

# **Governing For Results 14**



**An updated progress report on how state agencies  
are improving the quality, service and  
efficiency of state government.**

**April 2001**

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are improving the quality, service and  
efficiency of state government.**

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# Welcome to the 14<sup>th</sup> Edition of Governing for Results



Governor Gary Locke

Taxpayers have demanded a better state government and we have listened and are working hard to gain the public's trust.

Collectively our efforts show the commitment we as state workers are making to improve our government. We are learning from the past and reshaping how we do business in the future.

Thanks to all the teams throughout the state for the great work on our quality efforts. I'm so proud of our achievements."

A handwritten signature in cursive script that reads "Gary Locke".

This 14<sup>th</sup> Edition of *Governing for Results* highlights quality improvement projects throughout Washington State government. The projects reported here have already produced tangible results, including new revenue generation, resources and dollars saved, and streamlined processes providing better and quicker service.

These improvements have been initiated by state agencies in response to an Executive Order issued by Governor Locke in April 1997.

Executive Order 97-03, Quality Improvement, requires each agency to develop and implement a plan to improve the quality, efficiency and effectiveness of the public services it provides.

Since the Executive Order was issued, Washington State agencies have reported over 1825 quality projects, saving the state almost \$74 million and collecting over \$77 million in new revenue. As a result of these efficiencies, approximately 1,000,000 staff hours have been saved which eliminated overtime or redirected staff to other work.

The projects in this booklet were selected from the quarterly quality reports submitted by agencies. These quality efforts are led by the Governor's Office, with oversight by the Sub-cabinet on Management and Quality Improvement.

Agency contacts are listed for each project, if more information is needed. Additional copies of this publication are available through the Governor's Office or on the Governor's Home Page at [www.governor.wa.gov](http://www.governor.wa.gov).

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# Governor's Award for Service and Quality Improvement

The following teams were selected as winners of the Governor's Award for Service and Quality Improvement for the first quarter of 2001. The story of each team's success can be found in the edition of the *Governing for Results* book indicated below. Our congratulations to these outstanding teams for winning this prestigious award.

<b>Team Name/Agency</b>	<b>Book Edition Number</b>	<b>Page Number</b>
Automated Value System Department of Licensing; Department of Revenue	Book 13	14
Lexan Restoration Project Department of Corrections; Department of General Administration	Book 11	12
Improving Customer Service with PEBB Online Form Health Care Authority	Book 13	93
Washington Lions Low Vision Task Force Washington State School for the Blind; Department of Services for the Blind	Book 12	101
Journey through the Healing Circle Department of Social and Health Services	Book 10	46
Kozy Kamp/Klickitat County Public Works Department of Transportation; Klickitat County Public Works	Book 13	7



**TEAMS NOMINATED FOR THE  
GOVERNOR'S AWARD FOR  
SERVICE AND QUALITY IMPROVEMENT**

The following teams were nominated for the Governor's Award for Service and Quality Improvement for the first quarter of 2001. The story of each team's success can be found in the edition of the *Governing for Results* book indicated below. Our congratulations to these outstanding teams.

<b>Team Name/Agency</b>	<b>Book Edition Number</b>	<b>Page Number</b>
Warrant Insertion and Electronic Fund Transfer Team Office of Financial Management	Book 14	10
Environmental Management at Washington State Navy Facilities Department of Ecology	Book 12	13
Methamphetamine: Cleaning up Drug Labs and Dumps Department of Ecology	Book 14	40
Critical Access Hospital Designation and Certification Process Department of Health	Book 11	19
Union Gap LSO Department of Licensing	Book 14	68
Master Business License Internet Application Department of Licensing; Department of Revenue; Employment Security Department; Department of Labor and Industries; Secretary of State; Department of Information Systems; State Treasurer's Office	Book 13	10

<b>Team Name/Agency</b>	<b>Book Edition Number</b>	<b>Page Number</b>
Electronic 267-A Form (Surplus Property Disposal) Department of General Administration	Book 10	14
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**Department of General Administration;  
Department of Information Services;  
Department of Retirement Systems**

## **Annual Statements Mailing Now More Efficient**

Annually, the Department of Retirement Systems (DRS) prepares retirement account statements for over 426,000 active members. The statements are distributed through employers. DRS hired temporary employees to hand-sort this mailing into employer groups.

Staff from the General Administration's Consolidated Mail Services (CMS), the Department of Information Services (DIS) and Department of Retirement Systems (DRS) met to find a better way to prepare and distribute this mailing. The team created a means of sorting the statements when they are printed at DIS which eliminated the need to hire temporary employees. The Department of Retirement Systems saves money, the DIS process reduces the chance of error and CMS eliminates the trips to deliver statements for hand sorting. CMS offers coordinated printing and mailing services.

### **Results**

- ★ Cuts trips and mileage related to this process for Consolidated Mail Services by 50 percent.
- ★ Eliminates extra manual handling of printed product, resulting in a decreased chance for errors.
- ★ Saves DRS \$1610 net each year.
- ★ Reduces turnaround time for the job, getting the statements into the mail four days sooner.

**Team Name:** Annual Statements Mailing

**Team Members:** GA-CMS: Ron Anderson, John Conley, Jenene Huston, Ken Zugner; DIS: Bonnie Beatty, Gordie Bowman, Linda Jackson; DRS: Tom Dodson, Kevin Gripp, Lea Winton-Herbaugh

**CONTACT:** Jenene Huston, GA-CMS, (360) 664-9508; Linda Jackson, DIS, (360) 902-3171; Tom Dodson, DRS, (360) 664-7068

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## **Health Care Authority; Department of Retirement Systems**

### **Interagency Coordination Improves Customer Service**

Both the Health Care Authority (HCA) and the Department of Retirement Systems (DRS) serve the same retiree population. These agencies provide direct customer support on the phone including program eligibility and enrollment information specific to their agency, problem resolution and education outreach to prospective agencies. From the customer's viewpoint, it is sometimes difficult to know which agency to contact for what service. The result is a large number of misdirected calls that must be answered by each agency and customer dissatisfaction when being referred to a different agency.

An interagency team was formed to look at this process. HCA and DRS analyzed the type and timing of misdirected calls and developed improvements in communications with the customers. These improvements include: additional staff to answer phone during open enrollment, telephone menu messages to help direct calls to the proper agency, a phone menu card to help customers use the HCA telephone system more effectively, increased and consistent information in newsletters, information packets and other publications to guide customers in their contacts with both agencies.

#### **Results**

- ★ Reduced misdirected calls by 81% of last year's estimated calls (seven months data).
- ★ Clarified agency roles, resulting in less staff time answering calls better answered by the other agency. Both agencies saved a total number of 210 hours of staff time by not having to answer misdirected calls.
- ★ Improved customer service by decreasing the number of incorrect customer contacts and improving the information available to customers about which agency to contact for specific questions.
- ★ Received 20% fewer negative comments regarding HCA/DRS service in the DRS Retiree Customer Survey.

**Team Name:** HCA/DRS Quality Improvement Project

**Team Members:** HCA: Renee Bourbeau, Mary Whittle, Sandra Lakey, Tiffany Scheer; DRS: Christine Spaulding, Marla Mortensen, Dennis Gustafson, Linda Gamboa

**CONTACTS:** HCA: Renee Bourbeau, (360) 923-2813;  
DRS: Christine Spaulding (360) 664-7269

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**Employment Security Department;  
Green Hill Training School;  
Department of Social and Health Services;  
Chehalis School District**

## **Juvenile Vocational Industries Program (JVIP)**

Renovations at the Green Hill Training School (GHTS) included a new vocational training center. The Department of Social and Health Services (DSHS), Employment Security Department (ESD), Chehalis School District, and the Jail Industries Board developed an industries model vocational program. They designed and implemented a program that meets educational requirements and generates funds to offset program costs through the production of salable products. The Juvenile Vocational Industries Program (JVIP) teaches incarcerated youth vocational skills in an employment setting. It uses a holistic approach, combining career vocational training with support services while increasing education levels, vocational skills, and employability. Youth are trained and paid to produce furniture and textiles products that are then sold to state agencies and non-profit organizations. Participants in JVIP are required to save 60% of earnings to reintegrate back to society on release and to contribute 30% of earnings towards victim restitution.

### **Results**

- ★ Program generates funds to offset the cost of program operations and provides incarcerated youth career vocational training.
- ★ Students to date have contributed \$2,700 towards victim restitution payments and have saved \$3,150 for reintegration upon released.
- ★ Product sales generated \$22,000 from July 2000 through February 2001.
- ★ Partners share staff, DSHS/Division of Vocational Rehabilitation donated equipment, materials, and supplies for program start-up.
- ★ Program strengthens partnerships with employers, non-profit organizations, local unions, and community-based organizations.

**Team Name:** JVIP Management Committee

**Team Members:** GHTS: Art Schmidt, Barry Maxie, Jim Kollmann, Eva Miller, Sally Griffith, Ed Archer; ESD: Doug Jacques, Tamara Gillespie, Dennis M. Graham, Jill Will; DSHS: Bonnie Jacques, Wanda Emmick, Paul Mena, Dan Ivie, Craig Stevenson, Scott Kibbler, Roger Slack, Jerry Minaker; Chehalis School District: Ron Franklin, Les Vian, Dan Gregory

**CONTACT:** Tamara Gillespie, (360) 902-8086

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## Office of Trade and Economic Development; Office of Community Development

### Legislative Tracking System

The Office of Community Development (OCD) and Office of Trade and Economic Development (OTED) have a broad range of different programs. Every legislative session introduces many bills that could have a direct impact on our stakeholders. Keeping track of these bills during the legislative session is always a major undertaking. Devising a joint legislative position and coordinating between program managers is often a hectic task.

In the late fall of 2000, staff began designing a shared legislative database to track legislation and issues before the Legislature. This project combined the best elements from older systems in use by Office of Financial Management, Department of Natural Resources and within our own agency. The result is a simple but powerful legislative tracking system that is in use during the 2001 Session.

### Results

- ★ Database automatically updated with the latest status reports from the Legislative Service Center (LSC).
- ★ Allows each user to “bookmark” bills for easy reference.
- ★ Shows a brief description of each bill, its sponsorship, committee assignments, bill status and other key pieces of information, all direct from the LSC database.
- ★ The user can find all bills on any subject using a “key word” search of the Long Title Descriptions.
- ★ There is a built in “message board” for sharing bill information about a bill. Users of the system are automatically notified if the status of a bill changes, if it passes out of committee, or if a coworker posts a new message with information about a bill.

**Team Name:** Leg Track Team

**Team Members:** Jake Thomas, Julie Knackstedt, Scott Merriman, Sung Yang

**CONTACT:** Jake Thomas, (360) 725-2708

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**Employment Security Department;  
Department of Social and Health Services**

## **Toppenish/Wapato WorkFirst Workshops**

The Toppenish/Wapato WorkFirst and WorkSource Center wanted to increase numbers on job referrals for WorkFirst customers. WorkFirst and WorkSource functioned independent of each other in providing the Job Search and Job Club Workshops. Attendance was 10 to 20% at Toppenish and 30% to 50% at Wapato for workshops to English speaking customers. Workshops for Spanish speaking customers had 80% participation rate. When staff devoted time to workshops, the quality of services declined for walk-in customers. A team from Employment Security Department (ESD) and the Department of Social and Health Services (DSHS) used Continuous Quality Improvement tools to develop and implement a combined workshop, which offers Job Search and Job Club activities to both offices. A new workshop schedule also considers both customers' language and transportation needs.

### **Results**

- ★ Workshop attendance increased by 69% and saved 1,152 FTE hours annually from partnering and efficient use of resources.
- ★ Increased customer satisfaction reflected by the improved attendance, participation in the activities, and customer survey responses.
- ★ Increased customer satisfaction by streamlining workshop delivery and making more staff available for walk-in customers.
- ★ 115% increase for job referral rates.
- ★ Improved employee morale with a more efficient workshop system.

**Team Name:** Toppenish/Wapato WorkFirst Workshops

**Team Members:** ESD: Linda Rabe, Juanita Ramirez, TR Gonzales, Michelle Valdez, Mas Seto, Darla Holwegner; DSHS: John Vasquez, Glen Shipley, Rocio Loera, Ellen Overby, Jim Parsons, Karen Whitekiller

**CONTACT:** Linda Rabe, (509) 877-8119

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**Office of Financial Management;  
Department of General Administration;  
Department of Information Services;  
Office of the Treasurer**

## **Warrant Insertion and Electronic Fund Transfer**

A high percentage of staff time in fiscal offices is spent paying vendors for goods and services. In addition to coding and entering transactions into the Agency Financial Reporting System (AFRS), a good deal of time is spent handling paper warrants – sorting and matching warrants and remittance advices, copying vendor invoices, and stuffing documents into envelopes.

Given this, the Office of Financial Management (OFM) developed two optional methods of paying vendors that minimize the handling of warrants and enable agencies to redirect staff time previously spent manually matching and stuffing warrants.

- The Warrant Insertion option sends agency warrants directly to Consolidated Mail Services (CMS) where warrants are sorted, stuffed and mailed using mechanical insertion equipment – freeing up agency staff time.
- The Electronic Fund Transfer (EFT) option pays vendors electronically by depositing funds directly to their bank accounts, eliminating the need to handle warrants at all.

In conjunction with these payment options, OFM made system improvements to assist agencies in achieving a higher accuracy rate and to begin streamlining the payment function for the State.

### **Results**

- ★ Redirected 16,379 hours in agency staff time to more critical work by using the warrant insertion payment method.
- ★ Reduced agency costs by a collective \$45,588 (warrants, envelopes, postage) and redirected 1,381 hours of staff time by using EFT payment method.
- ★ Reduced the number of steps to process warrants from seven for the manual process to three when using EFT.



- ★ Developed a statewide vendor file with a 99.95% accuracy rate that eliminates the need for each agency to create and maintain vendor payment information and provides a single point of contact to vendors for account maintenance.
- ★ Reduced the time and resources for processing errors by providing verification capability up front – prior to batch processing.

**Team Name:** Warrant Insertion and Electronic fund Transfer

**Team Members:** OFM: Bruce Gorsky, Rick Myers, Cheryl Hainje, Vonnie Tallon, Ray DeFant; GA: Martin Peters; DIS: Gordon Bowman; Office of the State Treasurer: Mary Ann Johnson

**CONTACT:** Cheryl Hainje, (360) 664-7691

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**Employment Security Department;  
Department of Social and Health Services;  
People for People;  
Yakima County Dislocated Worker Program;  
Goodwill;  
Job Corps;  
Yakima Valley Community College;  
Yakima Valley Opportunities Industrialization Council;  
Washington Migrant Council;  
NW Community Action Council;  
I AM Cares;  
Provident Services;  
American Association of Retired Persons**

## **Yakima WorkSource Quality Council**

WorkSource Yakima partners had a difficult time transitioning to the new way of delivering services in a one-stop environment. Staff resistance, inefficiency and confusion caused conflicts, defaults in customer service and administrative cost increases. Under the direction of the Administrator, a Quality Council was organized to provide the operational leadership for WorkSource. The Council consists of one member from each partner organization and decisions are made by consensus. Quality customer service initiatives were developed and implemented by task teams. As a result, the quality of customer service has improved, staff conflicts decreased, and administrative costs have declined.

### **Results**

- ★ Saved 3,408 FTE hours annually and improved customer services by involving partners in customer service improvement initiatives.
- ★ Customers are served more efficiently—wait times for core services reduced from 30 minutes to 2-3 minutes.
- ★ Generated \$60,000 to fund a Resource Room Coordinator and assist in funding telephone support staff.
- ★ Improved morale and working conditions for all WorkSource employees.

- ★ Established a best practice that has been transported to other areas. Quality Councils have been organized in Sunnyside, Columbia Gorge, and Kittitas County modeled after WorkSource Yakima.

**Team Name:** Yakima WorkSource Quality Council Team

**Team Members:** People for People: Jim Marshall; Goodwill: Bill Kirby; Dislocated Worker Program: Terie Dohrman; DVR: Minerva Riehl; Job Corps: Grace Smith; Yakima Valley Community College: Dorothy Bristow; DSHS: Faye Brandt; Yakima Valley Opportunities Industrialization Council: Irene Mendoza; Washington Migrant Council: Abdon Valdez; NW Community Action Council: Amy Martinez; I Am Cares; Provident Services; American Association of Retired Persons; ESD: Michael Villegas, Bill Hopkins, Tom Kennedy

**CONTACT:** Tom Kennedy, (509) 574-0147

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**Department of Information Services;  
Washington State Library;  
Department of Labor & Industries;  
Department of Revenue;  
Office of Financial Management;  
Department of Health;  
Health Care Authority;  
Office of the Administrator for the Courts;  
Department of Transportation;  
Washington State Patrol;  
Department of Social & Health Services;  
Department of Licensing;  
Washington State Legislative Service Center**

## **“Ask George” Provides Answers to Citizen Questions**

Citizens interact with government in thousands of ways, from getting a driver's license to getting an education. But knowing whom to call or where to go to find the government services one needs can be confusing, particularly if you don't know where to start. It can be time consuming to dial up telephone numbers only to be referred to another number. “Ask George” is a plain English search tool that is now the centerpiece of Access Washington, the state's Internet portal. “Ask George” provides an easy and powerful way for constituents to search for information and services across more than 300,000 individual Washington state web pages. Citizens can ask a wide range of questions about state government by typing their question in a query box. Search result screens quickly display either a relevant question that will lead to a direct answer and/or a set of relevant web sites that will likely contain the answer from Access Washington's family of state agency web sites.

Ask George was initiated by the state's Digital Government Executive Steering Committee and its supporting technology was obtained from Ask Jeeves, Inc. through a competitive acquisition process. A team of subject matter experts representing several state agencies selected a set of 200 common questions that could be anticipated by “Ask George.” These questions were based on e-mails, phone logs and other questions that are asked frequently by users of Access Washington, the State Library and by other agencies. The search function combines natural language technology with human editorial judgment. The technology behind “Ask George” tracks the most frequent information and services that people seek and aggregates and organizes the online content. This helps DIS and other state agency web managers rank and prioritize the content

on their web site from their customers' perspective. "Ask George" supports the digital Washington community by directing citizens to government information and services when and where they need it.

## Results

- ★ Added a powerful search tool that delivers highly relevant results.
- ★ Improves service value to citizens by providing a single reference point for state government information and web services.
- ★ Initial statistics indicate user queries at approximately 95,000 a month (nearly 5,000 queries each business day).
- ★ Each online query saves at least 3 minutes of FTE time equally 57,000 hours yearly.
- ★ Customer agencies experience a conservative cost avoidance of \$969,000 per year (57,000 hours saved x \$17 per FTE hour = \$969,000).
- ★ Enhanced search capabilities representing over 300,000 web pages in state government.
- ★ Promotes cross-agency, "single face of government" approach in providing digital services to citizens of Washington, businesses and the public beyond.

**Team Name:** "Ask George" Search Team

**Team Members:** DIS - Brian Dirks (project manager), Cally Whiteside, Paul Hubert, Rhonda Polidori, Mary Lou Griffith, Bobbie Liberty, Jerome Lindley, Amy Fortier; Labor & Industries: Myron Thompson, Robert Brown; Department of Revenue: Becki Bretthauer; Office of Financial Management: Carol Jenner; State Library: Gayle Palmer; Department of Health: Glenda Moore; Courts: Virginia Neal; Health Care Authority: Michelle George; Department of Transportation: Robin Rettew; WA State Patrol - Tammy Usher; Department of Social & Health Services: Sue Langen; Legislative Service Center: Michael Sosnow; Department of Licensing: Mark Varadian

**CONTACT:** Brian Dirks, (360) 407-0134

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**Department of Information Services;  
SafeHarbor Technology Corporation, Inc.**

## **24 x 7 Web-based Customer Support on Access WA**

In today's fast-paced information society, traditional 8:00 to 5:00 office hours, long lines at service counters, and interminable holds on telephones no longer meets citizens' expectations for timely, convenient service. This fundamental shift in expectations, to a 24x7 Internet availability, caused DIS to examine its business methods and develop a new, innovative way of offering 24x7 online customer support services on the state's Internet Portal, Access Washington.

Prior to launching this Web support service, DIS handled approximately 300 e-mails per month from citizens through Access Washington. These questions ranged from locating fathers delinquent on child support payments, to locating driver's license information, to taxes and business licensing and more. Each request required staff to research answers and respond individually to the request.

In January 2001, DIS enhanced the Access Washington Internet portal by launching a 24-hour customer support service. A competitive acquisition was conducted and SafeHarbor Technology Corporation was the selected vendor for this master contract. SafeHarbor's expertise and hosted customer support solutions enable citizens who visit Access Washington to quickly and easily find answers to questions, day or night, through interactive graphical and/or text help-pages. The self-help pages answer an average of 85% of citizens' most commonly asked government questions with easy-to-follow diagrams and screenshots. The remaining 15% are answered via telephone and email. A database captures repeated inquiries and solutions. Those solutions are then added to the online self-help pages. The top five self-help solutions are: 1. How do I locate birth and marriage certificate information? 2. How do I establish Washington State residency? 3. How do I locate a state agency's email address? 4. How do I locate my congressional district? 5. How can I find a list of sex offenders in my area?

Following the launch, the number of support sessions between citizens and the state through Access Washington increased 58% the first month, the second month increased 76%, the third month showed an 86% increase, and the number of support sessions continues to rise as people access the self help options.

The master contract with SafeHarbor Technology Corporation is available to state agencies and local governments. SafeHarbor's contract with the state is important not only for the company, but also for rural Grays Harbor County-its

home. Grays Harbor's economy was traditionally based on the timber and fishing industries which have suffered resulting in 20 years of double-digit unemployment. SafeHarbor is leading the way to transitioning the county towards stable, high-paying technology-based employment opportunities.

Adopting this outsourced 24x7 customer support service through Access Washington offers world-class Internet support services, and provides citizens with the services they want, when and where they want them.

## Results

- ★ Improved service value to citizens by delivering efficient, accurate, on demand customer support 24 x 7 x 365.
- ★ Accelerated response time to customers—eliminates waiting for traditional business hour return responses.
- ★ Enhanced help-page questions and answers in both graphical and text versions.
- ★ Increased satisfaction among customers—enriching their online user experience by getting information and services they want, when and where they want them.
- ★ Saved 10,400 FTE hours by outsourcing the 24 x 7 x 365 customer support service.
- ★ Increased usage - 86% in three months - of online customer help support sessions.

**Team Name:** 24 x 7 Web-based Customer Support Team for Access Washington

**Team Members:** DIS: Rhonda Polidori (Access Washington Manager), Cheryl Freymond, Paul Hubert, Wendy McManus, Brian Dirks; SafeHarbor Technology Corporation: Randy Harris, Jeff Meeks, Kjerstin Riedel, Önder Ceyhun, Kerry Schjei, Brandee Guard, Tiffany Morrison, Thomas St. Onge, Clair Stevenson, Tony Coughran, Fred Voosen, Rebecca Teeter, Michael Johnson, Angela Majeski, Rob Cormier, Debbie Barr

**CONTACT:** Rhonda Polidori, (360) 407-0126

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**Washington Military Dept., Emergency Management Division;  
Department of Health;  
Department of Ecology;  
Benton County**

## **Chemical Stockpile Emergency Preparedness Program (CSEPP)**

In 1984, Congress authorized the Army to eliminate the U.S. stockpile of obsolete chemical weapons. These weapons have been in storage for several decades and were beginning to deteriorate. There are eight Army Depots around the country where the material is stored. At most of these sites, large incinerators are being built to destroy the chemicals. Once the program got under way, it became apparent that people living and working near these storage sites would need to be protected in case something went wrong while the agent was being destroyed. To meet that challenge, Congress created a second program called Chemical Stockpile Emergency Preparedness Program in 1989 to improve the emergency preparedness capabilities in states and counties affected by the stockpiles.

The CSEP Program in Washington State protects the citizens in Benton County through implementation of a comprehensive preparedness and response program.

### **Results**

- ★ Reduces alert/warning time to the Washington public near the chemical weapons stockpile by approximately two hours.
- ★ Improves the capability of area hospitals and fire districts to treat chemical contamination by providing \$750,000 in response equipment and training.
- ★ Facilitates regional disaster coordination by constructing a \$2 million combined Emergency Operations and E911 Center in Richland, WA.
- ★ Improves coordination among participating federal, state, local, and tribal jurisdictions using an integrated process team model.
- ★ Improves regional fire and law enforcement by improving radio coverage through installation of a \$5.7 million 800 MHz communications system.



**Team Name:** Chemical Stockpile Emergency Preparedness Program

**Team Members:** Washington EMD: Mark Clemens, Steve DeBow, Allen Jakobitz, Jeanette Lomax, Don Miller, Ed Quarles, Dennis Trout; Department of Health: Milo Straus, Koenraad Mariën; Department of Ecology: Ric Bowman; Benton County: Korenza Burris, Deanna Davis, Val Eveland, Rick Garza; Lorlee Mizell

**Contact Name:** Maillian Uphaus, (253) 512-7062

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**Department of Printing;  
Department of Social and Health Services**

## **Saving Money Everyday**

Information Request Letters are distributed to custodial parents and employers from the Department of Social and Health Services (DSHS) on a daily basis. The Department of Printing (PRT) assists in printing, folding, inserting, and mailing these important and time sensitive letters. Originally, a “slip sheet”, would be printed and inserted between each customer letter. This “slip sheet” would be recycled upon job completion, resulting in wasted dollars. A team comprised of DSHS and PRT staff researched alternatives and implemented a process, which will save both agencies time and money. Reprogramming the file format allows the removal of “slip sheets” to reduce the number of copies produced. The new process also automates inserting and sealing of envelopes, resulting in a decrease of finishing time by 75%. The new process will save DSHS an estimated \$18,435 in printing and bindery costs and PRT an estimated 181 FTE hours over the next 15 months.

### **Results**

- ★ Saves DSHS an estimated \$18,435 in printing and bindery costs over the next 15 months.
- ★ Eliminates the waste of approximately 375,000 pieces of paper over the next 15 months.
- ★ Saves an estimated 181 FTE hours for PRT over the next 15 months.
- ★ Decreases finishing time by an estimated 75% by automating the inserting and sealing process.
- ★ Increases customer awareness and satisfaction.

**Team Name:** Saving Money Everyday

**Team Members:** PRT: Jim Rice, Antoinette Stavee, Phyllis Brotherton, Jon Clausen, Erica Woodruff, Sean Gilliland, Dale Van Kirk, Carol Burt, Jennifer Forte'; DSHS: Paul Buck, Mark Briggs, Tom Warfield, Ron Collins

**CONTACT:** Jennifer Forté, (360) 570-5066

# **Single Agency Projects**

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### **New CPA Certificates: Customer Service and Cost Savings**

For years individual CPA wall certificates were hand-lettered. This process meant sending a list of names of new CPAs along with blank certificates to a calligrapher for hand lettering. Then, once the certificates were lettered, they were mailed first to the Secretary of the Board for signature and then to the Chair of the Board for signature. The entire process could take up to three months to complete.

This March we began printing the wall certificates in-house. We use a calligraphy font that virtually duplicates hand printing and we print the scanned signatures of the Secretary and Chair onto the wall certificate.

The new wall certificates have the same look and feel as the old hand-lettered wall certificates. As a result of this change, the wall certificates are mailed out immediately eliminating the three-month delay.

#### **Results**

- ★ Eliminated a 3-month processing time for getting wall certificates to CPAs.
- ★ Reduced client frustration from having to wait for a wall certificate.
- ★ Reduced number of customer inquiries about the status of their wall certificate.
- ★ Reduced costs from contracting for hand-lettered certificates.
- ★ Issued attractive-looking professional certificates.

**Team Name:** Certificate Redesign Team

**Team Members:** Sandra Shoemaker, Michelle Paulsen, Tanya Jessie, Cheryl Sexton, Dana McInturff

**Contact:** Tim R. Hoefler, (360) 664-9193

## **Board of Industrial Insurance Appeals**

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### **Processing Multiple Appeals**

Often, multiple appeals involving the same parties occur. Each appeal is given a docket number and treated separately. Past practice provided separate copies of the statement of jurisdictional history to each party for each appeal as it was granted. Appeals involve at least 4 parties. More copies are made when representatives are involved. Treating each granted appeal separately results in duplication of jurisdictional histories, orders, and mailings. The team sought methods to reduce duplication. Now, when several appeals are granted the same day, one copy of the jurisdictional history (covering each of the multiple appeals) will be sent to each party and orders will be mailed together rather than separately.

### **Results**

- ★ Reduced the number of copies made and the number of letters mailed.
- ★ Reduced postage costs related to separate mailings saving approximately \$627 annually.
- ★ Saved approximately 80 hours annually staff time needed to make copies and prepare multiple mailings.

**Team Members:** Alice Dawson, Patti Latsch, Kathy Balzer, Dee Mathews, Dave Threedy

**CONTACT:** Dee Mathews, (360) 753-9646

### **Redesign Print Manager Process**

The agency has one printer devoted to printing automated notices and one for special forms (i.e. labels and multipart forms). Only one printer could operate at a time. In addition, a staff person from Information Services would have to arrive at 6:00 a.m. in order to process the special forms and start the first automated notices print job of the morning, prior to the bulk of agency support staff arriving at the office. There were always competing interests from staff on receiving their automated notices and special forms in a timely fashion. Depending on workload, special forms could take up to 1 day to process. The print manager system has been redesigned to allow printing of special forms and automated notices concurrently. This also allows Information Services to rearrange print times and staffing schedules to correspond to user needs.

### **Results**

- ★ On demand printing of special forms without impacting scheduled automated notices jobs, thereby reducing response time and increasing customer satisfaction.
- ★ More efficient use of Information Services staff as a result of not having to constantly monitor print manager.
- ★ Reduced need for Information Services staff to make judgement call on which print job gets priority.
- ★ Information Services staff time on Help Desk extended by 1 hour in the afternoon.

**Team Members:** Tuyen Huynh

**CONTACT:** Tuyen Huynh, (360) 753-6823

## **Board of Industrial Insurance Appeals**

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### **Spanish Pro Se Letter**

The agency has a number of pro se appellants who do not speak English. The predominate language of these individuals is Spanish. In the past, letters from judges to pro se appellants were individually translated into Spanish at a cost of \$50 per letter. We developed a form letter, available as a template, in Spanish. The template form letter offers the judge or secretary several options for inclusions in the letter so it may be tailored to the specific type of case or issues involved in the appeal.

### **Results**

- ★ Cost savings of expense of translation of individual letters by approximately \$3,000 annually.
- ★ Reduction in staff time to type and produce individual letters.
- ★ Better customer service to Spanish speaking community.
- ★ Reduction in time to get letter to pro se appellants.

**Team Members:** Melody Younglove, Eric Damron, Jim Gilligan

**CONTACT:** Melody Younglove, (360) 753-6823



## **Board of Industrial Insurance Appeals**

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### **Put an End to Wasted Copies**

Throughout the past year, we have continued to look at ways to reduce waste and paper costs by eliminating unnecessary copying. In the past quarter, we have reduced the copies we make of the work week calendar and interlocutory orders issued from our Seattle office.

The weekly calendar lists all proceedings scheduled for the week for all judges. There is one calendar for Hearings and one for Mediation. Each calendar averages 60 pages. By surveying the recipients of the calendar, we discovered that many only need the cover summary pages of the calendar, not the full detailed calendar.

Some time ago, we moved the processing and mailing of interlocutory orders issued by Seattle judges from Olympia to Seattle. Even though we changed the location of processing these orders, copies of the orders were still sent to Olympia to double check computer entries. We have eliminated both this extra copy and the activity of double-checking.

### **Results**

- ★ Reduction in staff time needed to make unnecessary copies by approximately 62 hours annually.
- ★ Reduction in paper supply costs of \$2,427 annually.
- ★ Environmental savings from reducing wasted/recycled paper by 48,000 pages per year.
- ★ More efficient use of staff time.

**Team Members:** Pam Crowley, Melody Younglove, Becky Davis, Brenda Egan, Kristyn McGovern

**CONTACT:** Pam Crowley, (360) 753-9640

### Electronic Transfer of Inspection Results

Grain is inspected and graded by WSDA Inspectors before it is shipped. Customers received inspection results by telephone, mail, and/or fax. Often customers wanted the information in all three forms. Staff time was spent on the phone providing results and also faxing the information. Customers then had to make copies of the faxed results for their office staff. Results are now sent electronically. In addition to saving staff time, producers receive their results more quickly, which, in turn, enables them to receive payment for their grain sooner. Customers are also able to download results directly into their databases, saving them time and increasing accuracy of the data.

#### Results

- ★ Customers receive accurate and timely data.
- ★ Customers no longer have to copy faxed documents to distribute in their office.
- ★ Customers do not have to check data on the Grain Certificate against data provided on inspection reports as the same data is used to generate both the inspection report and the Certificate.
- ★ Customers are able to download inspection results directly into their databases.

**Team Members:** Gary Bergley, Robin Bourgois, Sheri Duncan, Bonni Johnson, Elaine Kilbourne, Rose-Marie Odell, Don Potts, Don Willoughby

**CONTACT:** Randy Deike, (360) 902-1921

### Blankets

At the Washington State Penitentiary wool blankets were standard issue to inmates. To obtain cotton blankets, inmates were required to test positive on a wool allergen test and obtain a Health Status Report (HSR) authorized by a doctor. The blankets were marked with the inmate's Department of Corrections (DOC) number and became the inmate's responsibility to maintain. Because many inmates not allergic to wool wanted cotton blankets, a situation was created in which staff had to monitor and track cotton blankets to prevent unauthorized possession and theft. This required a large amount of staff time spent monitoring inmates' possession and use of cotton blankets.

A process improvement team determined the most effective way to deal with the problem was to drop the requirement for the HSR and make both cotton and wool blankets available to inmates when needed. The team determined that although cotton blankets cost less than wool, no cost savings would result due to the shorter life expectancy of cotton. However, the savings in hospital, clothing room and custody staff time was significant.

### Results

- ★ Hospital staff – savings of 160 hours per month handling requests for cotton blankets.
- ★ Clothing Room staff – savings of 40 hours per month to issue, stamp and track cotton blankets.
- ★ Custody Sergeants – savings of 40 hours per month monitoring and handling cotton blanket problems.
- ★ Custody staff –savings of 400 hours per month monitoring and dealing with cotton blanket problems.
- ★ Time saved will enable staff to deal with more significant duties such as handling sick patients, overall security, and cell searches.

**Team Name:** WSP Cotton Blanket Team

**Team Members:** Kathy Ponti, Ken Jurgensen, Mark Graham, Bob Card, Ron Lindquist, Wayne Zier, Chuck Pease, Vance Potts

**CONTACT:** Vance Potts, (509) 526-6329

### Breaking the Cycle Alternative Release Program

Pierce County Jail is under a Federal Court order to reduce overcrowding. As a result, many felons who are convicted of a drug related offense were released from the jail prior to serving their original jail sentence. These drug-addicted offenders would often disappear long before becoming engaged in any form of supervision or drug treatment. This would often result in more criminal activity; starting the process over again.

Representatives from several Pierce County Criminal Justice agencies developed the Breaking the Cycle (BTC) Alternative Release program. The purpose of this program is to help offenders who are addicted to or abuse drugs and alcohol get needed treatment. The program frees up jail bed space by letting low-risk offenders serve their time in the community. Substance abuse evaluations and treatment plans are developed within 24 hours after an offender is released from custody. Offenders are assigned to a Community Corrections Officer within 48 hours after release, and are supervised jointly by Department of Corrections and Breaking the Cycle staff.

#### Results

- ★ 3,535 jail bed days saved from October 4, 2000 to February 9, 2001.
- ★ \$182,471 savings for Pierce County Jail.
- ★ Reduced jail overcrowding to meet federal mandate.
- ★ 72% success rate (“success” defined as offenders have completed or are currently in compliance with treatment program).

**Team Name:** Breaking the Cycle Alternative Release Program Team

**Team Members:** DOC: Karen Blatman-Byers, Braden Garret, Carol Porter, Pamela Maddess, Toni Mohle, Joanne Springer, Brenda Jones, Theresa Hinds, Barbara Allard, Rochell Wilkins; Breaking the Cycle: Terry Reid, Thomas Boyle, Lisa Daheim; Pierce County Superior Court: Judge D. Gary Steiner, Judge Bruce W. Cohoe; Pierce County Prosecuting Attorney: Rose Wilhelm, Pierce County Defense Attorney Michael McNearthy; Peirce County Defense Attorney Curtis Huff; Pierce County Sheriff: Sheriff Pastor, Deputy William Marquiss; Pierce County Alliance: Dr. T. Wheilen-Schmidt

**CONTACT:** Karen Blatman-Byers, (253) 680-0310

### Streamlining the Corrections Officers Hiring Process

Traditionally, at McNeil Island Corrections Center, the hiring process for new Corrections Officers has taken six to eight weeks. There were also an insufficient number of candidates (1-3 candidates) during an interview day. Meanwhile the institution has had high staff vacancies, requiring “mandatory overtime” for staff. This results in morale issues and high overtime costs.

A team was formed to review the situation. Their task was to increase the Correctional Officer applicant pool. As a result, they implemented the following:

- Increased number of interview dates.
- Increased calls made to applicants, to include calling outside normal working hours.
- Conducted more job fairs.
- Trained a pool of interviewers who will commit to being available for interviews.
- Mass mailing done to candidates on register confirming their availability and interest.
- Oral psychological examinations are now administered on the Island, twice a month, rather than scheduling individually in Bellevue.

### Results

- ★ Hiring time reduced by 50% (from 6-8 weeks to 3-4 weeks).
- ★ Number of interviews increased from 12 to 20 per month.
- ★ Non-holiday overtime reduced by 56% (from an average of 2,283.85 hours per month prior to streamlined process to an average of 1,004.2 hours per month after process).
- ★ Saved \$34,560 in overtime costs in 6 months.
- ★ Increased number of Corrections Officers hired by 38%. (16 hired in 6 months before streamlined process and 22 hired in 6 months after process).

**Team Name:** CO Hiring Team

**Team Members:** Rick Karten, Julie Baker, Carl Klawuhn, Fran Halpain, Tommy Osteen, Tanna Kearley, Rose Mattison

**CONTACT:** Rose Mattison, (253) 512-6606

## Department of Corrections

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### Homes for Habitat

The Correctional Industries furniture production shop at McNeil Island Corrections Center (MICC) generates a large amount of scrap wood. A team was formed to reduce the disposal costs of this scrap wood. Staff from MICC's Work Ethic Program contacted the Department of Fish and Wildlife to establish a need for items they could construct using this material. The Department of Fish and Wildlife expressed the need for wildlife habitat homes. Formal production of the habitat homes began in January 2000.

Correctional Industries provides the wood scraps; MICC provides the labor to construct the Habitat Homes; and Fish and Wildlife provides the plans, technical oversight and statewide placement. The habitat homes have resulted in restoration of native species to areas abandoned by these animals.

### Results

- ★ Reduced Correctional Industries disposal costs by \$1,240 for the year 2000.
- ★ Produced over 1,000 various habitat homes for the Department of Fish and Wildlife during the year 2000.
- ★ Saved \$5,000 production costs for the Department of Fish and Wildlife in building the habitat homes.
- ★ Donated "decorative birdhouses" to 12 charity organizations for fundraising purposes.
- ★ Created community service-based offender jobs within the institution.

**Team Name:** MICC Wood Recycle Process Improvement Team

**Team Members:** DOC: Jackie Campbell, Judy Hubert, Bob Williams, Tom Beierle, Tim Delp, Diane Klontz, Abraham Komomua, Curtis Hoffman;  
Department of Fish and Wildlife: Richard Kessler

**CONTACT:** Judy Hubert, (253) 689-4462

### Intensive Supervision Unit Interview Cell

The Washington State Penitentiary's Intensive Supervision Unit (ISU) contains inmates on disciplinary or segregation status. These inmates are considered high-risk inmates and require two escorting correctional officers and restraints any time they are removed from their cell. Whenever an inmate needed to be interviewed privately (by Chaplains, Education Staff, Medical and Mental Health Staff, Investigation Staff, etc), a two-officer escort was required, which included standing by the inmate during the interview. This was very time-consuming for ISU staff and caused privacy and scheduling problems for the interviewers.

Unit staff designed an interview cell to address this issue. It is a small-enclosed cell inside a larger conference room. This cell was built at a cost of \$300. This allows an inmate to be secured without the need to have two custody staff present at all times. This also allows for non-unit staff to have interaction with the inmate.

### Results

- ★ Time savings for unit staff – 5 hours of interviews a week for two staff in one year – 520 hours of staff time.
- ★ Increased privacy for interviewers, especially for medical and/or mental health staff.
- ★ Medical and mental health exams are now done in ISU rather than transporting inmates to the WSP Hospital, saving in shift escort time. Six interviews for two staff at 20 minutes for one year – 312 hours.
- ★ Reduced movement, resulting in greater security of high-risk inmates.
- ★ Allows for telephonic legal hearings to be conducted in the unit, decreasing inmate movement out of ISU. Estimated savings of 68 hours per year.

**Team Name:** ISU Interview Cell Team

**Team Members:** Don Holevinski, Ken Jurgensen, Roger Hillis, Gary Duncan

**CONTACT:** Ron Van Boening, (509) 526-6462

## Department of Corrections

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### Mail/Property Room

The procedures used for processing mail and packages in the mailroom and property room at Washington Corrections Center for Women were creating a large volume of inmate complaints. Investigating and resolving the complaints required a significant amount of staff time.

The mailroom corrections officer made two trips a day to the Gig Harbor Post Office to pick-up and deliver mail. This took time away from other duties such as processing mail and rejecting items that are not allowed into the institution. The rejected items were backlogged two to three months because staff did not have time to send the items out of the institution.

A team was formed to identify changes in the property and mailroom processes that would streamline operations. The team arranged to have the Gig Harbor Post Office pick up and deliver mail. They developed a mail call schedule that ensured mail was forwarded to the inmate after she changed living units. A rejection information bulletin was developed and sent to inmates' family members, which describes the most common reasons property items are rejected.

### Results

- ★ Reduced mail/property room grievances by 59% from July 1997 to June 2000.
- ★ Arranged to have the Gig Harbor Post Office pick up and deliver mail. This saved seven (7) hours per week of staff time and mileage expenses for nine (9) trips weekly to and from Gig Harbor (45 miles per week).
- ★ Implemented an indigent mail process that saves eight (8) hours a week for unit correctional officers.
- ★ Reduced backlog of rejected items from an average of 75 days to one day.
- ★ Rejection information bulletin has reduced the number of rejected items by 59%, thus saving ten (10) hours a week returning unauthorized items.

**Team Name:** Mail/Property Process Improvement Team

**Team Members:** Linda Anderson, Lisa Carlson, Manual Martinez, Dan Lewis, Abby Kupper, Joni Brown, Jesse Crutchfield

**CONTACT:** Jesse Crutchfield, (253) 858-4620



### Reducing Overtime at McNeil Island

In June 2000, the Executive Team at McNeil Island Corrections Center (MICC) discussed the impact of high numbers of overtime hours in all areas of the institution. A team was formed and asked to identify and analyze causes for facility-wide overtime, and to offer solutions.

Raw numbers of hours of overtime worked by custody staff were analyzed for the period January 1999 through July 2000. Data was extracted and graphed from shift summaries and overtime reports. The data validated the team's opinion that unscheduled leave and vacancies were the primary causes of overtime. Training and special watches also were proven to have impact on the overtime rate.

The team concluded that monitoring and tracking the attendance, and refined hiring and retention efforts are the keys to managing overtime at MICC. The team's recommendations were implemented in September 2000. Since that time, there has been a significant decrease in unscheduled leave usage.

### Results

- ★ \$46,643 savings in overtime since August 2000 (1,730 fewer overtime hours x average overtime rate of \$27).
- ★ Ten temporary Correctional Officers have been designated relief for in-service training.
- ★ Hiring efforts have been escalated. Vacant posts have decreased by approximately 70%.
- ★ Staff recognition for exceptional attendance.

**Team Name:** MICC Overtime Reduction Team

**Team Members:** Julie Baker, Jim DeMotta, Mike Pershan, Jim Allen, Fran Halpain, Frank Bias, Don Cheney, Carl Klawuhn, Charles Carter, Jon Reynoldson, Elizabeth Shay, Rick Karten, Rick Jordan (Facilitator)

**CONTACT:** Elizabeth Shay, (253) 512-6610

### Washington Corrections Center for Women Reception/Intake

At the Washington Corrections Center for Women, it took approximately six weeks to process a newly committed inmate through reception. The reception process included education testing, medical and mental health evaluations, chemical dependency evaluations, and developing treatment plans. The reception center was filled to capacity and it was a challenge finding beds for each newly committed inmate. Additionally, inmates were sitting around idle, without participating in needed treatment and education programs.

A team was formed to establish a process to reduce delays and expedite the reception process. The team developed major processes and minor changes to expedite the completion of all medical evaluations. Changes were made to the inmate orientation and testing schedules which eliminated conflicting appointments. A process was also developed to expedite typing and processing the paperwork in a timely manner.

#### Results

- ★ Processed inmates through reception, to a living unit, a week earlier (from six weeks to five).
- ★ Eliminated inmate idleness in the reception unit and enabled inmates to enter needed treatment programs in a more timely manner.
- ★ Positively impacted capacity management (bed space) by allowing for earlier transfers out of reception unit.

**Team Name:** Reception/Intake Process Improvement Team

**Team Members:** Daniel Fitzpatrick, Diane Winniford, Prescilla Werner, Erika Zimmerman, Rannie Vickers, Delores Haugen, Jesse Crutchfield

**CONTACT:** Jesse Crutchfield, (253) 858-4620

### Transferring Inmate Property

Inmates being transferred from one institution to another are allowed to take two boxes of personal property with them on the bus when they transfer. Additional boxes of personal property must be sent from the sending institution's Property Department to the Mailroom until shipping charges are processed through the Inmate Banking Department in the Business Office. Inmates sometimes wait several months before all of their personal property is received at the new location. Numerous hours of staff time is involved in responding to telephone calls, letters, grievances and torts due to property being delayed, damaged during shipment, or missing.

In October 2000, approximately 80 inmates were scheduled to be transferred from Airway Heights Corrections Center (AHCC) to Stafford Creek Corrections Center (SCCC). These inmates could only take two of their boxes of personal property on the bus when they moved. To save time and dollars, Airway Heights, SCCC, and Correctional Industries worked together to come up with a plan to use a truck and trailer to transfer all of the remaining property to SCCC in one load. This saved staff time in the Mailroom, Property Department and Inmate Banking at both institutions. It also saved inmates the cost of shipping and allowed them to receive all their property much quicker.

### Results

- ★ Saved 20 hours of overtime for Property Room staff (average \$440).
- ★ Saved 30 hours of overtime for Mailroom staff (average \$660).
- ★ Saved 20 hours of overtime for Inmate Banking staff (average \$440).
- ★ Saved \$1,269.70 in shipping costs to inmates.
- ★ Inmates received their property within 72 hours.

**Team Name:** Inmate Property Transfer Team

**Team Members:** Robert Herzog, Leonard Mayfield, Richard Dickinson, Fred Straub

**CONTACT:** Leonard Mayfield, (509) 244-6896

### Expanding the Capacity of Ecology's Billing and Revenue Tracking System

Ecology's Water Quality and Solid Waste Programs collect over \$20 million in permit fee revenues each biennium. The data system used to generate invoices and track payments received was not meeting the expanding needs of the agency or permit fee payers. In addition, the system did not accommodate other types of permit fees or changing business requirements. The system was re-engineered to take advantage of web technologies that allow it to operate on just about any hardware platform, allowing for growth and change without major system revision. Customer needs to make fee payments more consistent and easier to read were taken into consideration.

#### Results

- ★ Four additional fee types (generating \$1.9 million in revenue) have been added to the system, in addition to the existing two.
- ★ A flexible security and user interface allows fee administrators direct control over their own permit, fee, customer information and billing processes.
- ★ Automatic payment posting now occurs through a computerized interface with Ecology's cashiering system, in addition to automated generation of delinquent payment notices and mailing labels saving 624 hours per year.
- ★ Customer service has improved through a more consistent and easier-to-read format for Washington citizens who have to pay permit fees.

**Team Name:** Billing and Revenue Tracking System Project

**Team Members:** Ecology: Kreighan McAuliffe, Sally Attwood, Steve Carley, Kyle Dorsey, Carol Fleskes, Michael Heiser, Catherine Lapointe, Bev Poston, Debbie Stewart, Patty Warren, James Webster, Megan White, Gary Zeiler; Logical (contractor): Scott Came, Ed Loft, Dan Remy

**CONTACT:** Kreighan McAuliffe, (360) 407-7247

### Environmentally Sensitive Mosquito Control

Ecology's Water Quality Program issues permits to mosquito control districts for the use of pesticides to control mosquito larvae in aquatic environments. To move away from annual permits, Ecology proposed to issue five-year permits if the districts developed a five-year control plan. Ecology convened the mosquito districts, Fish and Wildlife, and Agriculture to develop new application forms, five year planning guidance and revised permit language. Mosquito control districts are working to improve how to apply pesticides in a more environmentally sensitive way while Ecology employees have worked with them to find out how they operate and what they require to do their jobs.

#### Results

- ★ The Columbia Mosquito Control District (CMCD) prepared a five-year plan which underwent public and agency review. The CMCD was issued the first five-year permit in February 2001. Their plan and the permit will be used as a model for other districts to follow.
- ★ To resolve issues raised through this process, a technical discussion meeting was held among the mosquito districts, Ecology's Central and Eastern Regions, Fish and Wildlife, Agriculture and the US Fish and Wildlife. This was so successful it will become an annual event.
- ★ The progress made in improving environmentally sensitive mosquito control has resulted from a cooperative statewide effort among several people and several agencies.

**Team Name:** Mosquito Control Technical Advisory Committee

**Team Members:** Ecology: Allen Moore, Nancy Weller; Columbia MCD: Dick Hickman; Grant County MCD: Jim Thompson; Adams County MCD: Tom Haworth; WA Fish and Wildlife: Ron Friesze

**CONTACT:** Nancy Weller, (509) 625-5194

### Cleaning Up Drug Labs and Dumps

Many communities around the state suffer from both the environmental damage caused by the indiscriminate production and dumping of methamphetamine lab waste, and from the risk this waste poses every day to its residents, particularly children. The problem arises from the manufacturing process that includes mixing common household chemicals together to make the illegal drug. When combined, they create toxic gases and solutions that can be extremely harmful to the environment and people.

Ecology's spill response teams step in to clean up the toxic wastes and chemicals at the request of local law enforcement officials. In 1997, Ecology responded to 349 requests for clean up assistance. In 2000, the response rate more than quadrupled to 1,449 clean ups. With no new staff additions, Ecology had to take numerous efficiency steps to meet the increased demand for assistance.

#### Results

- ★ Through significantly reducing reliance on contractors and increasing Ecology's capacity to respond to meth lab clean ups, Ecology saved \$126,000 which was redirected to training and emergency response equipment.
- ★ Response time to clean up sites was reduced by having trained Ecology teams respond directly to an incident rather than calling in contractors for response. In addition, the National Guard has been trained to help clean up sites.
- ★ In some communities, local law enforcement officers have been trained to clean up small, simpler sites. The chemicals are securely stored for Ecology response teams to pick up and dispose of in batches. This saves time and allows Ecology to respond more quickly to the larger, complex sites.

**Team Name:** Meth Lab Cleanup

**Team Members:** Ecology: Carl Andersen, Ric Bowman, Nannett Brooks, John Butler, David Byers, Steve Chan, James Chulos, John Hanson, Eric Heinitz, Ron Holcomb, Steve Hunter, Conor Keeney, Mark Layman, Jeff Lewis, Brett Manning, Jim Oberlander, Paul O'Brien, Mike Osweiler, Curt Peisch, Linda Pilky-Jarvis, Nida Rodriguez, David Rogowski, Mark Stephens, Lora Sterling, Joe Stohr, Doug Stolz, Andrea Unger, Dick Walker, John Williams; National Guard: Eric Apple, Sherry Hamilton, Jon Kirkendall; Contractor/Consultant: Dave Kummerlowe

**CONTACT:** David Byers, (360) 407-6974

## **Department of Financial Institutions**

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### **Licensee Status Information Added to Website**

The Consumer Services Division of the Department of Financial Institutions (DFI) licenses and regulates brokers, check cashers/sellers (payday lenders), escrow companies and consumer loan companies. Every month the Consumer Services Division received a large volume of calls checking the status of licensees. Many calls came from citizens interested in doing business with an individual or company. Monthly, the Division mailed 150 lists of Licensees to interested parties, many of whom would call to verify or update listed information. Calls came from the same lenders each month as they sought to verify the status of the same groups of companies. This caused a significant decrease in Divisional productivity. A team was assembled to create a user-friendly website list which would provide the license status information typically requested. The information is now available to all Internet visitors.

#### **Results**

- ★ Improved customer service and reduced phone calls to DFI staff.
- ★ Searches are not limited to an alphabetical list of licensees organized by corporate name. One can search by trade names, addresses, etc.
- ★ License information is updated more frequently.
- ★ The list of licensees is available 24 hours a day providing a quick and convenient resource for all interested parties (eg. lenders, consumers, etc.)
- ★ From mid-December (inception) through March the site has received 3,872 page views, 3,310 sessions with average session times of 3 to 4 minutes each.
- ★ \$5000 annual savings in postage and printing costs.

**Team Name:** Internet List of Licensees Development Team

**Team Members:** Kae McDonnell, Juanita Bingham, Ed Ives

**CONTACT:** Gloria Papiez, (360) 902-8820

### Risk Based Escrow Exams Improve Regulatory Oversight

The Consumer Services Division of the Department of Financial Institutions (DFI) licenses and regulates mortgage brokers, check cashers/sellers (payday lenders), escrow companies and consumer loan companies. The escrow business requires licensees to maintain trust accounts in which client monies are kept until the completion of specific tasks or events. The monies are then paid out of the trust account on behalf of a client, usually a residential home buyer.

In the past the department examined escrow companies on a rotation that averaged a visit every three years. All companies therefore received the same amount of regulatory attention. To better ascertain whether an escrow company is maintaining reconciled trust accounts (failure to do so is an indication of problems), the department instituted a program of requesting quarterly copies of all licensee's escrow trust accounts. Voluntary submission of the quarterly accounts allows companies to demonstrate knowledge of and compliance with proper trust accounting procedures. Review of reconciled trust accounts allows the department to determine whether a company is at risk of problems and should be immediately targeted for an examination (audit). Companies with a history of clean voluntarily submitted reconciled trust accounts will not be scheduled for examinations as often. Companies who fail to submit the reports, or who submit faulty reports, are now examined more frequently.

#### Results

- ★ Better protection for consumers, due to examination resources being focused more directly on escrow companies with a higher risk of having problems.
- ★ Trust accounts were received and reviewed for a high percent of escrow licensees during the first two quarters of the year.
- ★ Less regulatory burden for companies demonstrating compliance.

**Team Name:** Risk Based Escrow Examination Team

**Team Members:** Kwadwo Boateng, Ed Burgert, Dominic DeLeo

**CONTACT:** Gloria Papiez, (360) 902-8820



### **New Database Streamlines Registration and Licensing Processes**

The Department of Financial Institutions (DFI) Securities Division regulates securities issuers, brokers and investment advisers, to help protect investors and promote capital formation. Several obsolete and cumbersome databases were used to process, store and access registration and licensing information vital to the division's regulatory mission. These databases were not designed to handle high transaction volumes, and performed poorly in a Windows environment. This caused frequent crashes, lost data, and processing errors. Complete and accurate data was difficult to obtain, and reporting capabilities were limited. To solve these problems, a single Windows based relational database was developed. As a result, both service delivery and regulatory effectiveness have been improved. Better access to timely and relevant information has improved decision-making, and a foundation has been set for future digital government initiatives.

#### **Results**

- ★ Ability to monitor and take action against repeat law violators is improved.
- ★ Time savings due to information being easily shared with other DFI divisions and securities regulators.
- ★ Time savings due to performance measure information, reports and statistics now being automated.
- ★ Time savings due to information being input only one time.
- ★ Time savings due to business rules reducing processing errors.

**Team Name:** STAR Team

**Team Members:** Greg Toms, Nelda Shannon, Vicky Sheldon, Carol Kelsey, Rhonda Caldwell, Bruce Johnson, Bill Beatty, Faith Anderson, Kelli Skeels, Juanita Bingham, Ron Seymour

**CONTACT:** Gloria Papiez, (360) 902-8820

### Two Tier Contracting Project

In the past, state agencies often duplicated efforts contracting for professional and technical services. The Office of State Procurement (OSP) streamlined the process by designing a two-step master contracting process. In the first step, an OSP team conducts thorough evaluations to create pools of pre-qualified vendors for agencies to choose from. The vendors agree to meet basic solicitation standards, general contract terms and conditions for work performance. In the second step, pre-qualified vendors re-compete for specific work requests from a customer. The OSP team helps agencies select a vendor, write and manage a contract, and track the performance of a selected vendor.

The two-tier process eliminates up to 90 percent of the time an agency spends developing professional and technical services contracts. The results achieved were from seven master contracts created over a one-year period. Six new master contracts are being developed. Creating pools of pre-qualified vendors saves time and money for everyone. Vendors avoid the repetitive and costly process of responding to every agency request for proposal.

#### Results

- ★ Eliminated 480 vendor reference checks on 80 two-tier work orders saving 240 staff hours.
- ★ Saved \$286 by eliminating approximately 40,000 sheets of paper.
- ★ Reduced procurement lead time per action from 16 weeks for single procurement to three weeks per work order under a master contract.
- ★ Generated \$121,500 by adding 54 new contracts through cost recovery fee of 2.5 percent for use of its master contracts.
- ★ Saved two customers an average of 30 percent to 40 percent on contract costs for a total of \$102,000.

**Team Name:** Two-Tier Contracting

**Team Members:** Steve Demel, Steve Lovaas, James Lunsford, Dodie Needham-Crake

**Contact:** Steve Demel, (360) 902-7192

### Vendor Mentoring and Partnership Program

Office of State Procurement saw an opportunity to make better use of resources available for performing services for the state of Washington and provide new business opportunities for Minority & Women Business Enterprises (MWBE) firms and small businesses.

GA created the Voluntary Vendor mentoring and Partnership Program to facilitate both vendor subcontracting and partnerships. The program provides participants with valuable work experience that enhances their ability to provide services in the future. The program also provides them with access to additional resources that can add to their current resources. The results achieved were based on two master contracting efforts that were completed during a pilot test.

#### Results

- ★ Reduced the evaluating, scoring, communication and debriefing time with vendors saving approximately 280 staff hours.
- ★ Contractors serving as mentors can offer wider choices to customers by adding the Learning Partner's capabilities to their own.
- ★ Fifteen Environmental Consulting Services and three Safety and Health Consulting Services contracts have increased MWBE participation through the partnership program.
- ★ Reduced numbers of vendors responding to solicitations. Forty companies on two procurements have chosen to partner with larger companies rather than responding on their own. Partnering increases the probability of success for small companies lacking the experience, resources and capital for competing effectively on large contracts.
- ★ Increased opportunity for new and/or MWBE business to gain valuable on-the-job experience and increased marketability for future state contracts.

**Team Name:** Vendor Mentoring and Partnership Program

**Team Members:** Steve Demel, Steve Lovaas, James Lunsford, Dodie Needham-Crake

**Contact:** Steve Demel, (360) 902-7192

### Dolliver Building Renovation

The old Olympia Post Office, constructed in 1914 and listed on the National Register of Historic Places, sat vacant from 1994 to 1996. Although located near the Capitol Campus and downtown, the federal government couldn't find tenants or a buyer for the building.

In 1998, the federal government transferred ownership of the building to General Administration (GA) at no cost with the caveat that all renovation work maintains the historic integrity and the significance of the structure. GA remodeled and renovated the historic building at minimal costs for use by the Office of the Secretary of State. The Department of Personnel leased the space during the design phase of the remodel. The project team reduced costs by using recycled marble and light fixtures throughout the building. Crews from Correctional Industries did most of the demolition work. In addition, most of the demolition waste from the building was recycled, saving landfill costs and generating additional money for the budget. The building was renamed the James M. Dolliver Building, in honor of the former State Supreme Court Chief Justice. The historic structure combines the ambiance of its past with the functions of a modern office building.

### Results

- ★ Department of Personnel saved about \$30,000 renting the Dolliver Building while their building was remodeled.
- ★ Correctional Industries crews received training on demolition, removing asbestos, hazardous paint and an old roof, redirecting about \$75,000 to other areas of the remodel.
- ★ Carpeting, ceiling tile, concrete, brick, copper and aluminum were sold to recyclers, generating \$15,000.
- ★ About 66 percent of demolition material was recycled, saving approximately \$6,400 in landfill costs.
- ★ Renting the Dolliver Building out while plans for remodel were being prepared generated \$4,704 in new revenue.
- ★ Doors and light fixtures were reused at other properties.
- ★ GA redirected \$32,616 by recycling marble and light fixtures.

**Team Name:** Dolliver Building Remodel

**Team Members:** Nick Cockrell, Duncan Crump, Richard Price, Sherry Edwards

**Contact:** Nick Cockrell, (360) 902-7383

## **Department of General Administration**

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### **Customer Communication Team**

Consolidated Mail Services (CMS) deals in the “now.” Customers expect their mail to be delivered every day at the same time. Vehicle problems, inclement weather, traffic conditions, social situations, etc. can cause unavoidable delays. When this occurs, we had to phone and notify customers of suspension or delay of their mail service.

CMS sent out questionnaires asking customers at each delivery point to designate a contact and share with us their phone, fax, and e-mail information. This information was then entered into our route database and set up as e-mail and fax distribution lists. Notices can be sent at a moments notice to all customers or a designated group. This saves countless hours on the phone and associated costs, as well as cost of long distance service when it becomes necessary to notify customers of situations that will delay their mail delivery.

### **Results**

- ★ Immediate customer notification of situations affecting scheduled delivery service.
- ★ Paperless, person-direct transmission of non-emergency information such as holiday schedules, recycle requests, meeting notices, etc.
- ★ Saved \$276 in long distance phone calls and printing costs.
- ★ Saved 35 staff hours calling customers and distributing flyers.
- ★ Guaranteed delivery of information to a specific person in each office rather than a shotgun approach.
- ★ Favorable comments and support by customers since system changed.

**Team Name:** Customer Communication Team

**Team Members:** Ken Zugner, Ron Anderson, Stacy Swayze, Doug Rohr, Gary Ames, Neil Tuggle, Kym Angel, Willy Baluyut, Jim Bradley, Alan Elliot, Gary Epping, Marilyn Fergueson, Bob Knittle, Nick Loughheed, Kari Mueller, Duane Murphy, Quan Nguyen, James Poole, Travis Pratt, Kristty Redding, Jon Sager, Joey Viray, Travis Wentworth

**Contact:** Neil Tuggle, (360) 664-9506

### In-Town Route Review

Last year Consolidated Mail Services drove 468,000 vehicle miles. That's enough to circle the earth over 19 times! Since Consolidated Mail Services began in 1991, delivery routes had not been evaluated for efficiency. New customers had been added or deleted as requested. After a period of time, routes began to become overcrowded and in places overlapped one another. The following other problems were identified:

1. Delivery times to the customer were becoming inconsistent
2. Drivers didn't have time to visit with customers to understand their needs.
3. Overtime was becoming more frequent for some drivers to meet all deliveries

Consolidated Mail Services put a team together, sought customer input, and used the quality process to address these issues. Data was gathered and used to revise routes and accommodate current and future growth. Overtime was eliminated and the new delivery routes enable the drivers to have the time to provide customer education and service to their customers.

### Results

- ★ \$2,043 saved each year in overtime.
- ★ \$2,192 saved annually in mileage costs.
- ★ 127 FTE hours saved annually.
- ★ Improved and more friendly customer service.
- ★ Provided a new late pick up time with no additional cost to customers.
- ★ Revised routes encourage consistent times for pickup and delivery of mail.
- ★ Allows drivers to consistently meet vendor deadlines.

**Team Name:** In-Town Route Review

**Team Members:** Ron Anderson, Ken Zugner, Kathleen Hoff, Angela Mapp, Kristy Redding, Sher Dotson, Bjarne Nilssen, Neil Tuggle, Doug Rohr

**Contact:** Ron Anderson, (360) 664-9616

### More Useful Data from a Simpler Process

The Office of Maternal and Child Health (MCH) distributes approximately \$5.5 million in federal Block Grant funds to the Local Health Jurisdictions (LHJ). The reporting requirements were time consuming, complex, and did not address planning or gather effective data regarding results.

MCH and representatives from several LHJs developed a simpler process that results in data that is more useful. It involves less complexity, fewer forms, and the development of program and spending plans that provide a basis for year-end reporting on results. In the revised process, a spreadsheet links program plans with reports. This simplifies calculations and helps track funds spent on different work activities and population groups. The spreadsheet also simplifies year-end reporting. The spreadsheet and a User Guide are available on the Department of Health (DOH) website.

### Results

- ★ LHJs spend less time developing activity plans and reports.
- ★ Activity plans are closely related to contract funding and are more practical.
- ★ Paperwork is reduced. Plans and reports can be transmitted electronically.
- ★ LHJs and DOH can use plans to monitor contracts.
- ★ Contract results can be compiled and used in more meaningful ways.

**Team Name:** MCH Consolidated Contracts Provider Workgroup

**Team Members:** Sherilynn Casey, Frank Chestnut, Civillia Hill, Maria Meengs, Beth Siemon; LHJs: Jean Baldwin (Jefferson County), Kathy Carson (Seattle-King County), Carol McNeil (Island County), Callie Moore (Adams County), Sandy Owen (Benton-Franklin Counties)

**CONTACT:** Frank Chestnut, (360) 236-3574

### Disputes Processed Quicker

Sometimes injured workers disagree with decisions about their workers' compensation. Workers' compensation provides medical, wage replacement and other benefits to injured workers. Disputes may be directed as a protest to the department or as an appeal to the Board of Industrial Insurance Appeals — a separate agency. The cumbersome process for protests and appeals was creating unnecessary work and needless delays.

Labor and Industries' claims consultants knew the process could be better. They eliminated a round of file reviews that slowed down the process without helping resolve claims. They also developed an efficient way to fax appropriate cases directly to the Board.

### Results

- ★ Improved customer service by processing appeals quicker and ensuring claim evidence is more current.
- ★ Cut time spent on file reviews by an average of 300 hours per month.
- ★ Reduced protests assigned to claim consultants by 90 percent — from an average of 112 per month to 12 per month.

**Team Name:** Claim Consultant Breakthrough Strategy Team

**Team Members:** Valerie Grimm, Tami Stayton, Linda Broyles, Linda Warick, John Hakola, Carole Goya, James Wheeler, David Schultz, Scott Corvin, Dennis Seaman, Craig Lowe

**CONTACT:** Craig Lowe, (360) 902-4714



### Greater Access to Online Forms

Since its creation, the Internet has been seen as a tool that can help deliver better service to our external customers. Allowing greater access to forms via the Internet is a perfect marriage – increasing access and convenience to customers, reducing staff hours and resources used in the physical mailing of forms via telephone requests and improving the processing of forms by ensuring that forms are the most current versions.

Staff identified all forms used by external customers, eliminated obsolete forms and converted the remaining forms into electronic versions that customers can download and print without having to travel to a L&I office or to wait for the requested forms to be mailed to them.

### Results

- ★ Deleted 34 obsolete forms; identified another 102 forms as internal and removed them from the warehouse.
- ★ Placed 166 of 197 remaining forms on the Internet.
- ★ Provided greater convenience for customers, who can access forms from the Internet vs. requesting forms to be mailed or visiting a field office.
- ★ Saved L&I time and resources printing and mailing forms.
- ★ Warehouse will save space in the long run.
- ★ Paved the way for the next generation of Internet-based “fillable forms,” which allow customers to input data directly into L&I databases, saving both customers and L&I time and money.

**Team Members:** Dave Pratt, Bill Hill, Janet Riley, Patricia Bartley, Greg Nordlund

**CONTACT:** Bill Hill, (360) 902-5777

### Finding Unregistered Businesses

L&I requires any business with employees to register and pay industrial insurance premiums, which are used to cover costs incurred when a worker is injured on the job. Because the department covers all injured worker costs, and because some employers fail to register with L&I, those who do register pay more than their fair share.

In an effort to find unregistered employers, L&I's Field Audit program took several initiatives: 1) asked other field programs such as electrical inspectors to report potentially unregistered employers; 2) cross-matched data with other agencies to find employers registered with one agency but not with L&I; 3) developed an "abbreviated audit" process to register employers more efficiently; 4) stamped correspondence with a red "Audit Notice" message that increased the response rate.

### Results

- ★ 267 unregistered employers were registered between 12/01/00 and 2/28/01; a 157 percent increase compared with the same period last year.
- ★ 75 percent increase in dollars assessed from unregistered employers over the same period last year.
- ★ Anticipated additional revenues of approximately \$720,900 in premiums during the next year.
- ★ Assessed \$629,455 owed to the department, actual collections are expected to be about 15 percent of the total assessments, or about \$94,000.

**Team Name:** L&I Field Audit Rapid Action Team

**Team Members:** Don Fuqua, Alicia Squibb, Caroline Johnson, Katherine Vargas, Ted Hay, Judith Paine, John Browning, Nancy Davis, Stephen George, Kathy Snyder, Roberto Diolata, Janis Fuller, Vicente Garmiles, Carmen Moore, Joanne Neece, David Ramey, Stephen Sill, Lorenzo Simon, Lynda Wilcox, Thomas Carter, Norma Caylao, Wayne Dillingham, Peter Doellinger, Earl Mahnkey, Kimberly Nesseseth, Sharon Palko, Frank White, Robert Cole, Linda Conley, Linda Hathaway, Patricia Munroe, Willa Deane Stoops, Sharon Vlastelica, Linda Williams, Jerold Billings, Sharon Brown, Patrick de Vries, Aurora Flores, Shannon Hansen, Robert Koshman, Roy Prescott, Douglas Stroud, Steven Beaty, Daniel Brown, David Busch, Gary Robinson, Neil Roper, Doug Mathers, Paul Barga, Kurt Barsness, Steve Benfield, Huyen Bibeau, Carla Dawson, Bonnie Fahrnkopf, Elsy Kjolraug, Nhung Cam Nguyen, Susan Sinclair, William Smeall, Trudy White, Kelly Honeychurch, Alan Paja

**CONTACT:** Todd Baker, (360) 902-4241

### Department Seeking Fraudulent Providers

The Provider Fraud Unit investigates fraud against the workers' compensation system by medical and other providers. Workers' compensation provides medical, wage replacement and other benefits for injured workers. After analyzing referrals for investigation, the unit found few were coming from within the department.

Provider Fraud set a goal to increase department referrals to ten a month. They worked with the Medical Treatment Adjudicators who approve medical payments to simplify the referral process. A new procedure was established to cut the time required for making a referral while minimizing workload impact. Referral forms on the Internet and Intranet also were revised.

#### Results

- ★ 44 referrals submitted during one month — surpassing the goal by 400 percent.
- ★ Those referrals identified \$396,000 in questionable payments made to providers.

**Team Name:** Provider Fraud

**Team Members:** Steven Young, Ronald Knapp, Nancy Peterson, Allan Gregerson, Kelly Rosie, Sandra Eastwood, Lee Benford

**CONTACT:** Lee Benford, (360) 902-6826

### **Expanding Industrial Hygienist Consultation Services – Equipment Loan Program**

Serving the needs of employers in low-hazard industries has always presented a challenge for L&I's industrial hygiene consultants. Their primary focus has been to assist employers in protecting workers in high-hazard working environments.

Utilizing an innovative approach to the problem, L&I industrial hygiene consultants developed an equipment loan program that allows employers to monitor their employees' exposure to various health hazards on short notice with a minimal impact on agency consultation resources. Under specified conditions, the department loans industrial hygiene monitoring equipment to employers to evaluate workplace hazards. The department assists with laboratory services and data analysis. Employers are then better prepared to work with consultation staff on their compliance efforts.

#### **Results**

- ★ Allowed for health hazard evaluations when industrial hygiene consultants were previously unavailable.
- ★ Allowed employers to evaluate their own hazards as required by standards.
- ★ Provided timely services to employers.
- ★ Maintained a level of customer service without additional impact on industrial hygiene consultation staff resources.

**Team Name:** Expanding Industrial Hygiene Consultation Services – Equipment Loan Program

**Team Members:** Bob Parker, Kay Lielke

**CONTACT:** Bob Parker, (425) 290-1422

### Injured Workers' Benefits Adjusted Quicker

The Workers' Compensation system provides benefits such as medical, wage replacement, pension and others to injured workers. Some injured workers may have Social Security benefits that offset their workers' compensation. Those workers' with offset benefits must have their benefits recalculated every three years to adjust for federal cost of living increases. These highly complex calculations were being done manually, delaying benefit increases up to several months.

Department programmers met for about a year with benefit specialists to document business processes and sequence the highly complex calculations. Programmers have successfully automated these triennial calculations and implemented them in January 2001.

#### Results

- ★ 98 percent of injured workers with an adjusted pension received their increase sooner. Benefits were recalculated on December 31, 2000, so the next payment included the triennial adjustment.
- ★ Recalculations are at peak accuracy.
- ★ Backlog of benefit recalculating has been eliminated.
- ★ Pension Benefits Specialists can redirect more than 287 hours a year from performing manual calculations to providing customer service.

**Team Name:** Triennial Redetermination Team

**Team Members:** Laura Goshorn, Mollie Killeen, Tracy Johnston, Jim Wakefield, Guy Baker, Tim Bailey, Lynn Wiltman, Debbie Brookman, Eva Johnson, Rita Norton; Backup to team: Julie Newby, Catherine Mangino, Debra Christopherson, Suzanne LaBranche

**CONTACT:** Laura Goshorn, (360) 902-4641

### Variance Process Improvement

Although Washington employers must comply with regulations and standards that protect worker safety and health, L&I will consider and grant exceptions or “variances” when the safety and health of workers is not compromised.

The process for handling variance requests was cumbersome, required time-consuming site visits by technical experts, diverted staff from other projects and left employers uncertain while decisions were being made.

A team was formed to improve the process. After creating an initial review of variance requests to find out if a site visit was even necessary, the team consolidated all variance processing in one program. The team also worked with program managers to remove bottlenecks by expanding signature authority and creating a tickler system to keep the variance requests moving through the system.

### Results

- ★ Variance processing time was reduced from an average of 176 days to 46 days.
- ★ The amount of time that technical specialists spent processing a variance was reduced by 50 percent or 190 full-time equivalent hours from the previous year.
- ★ Support staff reduced processing time by at least 20 minutes per variance, or 12 FTE hours per year.

**Team Name:** Variance Process Improvement

**Team Members:** Tami Tondre, Michael Wood, Dan McMurdie, Cindy Sowerby, Sue Whitney, Gayle Wilde, Lisann Rolle

**CONTACT:** Tami Tondre, (360) 902-5508

### Improved Electrical Licensing

L&I licenses electrical trainees, electricians and contractors. The processes L&I had in place for renewing licenses and updating records were inefficient, and the forms they used were outdated and confusing. As a result, forms were continually being sent back to the customer for correction, causing frustration and delays. L&I also had a 2-month backlog for trainees to take their exam.

A team tackled the task of streamlining the renewal process and redesigning the forms. The improved system virtually eliminated mistakes on submitted forms, reducing phone calls and delays for both customers and staff. The team also eliminated the requirement for notarized signature for 80% of the forms, saving time for customers and staff. L&I eliminated the 2-month backlog for trainees to take their exam and reduced the amount of data entry we had to do each renewal cycle from 60,000 records down to 500.

### Results

- ★ Reduced data entry from 60,000 to 500 records per renewal cycle.
- ★ Virtually eliminated customer errors with new, simplified, user-friendly forms.
- ★ Reduced processing time by 47%, cutting the renewal process from 13 weeks to 3-5 days.
- ★ Saved customer time and frustration and eliminated the need for notarized signatures on 80% of forms.
- ★ Eliminated a 2-month backlog, allowing electrical trainees to take their exams sooner than they had in the past. When they complete their exam, the trainees' income increases. The Department estimates this improvement should have increased the income of the 1700 trainees who passed the exam last year by a total of \$4,912,102.

**Team Name:** Electrical Licensing

**Team Members:** Valerie Valencia, Sherrie Young, Frank Pope, Angie Wharton, Leslie Imbler, Faith Marshall, Ron Fuller, Larry Corbin

**CONTACT:** Larry Corbin, (360) 902-4234

### Answer the Darn Phone

Calls to the Driver Services Customer Service Unit (CSU), are now answered more quickly and with much less hassle. In response to the Governor's executive order to answer the phone, DOL (with help from the Point B consultant firm) assessed those areas in the agency that frequently get calls from external customers. This assessment determined that the Drivers Customer Service Unit is the program area experiencing the highest incidence of busy signals. A sampling of 96 days throughout the last year showed that over 6,000 busy signals per day reduced the ability of our customers to get to a live service representative on driver services' customer service line.

The assessment showed that 30 percent of all calls could be handled with: recorded messages for frequently asked questions; a voice mailbox to leave address change information; and phone numbers to call for information not provided by the customer service unit. An agency team worked with our telephone and voice mail providers to establish a menu system with recorded messages scripted by CSU staff.

### Results

- ★ Reduced busy signals by two-thirds, from about 5,500 a day last year to 1,800 during the same period this year.
- ★ Achieved a reduction in busy signals equivalent to adding four to five FTEs to the CSU.
- ★ Shifted the address change workload from the CSU to less utilized Licensing Services Offices in Eastern Washington.
- ★ Provided immediate answers to customers 24 hours a day through the recorded messages.

**Team Name:** Customer Service Unit Team

**Team Members:** Patty Mullenix, Pat McGraw, Kathy Myers, Susan Medrano, Jim Medina, Denise Kalenius, Shelly Kalenius, Debbie Schmidt, Judy Groezinger, Roger Horn, Virginia Haataia, Christie Bulldis, Melanie Chapman, Betty Cothorn, Linda Ford, Barbara Furth, Jeff Glover, Bridget Golson, Tiffany McCollum, Bruce Painter, Mary Palmer, Joanne Sandusky, Linda Seymour, Patricia Tracy, Eric Williams; Point B Consultant: Chris Olsen

**CONTACT:** Roger Horn, (360) 902-3736



### Compliance Unit Delinquent Tax Collection Improvements

The Compliance Unit in Prorate and Fuel Tax has made significant improvements to the collection processes for unpaid fuel taxes. Prior to the 2000 effort, staff attempted to locate delinquent taxpayers by screening microfiche, making telephone inquiries, forwarding locator letters, and using other manual processes. This cumbersome process did not allow staff to access all relevant and current resource information.

These goals were accomplished by making personal visits to other state agencies including Labor and Industries, Washington State Patrol and the Employment Security Department. Staff also researched using major DOL databases including those within the Business and Professional Licensing and the Uniform Commercial Code program areas.

Within these databases they located an extraordinary amount of resource information that allows unit staff to almost instantly identify, trace and locate income sources, addresses, multiple employers, employer/employee addresses, agents, property and other relevant information.

#### Results

- ★ Licensees may not renew proportional registration operating authority and/or fuel licenses until delinquent taxes are paid.
- ★ Achievement of these Balanced Scorecard goals allows instant access to information that enhances the efficient recovery of unpaid prorated and fuel taxes.
- ★ By utilizing the information found in the new available databases, the staff solved three "uncollectable" tax cases in 2000, recovering \$4,118.
- ★ Time savings, projected at 40 hours yearly, allows staff to concentrate on other delinquent accounts.
- ★ Increased efficiencies have resulted in the recovery of revenue, projected at \$20,000 annually, that funds Washington State's road and highway infrastructure.

**Team Name:** Compliance Revenue Collection Team

**Team Members:** William (Bill) Hatfield, Donna Hedgers

**CONTACT:** Bonnie Rocha, (360) 664-1839

## **Electronic Consumer Complaint Form**

Many consumer complaints received by the Dealer and Manufacturer Services Unit are illegible and do not contain all of the information necessary to aid the investigator with the case. This made it necessary for the investigator or administrative assistant to take additional time contacting the consumer for the appropriate information, thus delaying the issue(s) being resolved. An electronic consumer complaint form was created to assist the public in filing dealer complaints. The form was finalized and added to our web page for customer convenience.

This form is only available on the website (no printed version at this time due to the budget constraints). Customers calling to request the form will be directed to the website. Customers without web access will be advised of agency requirements relating to filing a complaint. Customers without personal web access also will be advised that another option is to go to their local library and access our website via the Internet from the library terminals.

### **Results**

- ★ Created an electronic consumer complaint form available on the web site.
- ★ Consumers are aware of the information an investigator needs when filing their complaint, which leads to more accurate information, the issues being resolved in a timely manner and providing better customer service.
- ★ Administrative assistants are able to guide the consumer through the process over the phone, going through the steps with the consumer.

**Team Name:** Consumer Complaint Request Team

**Team Members:** Pamela Lowe, Merry Herrin, Tillie Cruz, Deborah Gadberry

**CONTACT:** Kim Bankuti, (360) 664-6454

## Department of Licensing

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### Drivers Addressing Team

The Mail Center partnered with Driver Responsibility to reduce the time and money Department of Licensing (DOL) was spending processing mail from outside customers who did not use DOL's correct address. When an outside customer uses an incorrect address for DOL, the following happens:

1. Misaddressed mail for all state agencies is sent from the U.S. Postal Service to Consolidated Mail Services (CMS) for sorting and routing to the correct agency. DOL is billed \$1.25 per inch for misaddressed mail coming from CMS.
2. DOL Mail Center Staff must further sort this mail to route it to specific units.

Now, when Driver Responsibility support staff receive this type of mail, they communicate with the sender (either by phone or letter) what DOL's correct address is. The U.S. Postal Service will directly route mail with the correct PO Box to DOL. This was expected to reduce the reason for the U.S. Postal Service needing to send this mail through CMS. The communication has resulted in DOL spending less money for CMS's services and Mail Center staff time to process this mail has been reduced.

From July 1999 through December 1999, CMS billed DOL for 124.163 inches of the misaddressed mail per week. After the process change, CMS billed DOL for 96.75 inches during the same period in 2000.

### Results

- ★ A savings of \$890.92 resulted from handling 27.413 inches less misaddressed mail over a six month period.
- ★ To handle misaddressed mail, DOL's Mail Center Staff take an average of 2 minutes per piece. There are approximately 20 pieces of mail per inch. Over one year period, DOL saved over 33 hours of Mail Center staff time.

**Team Name:** Drivers Addressing Team

**Team Members:** Kitty Boring, Kathy Strand, Doralyn LeGarde, Betty Kjolseth

**CONTACT:** Doralyn LeGarde, (360) 902-3838

### Eliminating Front Tabs on Vehicle License Plates

Previously, Washington State vehicle owners were required to display month and year license tabs on both the front and back license plates of their vehicles. Each license tab costs \$.0475 to produce.

Beginning January 1, 2001, individuals renewing their license tabs for 2002 will receive only one tab indicating the year the registration will expire. This tab will be placed on the back license plate.

Washington is joining 17 other states that require tabs on the back plate only. This change will have little impact to law enforcement because, under most circumstances, rear license tabs are used to make a determination if the vehicle's registration is current. Exceptions to this change include motor carriers registered under the International Registration Plan.

#### Results

- ★ Reduces the number of year tabs needed by approximately 6,000,000, at a savings of \$285,000.
- ★ Eliminates the need for front month tabs, formerly required on all new vehicles and by request on used vehicles, by approximately 400,000, for an additional savings of \$19,000.

**Team Name:** Front Tab Elimination Team

**Team Members:** Tom Richardson, Bob Turcotte, Larry Frodsham, Rick Breidenbach, Rob Cook, Denise Carr, Keith Long, Karen Wilson; Moore Business Communications: Charles Hobson, George Renquist

**CONTACT:** Bob Turcotte, (360) 902-3716

### Soliciting Feedback from Investigations Customers

The Dealers and Manufacturers Services Unit field locations are currently using a template to solicit customer feedback from dealerships visited by DOL investigators. The survey provides useful information for identifying future training needs and helps improve relationships between our agency and this major stakeholder group. Regional coordinators contact the customer and conduct the survey over the phone. The survey takes approximately 1 minute, and has been used since May 2000. The survey has proven to be a valuable tool.

#### Results

- ★ One-on-one communication with dealerships after investigator visits has proven to be a valuable tool by enhancing customer relations with our stakeholders.
- ★ Is a good training tool for managers to learn how investigators interact with our stakeholders.
- ★ Leaves our stakeholders with a sense of government good will rather than promoting an adversarial view of government.

**Team Name:** Investigations Survey Template Team

**Team Members:** Sherri Black, Merry Herrin, Mary Morris, Tillie Cruz, Deborah Gadberry, Nancy Kelly, Mary Ellen Maddocks, Carol Andrew, Robert Smith, Chuck Coach, Jack Staples

**CONTACT:** Evelyn Barker, (360) 664-6458

### Vehicle Services Letter Templates

Approximately 1,400 external communication letters are sent to customers each week from various work units within the Vehicle Services Division. Previously, each letter was individually written by a staff member. There was no standardized content or format provided to the customer—identical information had to be retyped over and over. The format used in the address field was not easy for staff to use, resulting in numerous errors made when printing envelopes due to the automatic insertion of postal bar codes. Each letter was printed on expensive letterhead paper, which required staff to manually switch the paper in their printer.

Letter templates were developed for these work units. These templates are accessed directly from a drop-down menu in Microsoft Word. They allow the automatic insertion of the postal bar code into the letter itself. This allows staff to insert the letter into a window envelope, eliminating the need to print an envelope for each letter. The templates also contain the DOL letterhead, eliminating the need to use expensive letterhead paper. Each template has automatic text functionality which allows commonly typed information to be automatically inserted into the document. The template automatically inserts the staff member's name, initials, and address where appropriate and will also repeat information that needs to be typed in more than one location within the letter. Some letters also have automatic calculation capability.

### Results

- ★ Average time saved per letter is approximately 4 minutes.
- ★ Ability to print on “blank” paper saves about 0.7 cents per letter.
- ★ Far fewer typographical and grammar errors in correspondence.
- ★ Automatically inserts postal bar codes into documents, which allows window envelopes to be used and eliminates the need to print an envelope for each letter.

**Team Name:** Letter Template Team

**Team Members:** Jim Turcotte, Bruce Clark, Debra Then

**CONTACT:** Jim Turcotte, (360) 586-1938

### Motor Vehicle Dealer File FTP Access

The Motor Vehicle Dealer File is created monthly as part of the agency's ongoing processing requirements. This listing includes vehicle dealer names, dealer numbers, addresses and phone numbers.

Automotive Avenues, Inc. (AAI) currently has a reimbursable services contract with Department of Licensing's (DOL) Title and Registration Program to receive information from the DOL vehicle database via a manual process. Under that process, DOL had to download the dealer information from the server, import it into a spreadsheet, and save the file onto a diskette which was mailed to the customer. AAI takes this file and combines it with other data to provide consulting services to automobile dealers and credit unions throughout Washington, Oregon, and Idaho. This work entails performing statistical analysis of sales and loans using the data obtained from DOL.

In the course of our dealing with AAI, we learned that AAI was using File Transfer Protocol (FTP) to pick up other DOL files from the DOL Web server. Support staff in DOL suggested that the Motor Vehicle Dealer File be made available via FTP as well.

#### Results

- ★ Approximately two staff hours per quarter are saved as a result of not having to download the information and create the spreadsheet.
- ★ Postage is no longer necessary since nothing is mailed.
- ★ The FTP process costs less than 10 cents to use.
- ★ No more potential for corrupt data.

**Team Name:** Motor Vehicle Dealer File FTP Access Team

**Team Members:** Susan McRae, Sheri Barnes, Alma Christensen, Linda Mason

**CONTACT:** Sheri Barnes, (360) 902-3726

### Receipt of “Special Handling” Mail

Agency-wide (Olympia) special handling mail is received from the U.S. Postal Service and various delivery vendors on a daily basis. A manual process used to handle this incoming mail required that each piece be logged and tracked by the mail center staff. Special handling mail also required the verification and counter signing of the designated program area staff. The process utilized a three-part document, with portions of it being routed to different areas. This daily process took approximately 4.5 hours. On occasion, verification of receipt for one letter could take up to 8 hours.

This process was improved by an automated solution called the Arrival Computer System (ACS). With its scanning capabilities, the ACS eliminated the paper needed to log and track each piece of Special Handling Mail. Time to complete the process has been reduced by 60 percent. Verification of receipt for one letter now typically takes a few minutes.

### Results

- ★ Sixty percent reduction of staff time spent to complete the process.
- ★ Improved response time (verification of receipt) back to program area.
- ★ Automation is utilized to log in all Special Handling Mail.
- ★ Eliminates the printing and filing of forms.
- ★ Eliminates errors in logging numbers and tracking documents.
- ★ Faster delivery time to customers.

**Team Name:** Arrival Computer System Team

**Team Members:** Kitty Boring, Sam Yandle, Jerry Sisk; Special Contributors: Brenda Huhtala, Charles Picartd, Danielle Ware, Jim Stephens, Marcie Daley, Manley Cannon, Tom Brown, Elizabeth LeClair, Debby Stalsberg

**CONTACT:** Kitty Boring, (360) 902-3627



### Undelivered Mail Re-routing

On a monthly basis, DOL has 16,861 pieces of undelivered mail that must be routed back to the originating unit. About 2,529 pieces of this mail (approximately 15%) must be returned to various units within Vehicle Services (VS). Rerouting this mail to VS required the Mail Center and VS staff to spend approximately 5 minutes (per piece) to open, extract, read, and reroute this mail.

This changed with the development of template letters and redesigned envelopes that now enable staff to identify at a glance where the letter originated by viewing the specific unit's return address *through the envelope window*. The result of the effort is a time savings of many hours to sort and reroute undelivered mail.

### Results

- ★ The elimination of sorting *all* undelivered mail by the Customer Service Unit within Vehicle Services.
- ★ Time savings to the Mail Center and Vehicle Services staff of 2,280 hours on an annual basis to open, extract, read, and reroute undelivered mail.
- ★ Customer service was improved by having a faster turnaround time of undelivered mail to be rerouted and ultimately reach the intended customer.
- ★ Provided additional time for Mail Center staff to process the recent increase in mail due to the new Driver Licensing Extension Program.
- ★ As more work units within DOL employ this piloted program – using template letters and redesigned envelopes – more staff time will be saved and customer satisfaction will increase among all DOL's outside customers.

**Team Name:** New Window Envelope Concept Team

**Team Members:** Kitty Boring, Sam Yandle, Debra Then, Jim Turcotte, Dan Brady, Betty Eaton, Jackie Ice, Mike Lyon, Manley “Leroy” Cannon, Jerry Sisk;  
Special Contributors: Bruce Clark, Mark Truett

**CONTACT:** Kitty Boring, (360) 902-3627

### Reducing Wait Times at the Union Gap Licensing Service Office

Just like in a child at school, last year Union Gap faced an "F" wait time grade with chagrin. The staff chose to commit to improvement and by August 2000 had raised the grade to a "B+" for renewals while serving 2,000 more customers than in the previous year. With the support of their supervisor and district manager, the staff kept track of their improvements on a daily basis.

The first step was participating in a team building exercise offered by Employee Services. This enabled the team to begin talking and listening to one another. The second step was to tackle the wait time improvements. The team chose to press the button to call the next customer as the current customer was finalizing their transaction. This trimmed the time spent waiting for customers to arrive at the counter.

Next, their supervisor was stationed in the lobby in the morning and directed customers to the counters by helping them select the appropriate number for service. The staff is poised at the counter calling the customers for immediate service. Each Licensing Service Representative (LSR) monitors wait times using their monitor, and when categories approach 20 minutes they communicate with each other and shift categories to reduce the longest waits. Staff also started canceling extra tickets that customers present when they are called up.

Finally, customers who complete their test on the Juno testing machines go directly back to the LSR who originally served them and are treated as a walkup. The team feels this approach provides better customer service and contributes to bringing down the wait times.

### Results

- ★ The team reduced average wait times in all categories of transactions by 43 percent.
- ★ Team raised wait time grade from "F" to "B+".

**Team Name:** Union Gap LSO Team

**Team Members:** Joe Omlor, Francisco Hernandez, Josie Garza-Hernandez, Sherry Jones, Rick Brown, Nora Rodriguez, Teri Kelly, Robert Schell, Glen Jacobson, Tim Henry

**CONTACT:** Joe Omlor, (509) 734-7134

### Human Resource Applicant Database

Since all positions within the Department of Printing (PRT) are exempt from the state's civil service system, PRT is unable to utilize the centralized recruitment, testing, and referral services provided for merit system positions by the Department of Personnel. Human Resources (HR) staff at PRT developed an Access database to streamline the internal recruitment and selection process. The database provides automated applicant tracking including applicant names, skills, diversity information, and dates interviewed. The database enables HR staff to quickly sort entries by skills, qualifications and availability when seeking candidates for specific positions. HR staff can promptly respond to inquiries from supervisors and managers, as well as from applicants. Development of this database decreases response time from thirty-five minutes to only three, an estimated 91% decrease. This results in an estimated savings of 42 FTE hours per year, which are now allocated to providing improved customer service.

#### Results

- ★ Decreases response time to internal and external customers from thirty-five minutes to three, an estimated 91% decrease.
- ★ Saves an estimated 42 FTE hours for PRT Human Resource staff annually.
- ★ Increases applicant and internal customer satisfaction by ensuring prompt response time.
- ★ Streamlines applicant selection process and serves as a skills bank.

**Team Name:** "Rappid" Tracking Team

**Team Members:** Therese Deshaye, Lisa Fairchild, Jennifer Forte'

**CONTACT:** Therese Deshaye, (360) 570-5068

### Deferral Process Improvements

Due to the increasing workload in the high tech and distressed area deferral program, a new database has been created to include all information supplied by the taxpayer on their application. The database is updated to include whether the application is approved or denied, the audit status, assessment amounts, etc. The database is then used for: typing form letters and certificates; looking up information about a specific deferral (no longer need to pull the file); and responding to public records requests.

### Results

- ★ Savings of 8 to 10 hours per week when typing form letters and savings of 4 to 6 hours on each public records request.
- ★ Savings of 24 hours when generating the year-end assessments and letters.
- ★ No longer need to make and file tickle cards.
- ★ Creates an internal control measure to ensure that all files are being worked as needed.
- ★ Provides statistical information for Research and others as needed.

**Team Name:** Deferral Process Improvement Team

**Team Members:** Kim Davis, Scott Turnbull, Stephanie Gilfeather, Melanie Piccin, Teresa Hansen

**CONTACT:** Kim Davis, (360) 664-2016

### Imaging of Deferral Files

Until recently, the Tax Deferral program files were stored as paper files. This created several problems, including: no file backup in case of disaster, limited access to files for Miscellaneous Program employees, employee file handling time, and the amount of storage space needed to store the paper files.

To remedy these issues, all deferral files that are referred out for an audit are being sent up to the Taxpayer Account Administration division to be imaged. To date, over 500 files have been imaged.

### Results

- ★ Provides access to the deferral files for the entire agency – rather than one person at a time.
- ★ Eliminates the need to pull files for review and then re-file them, saving 4-6 hours per week.
- ★ Creates a backup record of the deferral file.
- ★ Saves filing cabinet space.
- ★ Enables easier retrieval of files, since we do not have to look for misplaced files.

**Team Name:** Deferral Process Improvement Team

**Team Members:** Kim Davis, Stephanie Gilfeather, Scott Turnbull, Melanie Piccin, Mel Kirpes, Nonnie Phan

**CONTACT:** Kim Davism, (360) 664-2016

### Forest Tax On-line Abilities Added for Staff

Forest Tax has a long range plan to replace the outdated data entry system. The decision was made to move several functions off of the Pertec data entry system onto the Tandem system in support of this plan. Forest Tax examiners, tax service representatives, and data entry staff worked with Information Services staff to create four new screens and to provide on line access to four necessary functions. Accuracy and speed are improved and a new notes screen enables other staff to view account activities and to provide an audit trail.

#### Results

- ★ Developed and implemented four new user update screen and functions.
- ★ Staff now have direct update capability.
- ★ Supports our goal of replacing the data entry activity on the outdated Pertec system.
- ★ Increased efficiencies and accuracy for staff.
- ★ Provide clear audit trail for account adjustments and permit closures.

**Team Name:** The On-Line Abilities Team

**Team Members:** Nicole Mays, Donna Conlee, Julie Hoke, Art Rodgers, Jennifer Swanson, Cindy Harris, Malissa Antonelli, Barbie Proffitt, Vickie McNeese, Lori Keller, Randi Johnson, Kunth Plong, Ila McKinny, Steve Griffith, Shannon Althausser, Judy Brown

**CONTACT:** Randi Johnson, (360) 586-5247

### Problem Batch Solving

The team researched what types of problems affected the processing of Excise Tax Returns within 48 hours of receipt. The committee graphed the data and discovered that the highest percentage problem for batches was when they were out of balance. In the past, the out-of-balance batches were physically returned to Cash Management where the corrections were made to bring the batch into balance. This process could take several days.

The team recommended that the batches remain in Data Entry and an e-mail message about the batch be sent to Cash Management. Upon receipt of the email, Cash Management will fax Data Entry the appropriate documentation to facilitate the batch balancing. The new process takes just a few hours.

### Results

- ★ Office Services mail personnel no longer deliver or pick up correction batches.
- ★ Cash Management no longer logs correction batches in and out.
- ★ Data is posted sooner to the system for examiners and revenue agents to view.
- ★ Document Management Section no longer has to log in and deliver correction batches to Cash Management.

**Team Name:** Problem Batch Solving Quality Team

**Team Members:** Bonnie Oberst (Facilitator), Anita Duemig-Fairbanks, Mel Kirpes, Susan Root, Nonnie Phan, Amy Althausser, Dori Rudoll

**CONTACT:** Bonnie Oberst, (360) 586-9883

## Department of Revenue

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### Labor and Industries Offset Project

The Department of Labor & Industries identified over \$200 million slated refunds for 2,000 businesses. Of these, Department of Revenue identified 432 businesses that had liens for unpaid taxes due the Department of Revenue. Legal paperwork was served directly to Labor & Industries resulting in total collections of \$505,614.

Additional savings were realized by changing the legal processing method. The usual legal service process requires 5 pages per business. The Department of Revenue altered the process to a single page saving 1728 sheets of paper. The Department of Revenue found a more efficient way to recover the outstanding tax liabilities saving time, recovering outstanding liabilities faster and more efficiently.

### Results

- ★ Received \$505,614 in previously uncollected outstanding tax liability.
- ★ Saved \$1615 in postage from individual legal services to the Department of Labor & Industries.
- ★ Saved 36 hours by installing a new laborsaving program that automatically added notes for each account when the revenue was applied to the tax warrants (liens).

**Team Name:** Levy Service Project

**Team Members:** Betty Klug, Anita Ady, Mark Bigelow, Bobbi Carter, Evelyn Czapiewski, Brad Grunenfelder, Tiffany Hammond, Seawillow Rolly, Mike Schaub, Tom Trujillo; L&I: Kathy Kimbel, Carla Reynolds, Kent Schweikert

**CONTACT:** Betty Klug, (253) 593-2503



### Frequency/Threshold Quality Team

A team was formed to examine the impact of changing and/or assigning the reporting frequency of certain taxpayers considering the associated impacts on stakeholders and the agency. Before, the Department assigned taxpayers to monthly, quarterly, or an annual reporting frequency based on their dollar liability to the state. After much analysis, the team recommended changing the system to reward those taxpayers who report and pay their taxes on time from monthly to quarterly frequency. And those taxpayers who are on a quarter basis and have been delinquent for two or more quarters have been moved to monthly for better compliance measures.

#### Results

- ★ Procedures have been changed regarding the initial assignment of frequency for tax reporting accounts, by taking into consideration the reporting history of industry groups as indicated by Standard Industrial Classification code.
- ★ Recommended new guidelines to determine if a taxpayer qualifies for a change from monthly to quarterly filing frequency. New criteria includes higher annual tax liability as well as no delinquencies in the 24 month period being reviewed.
- ★ Recommended new guidelines to determine if a taxpayer qualifies for a change from quarterly to monthly filing frequency. New criteria includes a history of two or more quarters per year referred to our Compliance division for collection.
- ★ Established a new report, produced on a quarterly basis, used to monitor accounts with higher than expected quarterly tax liability. After accounts are reviewed, those qualifying are changed to monthly filing frequency.

**Team Name:** Frequency/Threshold Quality Team

**Team Members:** Ralph Osgood (Sponsor), Tim Anderson (Facilitator), Debbie Young and Cynda Johnson (Team Leads), Brenda Smith, Charlotte Craven, Claudine Martin, Debi Brower, Don Gutmann, Frank Marshall, JoAnne Stoltz, Kari Johnson, Kurt Wieburg, Sue Kim, Susan Swan, Sandra Maple

**CONTACT:** Cynda Johnson, (360) 902-7012

### Vessel Tax Improvements

People who own a commercial vessel are required to pay a tax on an annual basis. The Commercial Vessel Tax is a personal property tax and payment is made the year following the assessment. All vessels are required to have a current decal that indicates they are registered with the Department.

In the past, the decals were automatically sent out to everyone registered with a commercial vessel whether or not they paid their tax assessment from the previous year. This year, the accounts were cross-referenced in advance of sending out the new decals to the list of delinquent vessel taxpayers. They were informed that the decals were being withheld until the delinquency was paid.

#### Results

- ★ Closed 15 accounts where the people listed no longer owned or used the boat commercially.
- ★ Collected \$5,500 from delinquent accounts, which was about half of the total outstanding liabilities for this project.
- ★ Aligned the program with how the Department of Licensing administers the vessel decals for pleasure craft.

**Team Name:** Vessel Tax Improvement Team

**Team Member:** Debi Brower

**CONTACT:** Debi Brower, (360) 753-1520

### Consultation Improves Quality in Boarding Homes

Historically, licensing inspections and complaint investigations have been the primary methods used to assure boarding home providers adhere to statutory regulations for quality of care, quality of life and safety of residents. A group of staff, providers, community groups, long term care ombudsmen and residents recommended that consultation to providers and staff by Registered Nurses could improve quality of care and compliance with statutory requirements.

The consultation model included on-site facility visits, targeted training and telephone consultation. The program was offered throughout the state on a voluntary basis. The program was well received by providers and the results positive for residents, providers and participating staff.

#### Results

- ★ 81% of boarding home providers voluntarily participated in the program.
- ★ 94% of the boarding home staff said the consultation helped them to comply with requirements.
- ★ Quality of care (86%), life (79%) and safety (65%) measures showed significant improvement with consultation.
- ★ Of participating boarding homes that had a follow-up inspection, 76% had no citations in areas covered by the consultation. The remaining providers (24%) were cited for minimal quality issues.
- ★ Over 1,700 boarding home, referral and inspection staff were trained.
- ★ Boarding home residents, providers and staff were very satisfied with the program.
- ★ 94% of providers and staff indicated that the program helped them provide improved care and meet statutory requirements.

**Team Name:** Quality Improvement Consultation Advisory Group for Boarding Homes

**Team Members:** DSHS: Cuca Botello, Aimee Derr, Theresa Kochevar, Alice Mahar, Lori Melchiori, Sue Poltl, Shake Sarkis, Greg Smick, Nancee Tardif, Saif Hakim, Tammi Hardiman, Diana Johnson, Shirley Mohr, Karen Nodolf, Marianne Neff-Daniels; PROVIDERS: Vivian Currie, Marty Davis, Kary Hyre, Joy Kane, Kathy Marshall, Shannon McCartor, Ed Midkiff, Sandy Morgan, Deb Murphy, Linda Petrie, Jerry Reilly, Louise Ryan, Lauri St.Ours, Karen Tynes, Nancy Watkins; RESEARCH: WSU: Neva Crogan

**CONTACT:** Deanna Rankos, (360) 725-2576

### Disabled Vets Benefit from Agency Collaboration

The Department of Social and Health Services serves many veterans who have serious, chronic and acute disabilities and illnesses. Staff gather information from the Veterans Administration to determine eligibility for Medicaid. It often took more than two weeks to obtain this information. The long wait and sometimes inaccurate information resulted in needless delays in veterans receiving needed medical, prescription and long-term care services.

A team from the department and the Veteran's Administration was formed to identify new ways to share information. A new fax back process was developed with one-day turnaround. The ultimate goal is on-line access between DSHS and the Veteran's Administration. This phase of the project is the first step in making that connection.

#### Results

- ★ Veterans receive long-term care services and medical care faster.
- ★ Reduced eligibility wait time for Veterans by 15.3 days to one-day turnaround.
- ★ Potentially will save \$3.1 million dollars if implemented statewide.
- ★ Reduced staff time by 30 minutes per case, saving over 2,100 FTE hours annually.

**Team Name:** Veterans On-Line Task Force

**Team Members:** Bill Allman, David Armes, Chris Toombs, Kevin Krueger, Guyce Lafavour, Virginia Sledjeski-Rae, Stan Carlton, John Culhane, Rick Cook, Chandra Moss, Mike Brady, Kathy Morgan; Kathy Leitch and John Atherton (Sponsors)

**CONTACT:** Deanna Rankos, (360) 725-2576

### Interactive Website Gives Clients Quality Choices

Home and Community Services (HCS) staff help clients find appropriate long-term care services. Prior to this team effort, there was no easy way to review the types of services offered, the expertise of the caregivers, or the languages spoken in the adult family homes. Clients, families and staff spent hours and resources trying to locate homes, either through visits or tedious phone calls. Clients were given few options. Too often, the home selected did not have the background or specialized skills to meet the client needs. Preferences of minorities were not always met. Clients often were moved several times before a preferred, appropriate and enduring placement was found.

The Adult Family Home Finder Team designed and implemented an interactive website (AFHome Finder) which provides an easy way to select an Adult Family Home according to specific criteria. Homes can be selected by zip code, specialized expertise of providers, ethnic and language services. The site identifies homes that accept pets or provided specialized services to meet needs of clients with specific diseases.

### Results

- ★ Greatly improved customer services with up-to-date information and choices.
- ★ Encouraged quality of care as clients know about AFHs without deficiencies.
- ★ Saved staff time by identifying appropriate services up-front and avoiding the rework associated with failed placements.
- ★ Saved the state \$1,008,000 by providing thirty-six nursing facility clients with Adult Family Home options.
- ★ Improved nursing home relocations through more successful AFH placements.
- ★ Saved staff time.

**Team Name:** AFHome Finder Team

**Team Members:** Dick Goard, Sonya Sanders, David Riojas

**CONTACT:** Deanna Rankos, (360) 725-2576)

### **Nursing Home Complaint System Improves Quality and Saves Time**

Prior to the efforts of this team, there was no consistent statewide system for tracking complaints about nursing facility care. Different manual tracking logs were used. Tracking outcomes and the timeliness of complaint investigations was difficult, inconsistent or impossible at times. The manual methods used were time consuming and had potential to be inaccurate.

A Region 4 team developed and piloted a computerized system that standardized the complaint information, created useful data for managers, and provided a means of monitoring mandatory performance objectives. After a successful pilot test, the automated complaint tracking system was implemented statewide in all regions. Data and forms previously developed manually are generated automatically. Complaint and investigation data are now more easily and quickly accessible. Quality of care problems are identified early thereby avoiding further serious care issues for residents.

#### **Results**

- ★ Customers requesting information on the status of complaints get immediate feedback compared to an average two-day wait under the manual system.
- ★ Eliminated five redundant, handwritten and tabulated logs.
- ★ Redirected 8.8 FTEs to concentrate on increased complexity and numbers of nursing facility complaints.
- ★ Tracking investigations, outcomes and trends in complaints are easily accessed and analyzed saving countless hours of staff time.
- ★ Provides early warning system for serious quality of care problems.

**Team Name:** Nursing Facility Complaint Tracking Team

**Team Members:** Patricia Jennings, Patricia Kapela, Betty Schlemmer, Joyce Stockwell, Brian Vo, Sue Smith, David Riojas

**CONTACT:** Deanna Rankos, (360) 725-2576

## **Foster Care Licensing Improves Regional Checklists**

The DSHS Children's Administration licensers use a checklist during the process of licensing or re-licensing facilities caring for children. These checklists are used to determine whether or not facilities meet appropriate Washington Advisory Code (WAC) requirements and to aid licensers in evaluating whether or not the health and safety of children will be protected in the licensed facility. The checklists had not been updated since 1981 and many licensers indicated the checklists had lost their credibility with facility staff. Checklists for newly developed facilities, such as Secure Crisis Residential Centers and Overnight Youth Shelters, had not been developed.

Regional licensers formed a quality improvement team to revise and develop checklists, making them consistent, accurate, comprehensive and user friendly. The team reviewed the content and format of 24 checklists in use across the state and meticulously checked these tools against the WAC requirements. The team also developed a Basic Licensing Checklist to be used in tandem with the program specific checklists, and a WAC Index. The newly developed checklists were tested for two months and revised based on the data gathered during the pilot.

### **Results**

- ★ Improved health and safety for children placed in licensed facilities.
- ★ Improved compliance with WAC requirements.
- ★ Increased credibility of the checklists and licensing process.
- ★ Additional tools for licensers and newly licensed facilities staff.

**Team Name:** Regional Licensing Checklist CQI Group

**Team Members:** Penny Oliver, Nancy Dootson, Susan Muggoch, Lynn Craik, Sharon Porter, Barbara Rosenwald, Carmita Velasquez, Matt Cleary, Macie Marr, Sharon Braden, Bill Cleaveland, Leslie Edwards-Hill, Toni Benham

**CONTACT:** Elizabeth Jones, (206) 923-4892

### Offices Establish Standard Adoption Home Study Process

When children are removed from their homes because of child abuse and neglect, the Division of Children and Family Services (DCFS) works to provide them with permanent homes at the earliest possible date. When a child cannot safely return home, adoption provides the safe and permanent family every child deserves. DCFS uses adoption home studies to evaluate whether prospective adoptive families can permanently provide for the child's safety, health and welfare. The adoption home study practices varied among the offices, particularly in the handling and prioritization of the applications.

DCFS and the Division of Licensed Resources (DLR), teamed together to standardize and improve the adoption home study process in the Region 3 counties of Snohomish, Whatcom, Skagit, San Juan, and Island. The team examined the current process, identified law and policy requirements, and surveyed customers to obtain valuable feedback. They standardized and consolidated forms and created a status letter to improve communication with prospective adoptive families. The offices reached consensus in developing a protocol to prioritize applications. The work of the team resulted in a more user friendly, culturally responsive, and streamlined adoptive home study process that standardizes and improves practice across the region.

#### Results

- ★ Reduced number of forms applicants are required to complete by 25%, from eight to six.
- ★ Standardized the home study process throughout the region.
- ★ Established a fair, consistent and culturally responsive application process.
- ★ Improved customer satisfaction for adoptive families.

**Team Name:** Region 3 Adoption Home Study Team

**Team Members:** Gayle Austin, Teri Clark, Katherine Gabriel, Cristina Limpens, Merrie O'Meara, Diana Patterson, Janet Patterson, Malay Chakrabarti, Gayle Davis

**CONTACT:** Elizabeth Jones, (206) 923-4892



### Employee Satisfaction Work Group

This quality improvement team examined ways to improve the Employee Satisfaction Survey developed by the Department of Personnel in four key areas: (1) increasing the survey response rate; (2) clarifying the managerial positions that survey respondents are being asked to rate; (3) making it easier to sort comments by survey topic; and (4) making it easier to tabulate survey results.

#### Results

- ★ By better defining survey elements and questions, the Division of Child Support (DCS) and its employees could be more responsive to areas needing attention and change. By changing the survey format, results are available faster.
- ★ The team developed an online version of the survey that preserves the anonymity of survey respondents — making it much easier for employees to complete and encouraging participation.
- ★ Seven out of every ten DCS employees completed the survey — representing a 70% response rate, which exceeds the typical validation rate by nearly three times.
- ★ Survey results for 2000 were compiled and available for distribution in less than 60 days. The 1998 paper-based survey took over six months to score and compile.
- ★ DCS was the first state agency to conduct the Employee Satisfaction Survey electronically. The online version of the survey has been shared with the Department of Personnel for adaptation and use by other state agencies.

**Team Name:** DCS Employee Satisfaction Survey Workgroup

**Team Members:** Bruce Sommerville (Leader), Adolfo Capestany, Elsie Neal, David Smith-Denny, Georgia Goodson, Cynthia Tucker, Barbro Donithan, Sharron Weatherman, Julie Woods, Vicki Brown, Jerry Winch

**CONTACT:** Bruce Sommerville, (253) 476-7776

### **Web-to-Work (Web Based Referral Tracking Project)**

The Division of Child Support's Wenatchee field office worked collaboratively with the Wenatchee, Okanogan, and Moses Lake Employment Security Department WorkSource offices and five county SkillSource offices to connect unemployed and under-employed non-custodial parents owing child support to training and employment opportunities.

The Division of Child Support developed Web-to-Work, a secure Access database system that allows the Division and county prosecutors to electronically transmit pertinent and up to date client information to WorkSource and SkillSource offices.

#### **Results**

- ★ Transmitting real-time information over the Internet supports the provision of timely, appropriate and needed training and employment services to program participants.
- ★ This new system has strengthened the focus in a five-county area on the vital need to connect non-custodial parents to living wage jobs that allow them to fulfill their responsibilities to their children.
- ★ Participating agencies can use the system to exchange timely information on changes in a client's status.

**Team Name:** Web-to-Work

**Team Members:** SkillSource: Trina DeCamp; Wenatchee WorkSource: Pam Hoffner; Okanogan WorkSource/SkillSource: Ann Porter, Erin Munding, Ken Kelnhofer; Wenatchee DCS: Zandy Hall, Rod Giuntoli, DCS: Ron Mruz

**CONTACT:** Rod Giuntoli, (509) 886-6824

### Timely Processing of General Assistance Applications

A Quality Improvement Team at the Port Townsend Community Services Office (CSO) examined ways to increase collaboration between financial workers and social workers who jointly determine a person's eligibility for General Assistance for the Unemployable (GAU) benefits, with the goal of increasing the number of GAU applications processed timely. According to state regulations, GAU applications must be processed within 45 days. However, prior to the efforts of this team, less than 94% of GAU applications filed at the Port Townsend CSO were processed within this timeframe.

The team developed a new case action reminder process that involved the development of case action reports for financial workers and social workers. The team also added the date of application to social worker referral forms.

#### Results

- ★ Since July 2000, Port Townsend has processed over 98% of their GAU applications timely, compared to a state average of 87% over the same period.

**Team Name:** Port Townsend CSO Timely GA-U Processing Team

**Team Members:** Gordon Maul, Petra McDowell, Mark Saran, Martin Deberry, Louise Huntingford

**CONTACT:** Dennis Kelly, (360) 379-4306

### **Energy Costs Going Down at Fircrest School**

The Division of Developmental Disabilities' residential habilitation center at Fircrest School did not have an energy conservation policy that established target temperature parameters for the various living and working environments occupied by clients and staff. New energy systems technology allows for accurate monitoring of temperatures, but without established targets, potential savings could not be attained or tracked. Continuously increasing energy prices made the need to address this issue even more critical.

After collecting baseline data, this quality improvement team established target temperature ranges that comply with environmental regulations for all campus living and working areas. It was recognized that each living unit has specific temperature requirements depending upon the fragility of the clients. It is now possible to customize client environments for optimal comfort as well as maintain healthy and comfortable working conditions in non-client areas. The team designed training on how to obtain optimal energy conservation and provided this training to all staff. The quality improvement team also designed and implemented strategies for recognizing and rewarding other teams and areas for their energy conservation efforts. Energy conservation has become a part of the way they do business at Fircrest School.

#### **Results**

- ★ Reduced water consumption at the steam plant from 990,203 gallons in 1997 to 221,080 gallons in 2000, resulting in savings of \$58,072. between 1998 and 2000.
- ★ Reduced fuel consumption, resulting in savings of \$116,785. from 1998 through 2000.
- ★ Reduced overall energy consumption by 10%, with an anticipated savings of \$145,000 each year.
- ★ Eliminated the need for maintenance staff to make frequent adjustments in temperature lowering operational costs and saving 160 staff hours.
- ★ Revised the existing energy conservation policy to reflect the new requirements.

**Team Name:** Campus Temperature Standards Team

**Team Members:** Dean Crawford, Jerry Monroe, Roberta Wagner, Kelly Melton, Y-Jut Buonto, Christian Dahl, MD., Dan Drischel, (Facilitator), Chris Olsen (Sponsor)

**CONTACT:** Dean Crawford, (206) 361-3125

### Redundant Data Collection Eliminated

For many years, the Division of Alcohol and Substance Abuse (DASA) used a voucher system to reimburse providers of inpatient alcohol and drug abuse treatment. With improved and expanded data collection methods at DASA and with recent advances in electronic communications, providers and staff became aware the voucher system and data collection system were collecting similar data. In 2000, DASA piloted a new payment system with two providers. In this new system, payment is based on client specific data already collected to meet federal and state tracking requirements, eliminating the need to submit and track additional information by voucher. After a successful pilot test, DASA began implementing the new payment system in the last half of 2000. The name of the system is RSVP (Residential Service Vendor Payment). In March 2001, RSVP was up and running throughout the state. As of May 2001, RSVP continues to receive high praise.

#### Results

- ★ Payments of services are timely, and more accurate. The new system has encouraged greater electronic fund transfer of payments. Payments are always within 30 days compared to problem payments delayed 3 months and longer.
- ★ Providers save valuable time and may save \$100,000 per year in administrative costs.
- ★ Linking payment directly to data collection results in more timely and accurate information.
- ★ Cash flow is easier to track.
- ★ DASA saves \$20,000 per year in administrative costs by eliminating reliance on a voucher system duplicating DASA's data collection system.

**Team Name:** RSVP (Residential Service Vendor Payment)

**Team Members:** Corki Hirsch, Fritz Wrede, Eric Sedivy, RoseMary Micheli, Ana Cretu, David Bollinger, Sue White, Stan Kowalkowski, Edie Henderson, Jim Friedman, Frank DiMichel

**Contact:** Corki Hirsch, (360) 438-8088

### Juvenile Rehabilitation Administration (JRA) Region 5 Sex Offender Treatment Services

The Region 5 parole office provides sex offender treatment services through community contracted treatment providers to paroled juvenile sex offenders in the greater Pierce County area. Treatment consists of individual, group, and/or family counseling based on the juvenile's treatment needs. The parole team and provider work closely to plan and monitor client services, level of participation, and attendance. However, with transportation issues, client resistance to treatment, and scheduling conflicts, missed appointments are inevitable.

The sex offender parole team conducted a process review and determined improving communication and monitoring methods could decrease the missed treatment appointments. A plan of action was implemented to increase communication throughout the parole team, providers, families, and clients. Parole staff reviewed and targeted the chronic no-show clients, utilizing immediate intervention, assigning community service and/or homework assignments, and addressing transportation issues. Attendance sheets were utilized by providers and faxed directly to the parole office. Arrest warrant lists and parole revocation information was made available to providers and services were delivered within the parole office to address the "no show" client issue.

#### Results

- ★ Increased offender participation in treatment services through 50% decrease in the number of missed treatment appointments by juvenile parolees.
- ★ Increased communication and coordination with the parole team, clients, families, and contracted treatment providers.
- ★ Improved coordination of service delivery systems and case management within DSHS and with communities, monitoring services for quality and safety.
- ★ "Improving Program Accountability" through enhancing an internal system for JRA program monitoring and management.

**Team Name:** Region 5 Sex Offender Parole Team

**Team Members:** Kathleen Harvey, Jerry Lind, Luke Baker, TJ Bohl, Mike Davison, Craig Knutzen, Jason Mackey, Lisa McAllister, Pam Simmons, Seth Timber, Lisa Wadsen, Kecia Webb

**CONTACT:** Kathleen Harvey, (253) 476-7100

## **Improving Customer Focus through Improved Business Process**

In August 2000, the Juvenile Rehabilitation Administration recognized that many billing forms received early in the year from the eleven county juvenile courts in Region 6 had not been paid for consolidated contract services. A team of individuals responsible for different aspects of the billing review process met to discuss the current process and identify areas causing delays. A new process was developed to ensure timely and accurate reviews, resulting in a process improvement that has reduced the average number of days between receipt of invoices and payment to counties from 42 to 22. Many contractors have expressed satisfaction and an appreciation for the improved service.

### **Results**

- ★ Customer service improved through a 48% decrease in processing time for payments to juvenile courts.
- ★ Increased customer satisfaction as evidenced by comments received.

**Team Name:** Region 6 Billing Process Improvement Team

**Team Members:** Candy Curl, Nancy Lammert, Tammy Givens, Dixie Corcoran, Kim-Boi Shadduck, Suzanne Ritchie, Joann Savage

**CONTACT:** Nancy Lammert, (360) 407-7275

### Region 1 Decentralized Referrals Pilot

Obtaining a referral of eligible candidates for hiring supervisors can take up to four days. Receiving replacement names when candidates have waived can take a day or two. The purpose of the Region 1 Decentralized Referrals Pilot was to determine if the DSHS referrals process could be streamlined, serving our managers better by increasing accessibility and reducing process time. During the pilot, the team had direct access to the Department of Personnel (DOP) Automated Referrals Maintenance System. The team also developed a simplified process to access affirmative action goals through the DSHS Intranet for the users. A user-friendly manual was developed with step-by-step instructions. As a result, the improved referrals process to obtain initial referrals or replacement names can be accomplished in as little as one or two hours from the time the manager makes the request.

#### Results

- ★ Reduced the cycle time of the referrals process from up to four days to as little as one or two hours.
- ★ Provided users with direct access to the DOP Automated Referrals Maintenance System and to the DSHS online affirmative action goals with a simplified numbering process.
- ★ Increased customer satisfaction because the improved process is fast, easy and accessible.
- ★ Improved partnerships with DSHS and DOP centralized referrals for mentoring and problem resolution.
- ★ Created a successful model of referrals process that can be used in other Regions.

**Team Name:** Decentralized Referrals Pilot Team

**Team Members:** Trudy Flowers, Lisa Kelling, Debbie Burke, Pat Carstarphen, Sandie Wollan, Gail Mosher, Beth Smith, Cheryl Vincelet, Marge Millard, Enola Kaplan, Debbie Junes, Katharina Gelencser, Shannon Peterson, Abbie Waligora, Sally Humphrey, Cheri Garrett, Raneice Lauritzen, Dawn DeShazer, Deanna Williams, Annie Miller, Debbie Tschirley, Ceci Richardson, Rhonda Bell, Jan Hulett, Julia Byrne-Gossett

**CONTACT:** Trudy Flowers, (509) 456-3907



### E-Purchasing in DSHS

For years the process of acquiring goods and services started with filling out a multi-part purchase request, routing for approvals, and submitting to purchasing staff. After awarding a purchase request to a vendor, the purchasing staff mailed copies of the request to different parties for filing, which required handling the same paperwork many times. Stacks of purchases had to be entered into a database and processed for delivery before the cutoff. Expenditure information had to be calculated manually. With input from a cross department focus group, a new electronic purchasing system was developed in-house where all purchasing functions, from initiating to ordering, were automated into a database. The purchase request is now initiated, approved, and submitted electronically, and the status can be viewed from the database at any time. Management and audit reports can be generated within minutes.

#### Results

- ★ Saved \$15,450 per year by eliminating forms, mailing, files, and storage.
- ★ Saved 12,000 hours of staff time by eliminating duplicate data input.
- ★ Created capacity to electronically maintain a six-year history of all purchasing transactions, of which the data can be used for management and projection.
- ★ Reduced the average process time from twenty-one to five days.
- ★ Allowed online viewing of purchase status from any DSHS workstation, which significantly reduced telephone inquiries and improved monitoring capability.

**Team Name:** Electronic Purchasing Focus Group

**Team Members:** Bonnie Jacques, Alice Liou, Wanda Emmick, Lynn Graham-Hoey, Diane deLeon, Roger Slack, Teresa Sapp, Janice Huntley, Rena Patch, Judi Rogers, Mary Brennan, Charles Hunter, Robert Beets, Kim Hewitt, Marcus Harris, Mathew Mattlock, Ken Moses, Diane Daniels, Gail Hesselholt, Joanne Gripp, Nancy Wilkenson, Laura Ettinger, Lien Ngo-Tran, Kelly Buckner, Kevin Kernan, Janis Dahlberg, Arlene Crawford, Bridgett Butcher, Jay Minton, Kim Kirkland, Peter Carlson, Wolf Fletter, Linda Tullis, Gary Downs, Ellie O'Dell, Molly Hughes, Darwin Kumm, Oscar Pierce, Larry Kronquist, Diane Robbins, Lorie Christoferson, Linda O-Sullivan, Connie Minton, Lora McKiddy, Jim Judge, Paul Knapp, Pat Sanborn, Wendy Jarrett

**CONTACT:** Wanda Emmick, (360) 664-6031

### On-line Circulation of Labor Management Information

Agency personnel policies and statewide labor management committee meeting minutes are all circulated to a large number of employees for review and comment. In the past, this was done manually. The final hard copies were also sent out to many individuals by mail. This process required a lot of paperwork and process time.

The improvement was made to circulate information for comment and to issue final documents electronically. As a result, the process time has been reduced by a minimum of four days. A large number of responses from reviewers are electronically returned much sooner than before. This project eliminated costs for duplication and mailing. The final product of personnel policies and information now can be easily posted on the web page and accessed by all DSHS employees.

#### Results

- ★ Reduced process time by a minimum of four days for mailing the draft and returning the comments.
- ★ Increased the number of responses from the reviewers due to the electronic capability.
- ★ Saved \$36,000 a year by eliminating the costs for duplication and paperwork.
- ★ Saved staff time by a minimum of 24 hours a year by eliminating the need for manually drafting, mailing, incorporating comments, issuing final policy and converting to web page. These processes are now done electronically.
- ★ Created online access to personnel policies and information for all DSHS employees.

**Team Name:** Employee Relations Policies Team

**Team Members:** Peggy Pulse, Janice Suarez-Pena

**CONTACT:** Richard Bever, (360) 664-5890

### Centralization of Background Checks

Laws requiring DSHS to do background checks on those who provide service to vulnerable clients have been enacted over the years, typically focusing on a specific client group (e.g. children) or a specific provider group (e.g., nursing homes). In response, each DSHS administration separately assigned staff to create policies, processes and perform background checks. This resulted in inconsistency in policies and procedures between administrations and duplication of resources. In May 2000, the Background Check Project Team was formed to address these issues and combine five separate units to form the Background Check Central Unit (BCCU). The BCCU serves all seven administrations. The Team has implemented many efficiencies.

#### Results

- ★ Saved more than \$12,000 per year by changing the method of accessing Washington State Patrol databases.
- ★ Increased the number of background check applications processed from 300 applications per 8 hours to 300 applications per hour.
- ★ Reduced paper costs by 50% by eliminating the need for three line printers and 3-ply NCR paper.
- ★ Reduced time faxing correspondence through the use of one-touch speed dial numbers, consolidation of 260 fax cover sheets to 2, and use of pre-printed mailing labels instead of addressing some correspondence by hand.
- ★ Cross-trained staff to continue production due to staff absences.

**Team Name:** Background Check Central Unit and Project Team

**Team Members:** Sherry McNamara, Barb Conley, Lamona Foster, Jackie Beery, Tracy Sanford, Bob Gorski, Bob McGregor, Carole Rodgers, Dan Lilly, Debbie David, Jennifer Haller, Larry Weese, Robin Pelham, Sally Fitzgerald, Sally Hosea, Tika Bissonnette, Amy Robertson, Sheri Bruu-deLeon, Brandon Whitley, Kathy Frey

**CONTACT:** Sherry McNamara, (360) 902-7812

### Fast Track Batching Initiative

Support staff spend a considerable amount of time associating incoming documents with the correct case and worker. A Quality Improvement Team at the Shelton Community Services Office streamlined the process for sorting and distributing case-related documents to the right workers. Employees are now issued colored stamps with their names pre-printed on them and space to enter a client identification number. These stamps are placed on all client documents being sent out. When the document is returned to the office for processing, support staff can easily identify the worker and case from the stamp.

#### Results

- ★ A 65% decrease in time needed to research, identify and deliver paper work to the appropriate staff.
- ★ Mail is routed to the correct worker.
- ★ Reduction in lost mail.
- ★ Mail for co-located agencies identified easier and faster.

**Team Name:** Fast Tracking Batch Process – Marked vs. Unmarked

**Team Members:** Shelly Alonso, Shelly Anderson, Teri Anderson, Gene Biddinger, Elvia Jensen, Judy Mehan

**CONTACT:** Gloria Marshall-Perez, (360) 432-2011

### **Business Cards – Better, Faster and Cheaper!**

With the increased use of e-mail, cell phones, and pagers, we were running out of space on business cards for all the needed information. A survey of Washington State Department of Transportation (WSDOT) employees revealed that cost, time, and quantity of cards in each order were also of major concern.

The WSDOT business card was redesigned to provide ample space on the front and important traffic information preprinted on the back. The ordering process was restructured. The minimum order amount was reduced from 200 to 60. Cards are now printed on the WSDOT Docutech machine, significantly reducing processing time and cost.

#### **Results**

- ★ Reduced processing time from five weeks to under two weeks.
- ★ Reduced the average cost of an order by \$8.69.
- ★ Increased lines of text accommodated by cards from nine to eleven and added helpful traveler information on the back of all cards.
- ★ Reduced the minimum per set order from 200 to 60 cards.
- ★ The new ordering system reduces input errors and allows customers to directly check the status of their orders.

**Team Name:** WSDOT Business Card Process Improvement Team

**Team Members:** Deb Achord, Pat Johnson, Karen Kashmar, Lynn Lampe, Joyce Norris, Gerry Rasmussen, Deb Regester

**CONTACT:** Joyce Norris, (360) 705-7054

## **Employment Security Department**

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### **Labor Market Information Tool for WorkFirst Customers**

The Employment Security Department's Labor Market and Economic Analysis (LMEA) Unit provides labor market information to all Employment Security Department programs and WorkSource Centers. Labor market information (LMI) was provided to field WorkFirst staff as individualized pieces of employment data which was not easily understood, making it difficult to assist job seekers. LMEA staff designed a tool for organizing and displaying the labor market information in a user-friendly format. Job counselors can now compare different occupational paths as strategies for career development. Job seekers now receive useable information customized for their specific labor market along with better ideas for job search and career development.

#### **Results**

- ★ Improves services with self-serve labor market information.
- ★ Provides job seekers user-friendly career development and job search information.
- ★ Improved customer service and enhanced customer relations between LMEA staff and WorkFirst service providers.
- ★ Training to WorkFirst counselors translates to more meaningful services to job seekers.
- ★ This WorkFirst Program Best Practice is being extended to all WorkSource employees statewide.

**Team Name:** LMI Tool

**Team Members:** Jane Field

**CONTACT:** Jane Field, (360) 438-4943

### **Integrated Job Search Workshops**

Job-seeking skills workshops for customers of the Colville WorkSource Center were duplicative, inefficient, and poorly attended. Only customers enrolled in or targeted for specific programs were allowed to attend. The workshops offered twice each month were several days in length and customers had to attend the entire workshop irrespective of relevance or redundancy. Customers waited an average of 12 days before being able to attend. Eighty-five percent of those scheduled did not attend. The team consolidated the various programs' curricula and broke them into modules. They developed lesson plans and outlines. Now staff provides an integrated and uniform job search workshop module regardless of the customer's program. Different workshop modules are offered each day so customers can pick and choose the ones that best meet their needs.

### **Results**

- ★ Daily workshop(s) means customers no longer wait for sessions and important job search information.
- ★ Improved customer service and satisfaction – customers pick and choose the workshop(s) appropriate to them.
- ★ 300% increase in workshop attendance from 4 per session to 12.
- ★ Improved employee morale by developing and implementing a more efficient workshop delivery system.

**Team Name:** Integrated Workshop Team

**Team Members:** Clyde Brown, Mary Hansen, Richard Langford, Jennifer Lundquist, Kathy McIntrye, Joanne Rice

**CONTACT:** Jennifer Lundquist, (509) 685-2116

### **Job Referral Service Delivery Process**

Lewis County staff match job orders to job seekers and make approximately 500 job referrals to employers per month. An inefficient job referral process required staff to check the automated system screen to see if a job seeker was waiting for a job referral. They would then interrupt services currently provided to customers at their desk to go and make a job referral. This method interrupted the flow of work and created wait times for both customers, resulting in frustration and less than quality service. The team designed a plan to improve the job referral process. A workstation was set up in the lobby and a schedule for rotating staff providing immediate job referral services was implemented. Customers now receive immediate attention and job referral services. Additionally, employees working at the new workstation can provide other services when not busy making job referrals. Continuous quality improvement was added by involving the leadership team in monitoring staff and surveying customers.

### **Results**

- ★ Eliminated customer wait time by streamlining the job referral process.
- ★ Increased customer satisfaction by minimizing interruptions.
- ★ Employers are more satisfied with the quality of referrals.
- ★ Increased capacity by having job referral staff assist customers in the lobby and resource room.
- ★ Increased job satisfaction and improved employee morale.

**Team Name:** Job Referral/Resource Room Team

**Team Members:** Melody Braaten, Dennis Smith, Gary Plendl

**CONTACT:** Melody Braaten, (360) 740-6861



## **Employment Security Department**

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### **Identification of Placements to Enhance Value**

By monitoring job referral activity, staff determined that not all placements were being identified and counted. After some brainstorming and problem solving, the team redesigned the process, choosing to send employers a courtesy copy of their job order and a list of the people referred. For tracking purposes, staff input an indicator in the system for each person referred. When a job order is fully referred or over 30 days old, the employer is faxed a copy of the referral list in order to confirm hires and identify which clients did or did not report to make application. Team members divide up the job orders and personally contact businesses to status each job order. The result is better service to job seekers and employers in addition to more current information on each job listings.

### **Results**

- ★ In September 2000 employer contacts identified 29 placements resulting in a placement rate of 21% for the number of followups made.
- ★ Contacts enhance employer relationships providing better communications and improved customer satisfaction.
- ★ A review process now exists for all job orders. Team members meet weekly to assign job orders to be followed up on to enhance services and outcomes.
- ★ Regular contact enhances employer services and keeps job listings current.

**Team Name:** Business Customer Service Team

**Team Members:** Gary Plendl, Sandy Crews, Bruce Hall, Mike Hester, Sharon Neuert, Aaron Hensley, Theresa Wilson

**CONTACT:** Melody Braaten, (360) 740-6861

## **Employment Security Department**

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### **CORE Orientation Workshops**

WorkSource Okanogan County was conducting two office orientations, one for the Job Training Unit and one for Worker Profiling. Some customers were required to attend both. The information provided in the orientations was often duplicative. This became an inefficient use of staff time and resources and did not promote the One Stop WorkSource partnership concept. There were scheduling conflicts and customers were sometimes sent to the wrong orientation. The team brainstormed, using Continuous Quality Improvement tools to develop a universal orientation for the Workforce Development system. The new Customer Option for Reemployment (CORE) Orientation Workshop has a PowerPoint presentation with narration that provides more consistent information. Customers complete a Personal Action Plan for career development and job search. Staff rotate the delivery of workshops and inform participants of all services offered.

### **Results**

- ★ Saved 169 FTE hours annually and increased efficient use of resources by eliminating duplication.
- ★ Provides a tool to guide career development and job search by utilizing computer assessment tools, labor market information, and Internet search.
- ★ Increased customer satisfaction by developing a universal orientation that meets all Job Training, Worker Profiling, and WorkSource requirements.
- ★ Increased WorkSource employees' knowledge of the Workforce Investment Act design on core, intensive, and training services.
- ★ Enhanced partnerships, improving employee morale and job satisfaction.

**Team Name:** CORE Team

**Team Members:** Nancy Gomez, Craig Carroll, Ken Kelnhofer, Jim Skinner, Bruce Thornton, Cora Howe, Miguel Garza

**CONTACT:** Nancy Gomez, (509) 826-7553

## **Employment Security Department**

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### **Step by Step for Filing Unemployment by Telephone**

Employment Security Department (ESD) moved the Unemployment Insurance (UI) benefits claiming processes from local offices to Unemployment Claims TeleCenters. Customers seeking to file a claim were provided a list of the TeleCenter numbers for each area of the state and information on the new process for filing by telephone. Many customers in Yakima were having difficulty transitioning to the new process. They were confused, frustrated, and kept contacting Yakima WorkSource seeking assistance. The solution was to develop a simple one page, step-by-step guide that provides specific numbers for the UI TeleCenter for Yakima customers and explains the telephone prompts for filing a UI benefit claim. Additionally, the guide provides tips on the best time to call and promotes the Internet sites for filing UI claims and searching for jobs on-line.

#### **Results**

- ★ Saved 164 FTE hours and improved customer satisfaction by providing step-by-step information for using the automated system.
- ★ Saved customer time and frustration by eliminating unnecessary trips and calls to the WorkSource Center.
- ★ Improved employee morale and eliminated unnecessary work by designing a tool that helps customers use the self-service UI system.
- ★ Promotes the website Go2UI for filing claims on-line and On-line Job Search.
- ★ Established a Best Practice that has been adopted in other areas.

**Team Name:** Filing UI Claims by Telephone Improvement – Yakima ESD

**Team Members:** Jon Esqueda, Rhonda Marquez, Leo Cantu, Robert Tabayoyon, Mike Villegas, Greg Valenzuela, Tomas Guzman

**CONTACT:** Jon Esqueda, (509) 574-0153, Robert Tabayoyon, (509) 574-0103

## **Employment Security Department**

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### **Mystery Shopper**

Although traditional customer feedback processes were available to them, the Employer Workgroup at WorkSource Walla Walla elected to design and adopt a different method to collect data, measure, and evaluate the delivery of employer core services. Workgroup members developed and implemented a "Mystery Shopper" approach to provide an assessment of WorkSource services. The tool consisted of pre-determined questions and a process for requesting, receiving, and evaluating employer core services. Each of eight employers was asked to contact the center and request a specific service, record the responses they received and provide feedback on timeliness, responsiveness to needs, staff knowledge and overall satisfaction. Anonymous results were debriefed with the staff members contacted and then shared with other system staff to identify specific areas for improvement. Results were also shared with the WorkSource Walla Walla Employer Committee for their consideration.

### **Results**

- ★ Engaged customers and potential customers in design and implementation of a different feedback system.
- ★ Provided a focused evaluation of specific services.
- ★ Results are incorporated into the overall customer feedback system and utilized to support or improve reliability of other data.
- ★ Allows immediate initiation of staff development and training activities to resolve any deficiencies identified.
- ★ Established a best practice transportable to other units and organizations.

**Team Name:** Mystery Shopper Team

**Team Members:** Joe Young, Mary Kay Anderson, Ross Hamann, Jennie Weber

**CONTACT:** Jennie Weber, (509) 527-4393

### Uniform Medical Plan (UMP) Collections Review Project

Claim overpayments occur for a variety of reasons, including information about other carrier liability received after the UMP has paid, billing coding errors, and processing errors. The procedure for recouping overpayments made to enrollees and (more commonly) to providers involved sending up to three overpayment letters at 30 - day intervals. If no refund was received, the case was sent to collection. The previous system did not allow overpayments to be withheld from future claims. That has changed to allow withholds from future claims to enrollees, and to providers for 2001.

To improve our process, a review of UMP collection procedures was undertaken. We suspended the process of collecting from subscribers who were still enrolled. Instead, the UMP began collecting overpayments through withholds from current payments. At the end of the initial 90-day trial of this new procedure, the number of open collections had been reduced by one-third. The amount withheld (recovered) was \$6,979.81, an average of more than \$2,300 per month. Average monthly recoveries by the collection agency were \$800. Following revised UMP procedures, no new cases have been referred to collections in the past seven months. Previously, the average was 10 - 20 referrals per month.

#### Results

- ★ Increased the dollars recouped by the UMP.
- ★ Reduced the time required to recover refunds.
- ★ Decreased accounting staff hours required for corresponding with collection agency and third party administrators (TPA) on status of cases.
- ★ Eliminated the collection agency charges.
- ★ Reduced the amount of collection referrals.

**Team Name:** UMP Collections Improvement Project

**Team Members:** Jeff Crose, Debbie Haeger, Pam Martin, Harrington Benefit (TPA) staff

**CONTACT:** Pam Martin, (206) 521-2018

### Fiscal Note System Team

The fiscal note process requires the Legislature, state agencies and Office of Financial Management to work together to produce fiscal analyses of proposed legislation in very short time frames. The process was heavily dependent on paper and did not make adequate use of technology to aid in the notification, preparation, transmittal, review, distribution and status reporting functions of the process. As a result, much of the limited time available to turnaround a fiscal note was consumed by administrative tasks.

OFM has implemented a web/server system that automates virtually every aspect of the process from legislative request to final distribution—in a way that helps to minimize staff time and intervention and maximize the time all parties have available for conducting the analysis and review functions of the process. Also, for the first time, citizens have ready access to distributed fiscal notes on the OFM web site.

### Results

- ★ Improved customer service to the Legislature by automating the fiscal note request process, providing on line access to fiscal notes, and enhancing capacity for fiscal note analyses.
- ★ Improved customer service to agencies by providing links to bills with the request on-line, and providing agencies outside the DIS firewall with cost-free access to the system.
- ★ Provided more timely notifications of fiscal note requests.
- ★ Enabled users to create multiple versions of fiscal notes and to use previous notes and versions as a basis for new versions provided real time status information.
- ★ Enabled the public to have easy access to fiscal notes.
- ★ Reduced the time and costs for all parties related to obtaining and copying bills and fiscal notes.
- ★ Reduced the number of copies made in OFM during January and February by over 96,000. This is about 192 reams of paper—over \$500 in paper alone.
- ★ Reduced the need for temporary session staff by one person.
- ★ Appears to be reducing average turnaround time for fiscal notes. The goal is to reduce the average total turnaround time from 9.3 days to 5 days.

**Team Name:** Fiscal Note System Team

**Team Members:** Mark Donges, Laurie Lien, Monica Jenkins, Pam Davidson, Scott Townsend, Don Morris, Garry Austin, Keith Cooper, Nick Pender, Lynne McGuire, Marsh Taylor; Contractors: Wayne Allen, Lisa Fralieggh, Tim Beirne - Puget Sound System Group; Valerie Van Horn-Cotey, Individual Contractor

**CONTACT:** Laurie Lien, (360) 902-0567

### Increased Outreach to Washington's Rural Small Business Communities

A recent partnership between the US Department of Agriculture – Farm Service Agency and the Minority and Women’s Business Development Program has resulted in providing greater business technical assistance and outreach to Washington's rural communities. Entrepreneurial training was delivered to 34 businesses in Toppenish and 16 business in Wenatchee. This partnership has not only resulted in increased training in rural areas, but has also resulted in awareness of the business services available. Additional agencies and organizations have requested joint sponsorship and participation in these efforts.

A third program will be delivered in Centralia, Washington on April 21<sup>st</sup>. The Small Business Development Centers (SBDC) have expressed an interest in playing a greater role in providing services to the rural community and have committed to participating as sponsors.

#### Results

- ★ Thirty-four businesses in Toppenish and 16 businesses in Wenatchee have participated and received a total of 325 hours of entrepreneurial training.
- ★ Increased awareness by our partners as to the need of entrepreneurial training in rural communities.
- ★ Generated interest of the US Small Business Administration and the SBDCs. They have requested co-sponsorship and participation in the programs.
- ★ Provided education to farm owners about successful business operation.

**Team Name:** Rural Outreach Teams

**Team Members:** Office of Trade and Economic Development, USDA-Farm Service Agency, Wenatchee Valley College, Heritage College, Centralia Community College, U.S. Small Business Administration, Small Business Development Centers, Lending Network

**CONTACT:** Judy Putnam, (206) 956-3164

### **www.wdnonline.org (Washington Development Network Online)**

This project began as an inventory of industrial properties in ten rural counties to help position them for a business relocation or expansion. Instead of merely developing an inventory, the project team created a electronic tool on the Internet for economic development. WDNOnline.org has many features, but its core is a searchable database of properties. Later, it was expanded to all rural counties, and subsequently became statewide due to high interest from urban Economic Development Councils (EDC). The project team is working to include commercial, backoffice properties. Anyone can search and view properties on the web and access other business-related information.

#### **Results**

- ★ Created an online, searchable database of industrial and commercial properties available in Washington State.
- ★ Unlike some brokers' sites, there is no fee for searching; property-owners, site selection consultants, brokers, or business decision makers can search for properties in Washington State that meet their business relocation/expansion needs.
- ★ Marketing flyers with photographs can be printed from the search results, or emailed automatically to a prospect from the website.
- ★ Economic Development Councils and Ports now have easy access electronically to a myriad of demographic and other business resource information with links built into WDNOnline.org.
- ★ Most EDCs cannot afford the cost of building a searchable database on the web. The project team created one they can all access, and link to their home pages. In addition, EDCs are the chief point-of-contact for property inquiries in their area.

**Team Name:** WDN Online Team

**Team Members:** Eileen Ackerman, OTED, and Melissa Dulin, WEDA (Co-leads); Linda Alongi, Dara Fredericksen, Peter McMillan, Lynn Dahman, Beth Toomey, Ray Isaacson, Susan St. Germain; Consultant: Carol Bjork, Heycats!

**CONTACT:** Eileen Ackerman, (360) 725-4047



## **Parks and Recreation Commission**

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### **Parking Fee Research and Implementation**

Last December, the Washington State Parks and Recreation Commission made the decision to begin charging a parking fee in state parks in the year 2002, with the intent to better maintain and improve the facilities of the state park system. Washington is the last state in the Western United States that does not charge such fees, and this is the last significant revenue source the agency can generate to help the park system. Currently, overnight camping fees account for approximately 70 percent of State Park's total revenues, but day use comprises more than 90 percent of the system's total visitation. Implementation of a vehicle parking fee will more fairly distribute the costs of operating the park system.

The parking fee progress has been a quality effort. A staff team developed the concept, brought in expertise from California State Parks to learn from their experience, referred to our customer survey results to set the fee levels, and used a focus group of citizens to identify a parking fee proposal for Commission approval.

#### **Results**

- ★ The parking fee is estimated to bring in \$4 million annually to address sorely needed maintenance repairs for the state parks system.

**Team Members:** Bill Gansberg, Pam McConkey, Renee Pacana, Anne Hersley-Hankins, Larry Fairleigh, Bryan Rosenkranz, Dave Thornton, Rick Lewis, Brian Carter, Bethany Lael, Robyn Malmberg, Mark Bibeau, Tom Oliva, Terry Doran, Jim Harris, Paul Malmberg, Allison Alderman, Steve Brand, Scott Griffith, Al Wolslegel, John Johns, Gary Long, Eric Watilo, Gus Gustafson, Pete Gonzales, Dale Broyles, Wayne McLaughlin, Karl Hinze, Neil Masser, Jeff Wheeler, Jason Snow, Jeri DeRemer, Kevin Kratochvil, Rich Benson, Rita Cooper, Marsh Taylor, Michael Anderson

**CONTACT:** Bill Gansberg, (360) 902-8598

## **Parks and Recreation Commission**

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### **Wireless Communications**

Parks staff utilize wireless communications within parks, between parks, while traveling throughout the state, and for emergency and law enforcement purposes. There was need to examine how field staff will communicate in the future as in 2005 all radios will need to be narrow band requiring a replacement of current radios.

These decisions will also effect stakeholders outside the agency including the Department of Natural Resources (DNR), the Washington Department of Fish and Wildlife (WDFW), the Washington State Patrol (WSP), and the Washington Emergency Management Division (WEMD).

The team explored communications methods, made a final determination on maintenance contracts for law enforcement radios, and established a standard for maintenance communications. In addition, they began training field staff on use of new equipment, and began to update the Parks Radio System Training Manual.

### **Results**

- ★ Achieved the most cost effective wireless communications solution for State Parks.
- ★ Ensured the safety of visitors, park rangers, and other staff.
- ★ Ensured consistency in wireless communications across the state for the parks.
- ★ Ensured that State Parks explored all wireless communications options.
- ★ Created consensus for direction in wireless communications with other stakeholder state agencies.

**Team Name:** Field Wireless Communications Team

**Team Members:** Marlea Haugen, Lynn Nordloh, Gus Gustafson, Eric Watilo, Wayne McLaughlin, Larry Gruber, Phil Shave, Dave Jaquish; Department of Natural Resources: Kim Kelly; Department of Fish and Wildlife: John McIntosh; Washington State Patrol: Fred Wilcox, Darrel Eidson

**CONTACT:** Marlea Haugen, (360) 902-8540

## Washington Council for Prevention of Child Abuse and Neglect

### **Shaken Baby Syndrome Prevention Campaign**

Since 1993, WCPCAN and Children's Hospital and Regional Medical Center (CHRMC) have partnered with Parent Trust for Washington Children (the Family Help Line) to raise awareness about the causes and prevention of Shaken Baby Syndrome through the "Babies are Fragile: Never Shake a Child" campaign.

We wanted to make our campaign message more useful to parents by changing the message and adding parenting tips. Parent Trust offered to test prevention messages and strategies during their weekly parenting classes to gather input.

The results were excellent. Parenting tips for parents by parents! We also have new more proactive theme "Grab the phone, not the baby!"

### **Results**

- ★ A yearlong advertising campaign was designed around the twelve parenting tips. The ad's text changes each month to reflect a new and timely parenting tip.
- ★ The ads are featured in Western and Eastern Washington parenting magazines. Combined, the ads reach over 225,000 parents each month!
- ★ In February, the ads encouraged parents to call the Family Help Line (1-800-932-HOPE). The first 500 parents that called received decorative Valentine magnetic frames. This encouraged parents to connect with a family support resource in a positive way.
- ★ We were successful in receiving grants for the ads from the Jundt Foundation.
- ★ A display and posters were designed to incorporate the new theme and parenting tips with our original babies in the egg carton. This was very cost effective and did not impact our campaign "brand" recognition.
- ★ The parenting tips are on the WCPCAN Web site [www.wcpcan.wa.gov](http://www.wcpcan.wa.gov).
- ★ WCPCAN and CHRMC will market our new image to other states in an effort to generate revenue for the Children's Trust Fund.

**Team Name:** Shaken Baby Syndrome Prevention Team

**Team Members:** WCPCAN: Cheryl Reed; CHRMC: Carol Mason; Parent Trust for Washington Children: Linda McDaniels; The *Parents* of the Everett Parent Trust Group and Parent Trust Staff; DSHS: Michael Lumsden

**Contact:** Cheryl Reed, (206) 389-2412

### Applicant Database and Internet Creates Win-Win

The Washington State Gambling Commission receives over 500 applications annually for our exempt Special Agent positions. Application process and tracking was lengthy and cumbersome for both applicant and staff. Since Special Agent recruitment involves a number of testing phases, the process extends beyond the initial application. Often, missing or needed documents required multiple mailings and phone calls which meant staff time, cost of mailings/calls and office space for the manual tracking of applications and testing.

Streamlining the process became a priority for the HR team. Team members designed a database to electronically track the incoming resumes and maintain application data. At the time of application, each candidate's full information is entered into the database. This database allows staff to generate letters and labels and respond immediately to applicant inquiries. It also generates prompt and accurate recruitment data for internal reports. Other successful changes include accepting resumes in lieu of full application packets, placing application materials on our agency web site, and including the web address in all our advertisements. The Internet is now our #1 recruitment source and point of information for applicants.

### Results

- ★ Reduced the length of position vacancies by approximately 2 weeks.
- ★ Saved \$500 in postage and printing costs.
- ★ Timely and accurate management reports are produced using the database.
- ★ Improved customer service by simplifying the application process and providing immediate responses to their status inquiries.
- ★ Saved approximately 300 staff hours annually.

**Team Name:** Human Resources

**Team Members:** Vicky Bowdish, Tammy Corcoran, Christie Harris

**Contact Name:** Phyllis Halliday, (360) 438-7654, extension 303

### Manual Records a Thing of the Past

Court orders for updates to court dispositions are all processed through the Washington State Patrol Criminal Records Division. In the past, when an order or piece of correspondence was received, it was manually logged in, then assigned to an employee who logged the document again into one of two more logbooks. As the document volume grew, the Customer Service Unit's once-manageable manual tracking system became overburdened. Employees were spending 1,728 hours per year logging orders and maintaining those logs. Locating specific documents for customers requesting updates was cumbersome and time-consuming. Managers struggled to acquire statistical data to productively manage the process.

A centralized database was developed and tested by staff. Co-workers were then trained in its use. Significant staff time savings and greatly reduced customer response times resulted from this project. As an additional benefit, supervisors can quickly query the system, allowing them to effectively manage the workload and analyze other statistical aspects of the process.

### Results

- ★ 1,104 hours of staff time per year is being saved.
- ★ Customer inquiries on the status of court orders can be answered quickly.
- ★ Newly available court order intake and retrieval statistics allow processes to be managed for best results.
- ★ Supervisors can assign work to ensure balanced workloads.

**Team Name:** Criminal Records Customer Service Unit

**Team Members:** Elaine Hale, Marilyn Cox, Carol Speer, Genny Stroud, Gloria Flanagan, Ronnie Wilson, Jacquelyn Joseph, Diane Fossett, Juanita Reimers, Nancy Endicott

**CONTACT:** Elaine Hale, (360) 705-5119

### Fewer Sign-offs Mean Better Fund Balances

When a Washington State Patrol employee physically moves to another position or is assigned to work financed by a different funding source, payroll budget codes must be changed to keep fund balances accurate. With a bi-monthly payroll, the change must be completed timely. The process to change a code was taking up to 23 days, creating situations where employees were sometimes paid from the wrong account. Time-consuming manual corrections then had to be made to the affected accounts. For managers depending on up-to-date data, lagging fund balances created a dilemma.

Improvement team members identified redundant management review and approval steps, and eliminated them. By removing five of seven steps, the team sped up processing time for a code change from 23 to 9 days. As a proactive move, budget staff also now send a quarterly report to the Human Resource Division highlighting grant/contract-funded positions whose coding will change in the upcoming quarter. This report allows staff to address changes methodically and well before any deadlines.

#### Results

- ★ 61% reduction in the number of days needed to enact coding changes.
- ★ Executives' time saved with elimination of redundant approvals.
- ★ Communication improved between Human Resource Division and Budget and Fiscal Services staffs.
- ★ Staff time saved with reduced number of manual journal voucher corrections on changes failing to meet payroll processing deadlines.
- ★ Managers' capabilities enhanced with access to up-to-date fund balances.

**Team Name:** Payroll Coding Process Improvement Team

**Team Members:** Jim Anderson, Debbie Chavira, Carol Fagan, Marie Holts, Bob Maki, Pat Marshall, Viviane Stead

**CONTACT:** Viviane Stead, (360) 753-0604

### Energy Savings

The Washington State School for the Blind (WSSB) is very conscious of the rising costs of energy and of the potential for energy shortages in the future. The Irwin Education Building underwent major remodeling this past summer that significantly cut down on heat losses. Heating and cooling systems were also renovated and are now operated by computerized climate control. The remodeling and heating/cooling system renovation has improved comfort for students and teachers in the school building and it has also resulted in significant savings in heating costs.

Both the faculty and the students are aware of the importance of energy conservation and the ways they can help decrease energy use. These are important life lessons that we hope will spread beyond our campus boundaries.

### Results

- ★ Natural gas heating costs from 2000 to 2001 for the months January, February and March show a savings of 4335 therms (a measure of heat units) and a dollar savings of \$3,020.
- ★ Anticipated savings of 9000 therms during the heating season, which would relate to a savings of approximately \$6,250 at today's rate.
- ★ Both students and staff have provided suggestions and have been active participants in helping to reduce our energy usage.
- ★ WSSB has also changed our laundry practices and now utilizes detergents that work with cold water, thereby cutting our overall natural gas usage.

**Team Name:** Energy Savings Team

**Team Members:** Rod Lee, Plant Manager; All WSSB Staff and Students

**CONTACT:** Timothy Stolle, (360) 696-6321, extension 155