioritize migration of all environments, including Production, to a hybrid and native cloud architecture over time to leverage the available on-demand capacity, scale, flexibility, efficiencies, and cost advantages.
• Modular, Composable Business Architecture and Solutions - DEPS will move the enterprise solution architecture toward discrete scalable, reusable modules that make rigorous use of well-defined modular interfaces, support separation of business rules from core programming, and use industry standards for interfaces and can best leverage existing shared enterprise capabilities.
• Low Maintenance and Configurability - DEPS architecture will enable and emphasize ease of maintenance, configurability and flexibility to respond to ongoing changes by adhering to principles of modularity, loose coupling, abstraction, low-code development and reusability.
• Architectural Resilience - DEPS architecture will be able to evolve with changes in the information technology industry best practices and standards and ensure that the solution will not encounter any architectural dead ends.
• Integrate Effectively with Existing DCYF Solutions and Systems - DEPS architecture will be able to easily take advantage of existing DCYF information technology investments and allow for integration with existing

solutions.

• Optimal User Experience - DEPS architecture will be able to create intuitive, user-friendly UI/UX design using best practices from across industries and allow for future innovations.

• System Modernization and Orderly Replacement - Legacy DCYF systems (including SPSS and surrounding ecosystem) will be replaced by functionality migrated to or developed on DEPS. DCYF will do this by identifying the high priority business capabilities and features that need to be modernized and enhanced to better serve Washingtonians using modern, cloud-based technologies that can be cost-effectively supported.

• Do No Harm - Replacement of high-risk business capabilities and legacy technologies will NOT reduce the level of current automation /operational efficiencies or have a negative impact on current business performance or outcomes.

• Continuous Enhancements and Integration - DEPS will adopt a DevOps culture with a focus on implementing and maturing Continuous Integration / Continuous Deployment and fully automated testing practices in support of incremental solution development and deployment.

DCYF's planned investment in DEPS aligns with strategic and technical elements of the Enterprise IT Strategic Plan:

GOAL 1: Create a government experience that leaves no community behind.

· Equitable Outcomes: This investment focuses on improving service delivery through the implementation of advanced technology solutions that enhance accessibility for all communities. For example, the new DEPS system will provide a unified platform that ensures consistent and equitable payment service delivery across diverse communities, addressing the unique needs of each while eliminating disparities.

· Human-centered design: DCYF is planning to involve and seek feedback from various stakeholders into the design and configuration of the new payment solution. We will ensure that the technology meets the needs of all users, thereby improving the overall government experience and making sure no community is left behind.

· Meet customers where they are: DEPS will be configured with a user-centric approach, ensuring that interfaces are intuitive and accessible across different devices and touchpoints. This means that regardless of the user's technological proficiency or device choice, they will have a seamless and efficient experience accessing the information they need.

GOAL 2: Better data, better decisions, better government, better Washington.

· Data-Driven Decisions: The investment emphasizes using data and insights to drive strategic decisions. For instance, the new system will enhance data collection and analysis capabilities, providing actionable insights that will inform policy decisions and operational improvements.

· Service Excellence: By leveraging real-time data and analytics, the investment will improve the quality of services provided, ensuring that decisions are based on accurate and comprehensive information, ultimately leading to better government outcomes.

GOAL 3: Innovative technology solutions create a better Washington.

· The deployment of a modern cloud-based solution showcases how new technology can solve business problems. The DEPS solution is expected to offer features like real-time data access, scalable infrastructure, and the ability to work with other digital tools, marking a major upgrade from Legacy systems.

· Enhanced flexibility and adaptability: this will enable us to implement legislative and practice changes more rapidly. Additionally, a cloud-based solution will offer greater elasticity, allowing us to scale and add services rapidly.

GOAL 4: Transform how we work. Best workforce ever.

· Organizational Change Culture: The project includes development and execution of a comprehensive change management strategy to support workforce adaptation to the new system. This strategy involves training programs, clear communication, and support mechanisms designed to foster a culture of innovation and skill development among employees, thus enhancing their capabilities and performance.

· Training and Skill Development: The implementation includes the training and ongoing support requirements to advance skillsets and instill an innovation culture among the workforces. For instance, the deployment of the new system will be accompanied by training sessions designed to upskill staff and foster a culture of continuous improvement and adaptability.

In summary, this investment aligns with the Enterprise IT Strategic Plan by focusing on improving government experiences and equitable outcomes through technology, enhancing decision-making with better data, deploying innovative solutions, and transforming workforce practices. By adhering to the strategic plan's Pillars and Values, the investment ensures that the goals of creating an inclusive government experience, leveraging data for better decisions, embracing innovative technology, and developing a skilled workforce are met effectively.

Reuse and interoperability: Does the proposed solution support interoperability and/or interfaces of existing systems within the state? Does this proposal reuse an existing solution or existing components of a solution already in use elsewhere in the state, including an evaluation of services provided by WaTech? If the solution is a new proposal, will it allow for such principles in the future? Provide specific examples.

The proposed solution supports interoperability and interfaces with existing systems within the date.

Adopt and Adapt to Technology Trends: Implementing modern technology and mobile-enabled platforms to accommodate varying user capabilities, improving ease of use and access, leveraging cloud and multi-cloud standards for interoperability, and ensuring the System's scalability, flexibility, and agility to accommodate legislative changes and adapt to major external events and changes. As such, DCYF anticipates the effects on existing technology infrastructure will primarily consist of changes to interfaces with internal and external systems to support DCYF DEPS's data interoperability requirements and reduction in the use of on-premises processing capacity as and when the legacy systems are decommissioned.

DCYF has included in its non-functional requirements Interoperability and Integration Requirements:
• Provide direct interfacing with other systems using Application Programming Interfaces (API) and data exchange standards as developed and agreed with DCYF including selected industry standards.
• Support Application to Application (A2A) synchronous and asynchronous messaging using web services. The messaging capabilities shall be able to support a wide variety of A2A patterns including, but not limited to: Data look-up and retrieval Data look-up with services provided by other applications Simple bulk data transfer to/from other Systems Business application logic and processes that can also be integrated with, and triggered by, external applications using APIs
• Interface infrastructure shall continue to operate despite failure or unavailability of individual technology components such as a server platform or network connection.
• Interfaces shall be scalable to accommodate peak interface usage and changes in scale including changes in user population, transaction volume, throughput and geographical distribution. The System will be capable of making any changes to the interface data elements/layouts easily, and to evaluate those changes.
• Perform source to destination file integrity checks for exchange of data and alert appropriate parties of issues.
Specifically, DEPS will utilize the following key Enterprise components:
· State Active Directory (AD) for Single Sign-On (SSO): The solution will leverage the State AD to provide SSO connectivity, ensuring that users can easily and securely access DEPS with their existing credentials. This integration will streamline the login process, reduce administrative overhead, and enhance user experience by maintaining a single set of credentials across multiple systems.
· Secure Access Washington (SAW) or WaTech Solutions for Identity and Access Management: To further enhance security and user management, DEPS will utilize SAW or WaTech-provided identity and access management solutions. These tools will offer robust authentication and authorization mechanisms, ensuring that only authorized users can access sensitive data and functions within DEPS, while also simplifying the

management of user accounts and permissions.

· Integration with OneWA: For financial components, DEPS will interface with the OneWa system. This integration will enable efficient processing of financial transactions and ensure that all financial data is consistent and compatible with state systems. By aligning with OneWa, DEPS will support streamlined financial operations and reduce the complexity of managing financial data across multiple platforms.

This strategic use of existing state enterprise components will not only enhance the functionality and security of the new payment solution but also ensure alignment with broader state initiatives, facilitating future scalability and adaptability.

Business driven technology: What are the business problems to be addressed by the proposed investment? These business problems should provide the basis for the outcome discussion below. Describe how end users (internal and external) will be involved in governance and implementation activities.

The DEPS project aligns with DCYF's business driven technology and strategic objectives and agency's goals for its IT portfolio. This includes, but is not limited to:
• DCYF Business Operating Principles:
- Child First: We are a mission-driven team that is committed to improving long-term outcomes for the children, youth, and families we serve. This means both keeping them safe today and working upstream to prevent future harm.
- Data Driven: We invest in interventions that we have reason to believe will be effective. We measure and regularly report the short and long-term impacts of our work.
- High Quality Work: We are committed to doing high-quality work. We measure and improve the quality of our practice every day.
- Partnership: We build trust and proactively collaborate with communities, service providers, and each other in every aspect of our work.
- Move with Urgency to Scale: We push for solutions that can efficiently scale to meet the needs of our target communities quickly. We can't wait to see our work's impact improve lives.

DCYF is currently working to modernize the Social Service Payment System (SSPS) and associated payment authorization systems and processes through the DCYF Enterprise Payment Solution project (DEPS).

DCYF seeks to solve the problem of an aging payment system built on obsolete code that is unwieldy to maintain and serves as a roadblock to responding quickly to legislative and federal mandates. The new DEPS will deliver timely and accurate payment to DCYF payment recipients, such as service providers, through a modernized payments system with streamlined processes and transparency for participants caring for Washington's children and youth, driving continuity across the department (Early Learning, Child Welfare, and Juvenile Rehabilitation).
• The current SSPS system is fifty years old, based on obsolescing code making it difficult and expensive to find developers to support the application.
• DCYF's current payment landscape is through a compilation of different payment processes including manual processes, and systems.
• DCYF is reliant on multiple systems to approve eligibility, authorize payments and issue payments.
• The backend processes used by SSPS are the product of twenty-some years of department boundaries being created and changed. SSPS payment processes involve data from multiple state agencies.
• Data integrations between DSHS and DCYF systems reflect the old departmental boundaries which existed prior to DCYF. A new system will these integrations more efficient and less costly to maintain.
• Many payment-related business process improvement limitations stem from this and other technical constraints of the SSPS system.
• Operating in a mainframe environment restricts DCYF utilizing cloud-based technology and benefits.

DCYF aims to improve payment efficiency, accuracy, and transparency, ensuring that payment recipients, including vendors and service providers, receive timely and accurate support. This initiative is aligned with broader organizational objectives of enhancing system and process efficiency, complying with legislative and regulatory mandates, and making best use of technology where the risk-adjusted benefit is appropriate and substantial.

The implementation of DEPS will solve problems that will result in improved outcomes, usability, accuracy, and transparency for the following groups:
· Child, Youth, & Families
· DCYF Service Providers
· DCYF Leadership
· DCYF Administrators
· IT & Payment Teams
· Legislature
· State Partners

Measurable business outcome: Describe and quantify the specific performance outcomes you expect from this funding request. Provide specific examples of business outcomes in use within your agency, and how those outcomes will be improved as a result of this technology investment. What outcomes and results, either positive or negative will occur? Identify all Lean initiatives and their expected outcomes. Include incremental performance metrics.

With successful implementation of a cloud-based DEP solution, DCYF will experience both near-term and long-term benefits. The agency will be able to replace an aging, legacy technology system with a cloud-based solution. This change will lead to improved user experience for service providers, tribal nations, and staff. Additionally, the system will also provide improved data quality and reporting capabilities, while offering greater functionality to support payment accuracy and transparency. DCYF anticipates the following outcomes through replacement of SSPS and other related payment systems with DEPS:

• Timely and Accurate Payments: Ensuring that all payment recipients, including vendors, service providers, and other payment beneficiaries, such as children and families, receive payments promptly and accurately, reflecting the value of their goods and services, and the importance of their contributions.

• Streamlined and Standardized Processes: Simplifying and optimizing every aspect of the payment process to reduce delays, eliminate inefficiencies, and improve overall user experience and system performance for all participants.

• Enhanced Transparency: Providing clear, accessible information about payment processes and statuses to payment recipients, including vendors and service providers, DCYF staff, and other participants, fostering trust and accountability.

• Support for Participants: Offering a system that is responsive to the needs of payment recipients, including vendors and service providers, children, and families, ensuring that the technical solutions implemented enhance rather than hinder service delivery.

• Adaptability and Future-Readiness: Building a flexible system that can adapt to changing needs, integrate new technologies, and comply with evolving legislative and policy requirements. Quality Care and Services: Facilitating the provision of high-quality care and services for Washington's children and youth by ensuring the financial stability and support of payment recipients, including service providers, through efficient and reliable payment systems.

• Appropriate Stewardship of Public Funds and Grants: Ensuring the responsible management of public funds and grants to safeguard that financial resources are allocated efficiently and transparently, optimizing the impact of every dollar invested.

• Ability to Attract and Retain Talent: Fostering an engaging and innovative work environment to attract and retain dedicated professionals, by promoting professional growth, efficiency, and a direct contribution to enhancing the lives of families and children served and an opportunity to work with a shape modern technology.

• Deprecation of Existing Legacy Systems: The opportunity to retire legacy technology and reduce reliance on legacy infrastructure which will simplify the Agency's technology application portfolio.

These anticipated outcomes are aligned to, and quantified by, the benefits articulated in the cost benefit analysis. For each quantitative benefit, DCYF identified annual savings over and beyond the 5-year period following

implementation of DEPS.

Qualitative Benefits are benefits that are aligned with DCYF's business and program needs but are not easily quantifiable. These benefits are critical to DCYF's mission and are included in the overall analysis. They include anticipated characteristics and functionality of the new system that will lead to improved user experience of DCYF staff, improved data quality and reporting capabilities and greater functionality to support enterprise payment management.

Quantitative Benefits are clear and quantifiable benefits that the future state DEPS is expected to provide to DCYF staff and the clients the Agency serves. For this CBA, DCYF focused on quantitative benefits, including:
• Increased Efficiency and Decreased Costs:
• Improve reporting efficiencies
• Improve training time for DEPS understanding
• Improve processes and reduce manual entry / duplicative processes
• Improve department spending by reducing reliance on contractors through a shift to FTEs
• Increase SSPS Provider portal and MERIT users requiring less action by staff
• Improve interface functionality with CW case management system resulting in less FTEs needed to review failed authorizations
• Improve the accuracy authorization by Child Care Subsidy staff
• Improve the need for manual inputting as workaround to payment limit
• Improve the amount of time spent researching authorization and payment issues
• Improve the FA time assisting providers find their payment information, authorization status, or other information that is not easily retrieved
• Improve functionality for Journal Vouchers at the transaction level
• Reduce longevity of hypercare support
• Reduce the amount of money spent on mainframe hardware costs