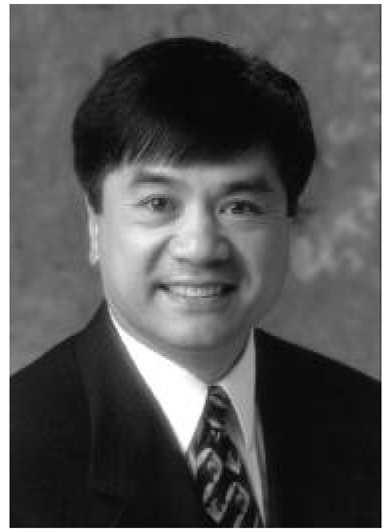
Governing For Results 8

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

October, 1999

Dear Fellow Citizens:



I am pleased to report once again that state agencies are continuing to make improvements to our government that save us money, generate revenue and provide better service for all of us.

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

Since the first publication of *Governing for Results* in December 1997, state agencies have reported results from over 1150 quality improvement projects.

Inside this booklet are highlights of those efforts from the third quarter of 1999. They range from quality efforts to reduce the time a citizen waits for service, to providing clear rules and instructions, to increased revenues to the state while providing better service to citizens.

Collectively these improvements show the commitment our state workers are making to improve our government. They are learning from the past and reshaping how we do business in the future. The good work of state employees is making Washington State a great place to live, work and raise a family.

I applaud each agency's contributions to the quality of service we offer and commit to you that these efforts will continue. Our goal remains firm: make government work better, renew respect for public service and secure the public's trust.

Gary Locke
Governor

Welcome to the Eighth Edition of *Governing for Results*

Governing for Results 8 is the eighth edition of highlights on quality improvement projects under way in 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 1150 quality projects, saving the state over $54 million. As a result of these efficiencies, approximately 540,000 staff hours have been saved and redirected to other work or eliminated the need for overtime. In addition, these efforts have produced over $22 million in new revenue.

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 www.wa.gov/governor.

WINNERS OF THE 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 third quarter of 1999. The story of each team's success can be found in the edition of *Governing for Results* book indicated below. Our congratulations to these outstanding teams.

Team Name/Agency	**Book Edition Number**	**Page Number**
WorkFirst Department of Employment Security	Book 8	15
Whatcom Watersheds Project Department of Ecology	Book 8	14
QIC Case Processing Sub-committee Human Rights Commission	Book 3	59

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

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Team Name/Agency	**Book Edition Number**	**Page Number**
School Talk Team Department of Licensing	Book 7	32
Self-Mailer Project Team Department of Revenue	Book 8	46
Relative Search Project Department of Social and Health Services	Book 7	47
Partnership with Adults for Community Enhancement (PACE) Department of Social and Health Services	Book 7	44
Post Traumatic Stress Disorder (PTSD) Counseling Team Department of Veterans' Affairs	Book 7	55

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Department of Revenue

Department of Services for the Blind

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Department of Veterans' Affairs

Health Care Authority

Stakeholder Time Requirement Reduced by 80%

The individual license/certificate renewal application was redesigned which resulted in an 80% reduction in the time required for an individual stakeholder to complete the form.

To streamline the form, we eliminated repetitive and/or unnecessary verbiage and consolidated like information. We also eliminated the listing of continuing education information. This information is now maintained by the licensee in his or her own records and made available to the Board upon request. Plus, we modified the form to request from the licensee additional information which will ultimately support the Board's enforcement activities.

Results

★ Simplifies the process for renewing a license/certificate.

★ Reduces the time required by the licensee to renew a license/certificate.

★ Reduces the amount of paper the agency must retain and archive.

Team Name: Board of Accountancy Staff and Attorney General's Office
Team Members: Dana M. McInturff, Cheryl Sexton, Sandra Shoemaker, Chris Kilduff (AG's Office), Diane McDaniel (AG's Office)

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

From Bureaucracy to Service Provider

As part of its regulatory improvement initiative, the Board eliminated the rule creating a program for continuing professional education (CPE) sponsors. This was a voluntary program that allowed sponsors to enter into an agreement with the Board. Under the agreement, the Board would monitor their CPE courses in exchange for the privilege of noting the agreement on promotional materials.

In practice, only a portion of sponsors participated in the program and virtually none of those participants advertised their agreement with the Board. The Board concluded the program was of minor value to CPAs and that the paperwork necessary for sponsors to enter the program was time consuming and burden-some both for the sponsor and the agency staff. Given these considerations, the Board eliminated the program. Instead the Board will focus its resources on providing support to sponsors by determining their needs and providing them with updated and improved guidelines.

Results

★ Redirects resources to client support.

★ Improves customer services.

★ Eliminates paperwork for sponsors.

★ Eliminates one file cabinet of paper at the Board.

Team Name: Seven Member Board of Accountancy and Board of Accountancy Staff
Team Members: Orphalee Smith, CPA; Rufino Moraleja, CPA; Laurie J. Tish, CPA; James W. Caley, CPA; Elizabeth Luce; Dante Lee Montoya, CPA; Thomas J. Sadler, CPA; Sandra Shoemaker; Winnie Swanson; Dana McInturff.

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

Cashiering System Improves Customer Services

The state Department of Agriculture's cashiering system was not Y2K compliant, was only single-user capable, and was difficult to maintain. Its inflexibility during annual peak receipt periods (20,000 pesticide license renewals) could cause general document processing turn-around time to swell to several weeks– delaying service to internal and external customers.

After surveying internal customer needs, we developed a new program, which allowed more data to be captured, used lock-box banking services and electronic downloads to handle annual peak receipt periods. This reduced document turn-around time to the second business day. Agency program personnel were also provided with same-day electronic viewing of receipt details and increased search capabilities. The enhancements improved customer service in detail, timeliness and availability of information.

Results

- ★ Turn-around time for pesticide licenses had been reduced by over 50% (January-March) and 80% (April-June).
- ★ Same-day deposit details are available to agency programs.
- ★ Use of lock-box services handles peak period cashiering workload.
- ★ Reduced reporting and document turn-around time from 5+ business days to two while providing more useful information to program staff.
- ★ System is Y2K complaint.

Team Name: Cashiering Team
Team Members: William Brookreson, Timothy Beirne, William Chase, Margaret Tucker, Sharon Pettys, Lois Hagen, Patricia McCaffrey, Don Searles, Jodie Vosburgh, Irene Beckman, Julie Carlson, Hugh Watson, Lynn Willis, Debbie Hamrick, Office of the State Treasurer

CONTACT: William Chase, (360) 902-1988

Automated Indirect Journal Voucher

Transfer of funds from Federal and State programs into agency indirect pools required a budget analyst and fiscal technician to manually fill-in approximately 150 lines of code on a Journal Voucher (JV) form, then key the data into Agency Financial Reporting System (AFRS) each month. The data was reviewed by several staff, errors were corrected and a final version approved for AFRS.

Today, a new electronic method automatically applies the proper rates to affected programs, creates the JV, inputs the data to AFRS and sends a summary report to the State Treasurer's Office.

Results

★ Eliminated data entry errors.

★ Reduced CTED staff time by 13 hours per month.

Team Members: Jake Thomas, Laura Watson, Tom Mason, Jim Cristofono (private consultant)

CONTACT: Jake Thomas, (360) 753-3485

Community Jobs Program MIS

WorkFirst contractors would record client data on a diskette and physically send it to the CTED program administrator for voucher payment. CTED would extract the necessary data (much of which was missing or inaccurate) and, after correcting it, eventually distribute the funds. At times, coordinating with contractors for correct information resulted in delays in payments, causing financial difficulty with the contractors.

A new system has been developed that links contractors via an Access database with screens that ensure all necessary data are entered and reports that provide CTED with proper voucher support documentation and client data. Automated features prevent most errors, thereby eliminating CTED staff time spent following-up with contractors and regenerating data.

Results

★ Reduced payment delays from nearly 50% to less than 10%.

★ Enhanced contractor performance visibility.

★ Saved CTED staff time.

Team Members: Carol Olson (CTED), Rodney Orr (private consultant)

CONTACT: Carol Olson, (360) 586.4092

Automated Contractor Reimbursement

Contractors for the Low-Income Home Energy Assistance Program (LIHEAP) and Emergency Food Assistance Program (EFAP) would send their vouchers to CTED via a form that was completed manually each month. Often, errors were made or certain required data would be missing.

To solve this, a set of linked Excel spreadsheets was designed that allows contractors to input data once a month and send the files to CTED staff for processing. The files automatically roll-up annual totals, making year-end reconciliation and summaries simple and accurate.

Results

★ Reduces contractor and CTED invoice processing time.

★ Reduces CTED staff time by 3.5 hours per month and 6 hours during annual reconciliation.

★ Eliminates many statistical errors, such as omissions and calculations.

Team Members: Joni Soriano

CONTACT: Joni Soriano, (360) 753-4942

Contract Processing

A process improvement team was formed with a goal to reduce the time and number of steps required to process contracts for signature. In addition, the team was asked to complete the following:

- review current contract procedures and processes and make recommendations for improvement;
- review processes and requirements regarding two-year contract terms and approval;
- review bidding requirements, length of contract term and amendments to contracts; and
- review contract status reports and the feasibility of automated forms for obtaining approval.

Results

★ Number of days for processing new contracts was reduced from 61 to 40.

★ Number of days for processing amendments was reduced from 55 to 23.

★ New process for two-year contract term reduces by 100% the paperwork required from field staff. It also results in reduction of paperwork requirements and reduces amendments to approximately 40%.

★ No approval for amendments results in an average reduction of processing time by 22 days.

★ No approvals for new contracts results in reducing processing time by 45%.

Team Name: Rules, Contracts, and Public Disclosure Team
Team Members: Gary Banning, Denise Doty, Janet Greenberger, Doug Hoffer, Gail Kreiger, Sheri Mascak, Marilyn Varpness

CONTACT: Gary Banning, **(**360)753-2269

Janitorial Cost Savings

Lack of control and a means of tracking usage of janitorial supplies were creating a waste of chemicals and supplies. It was brought to the attention of the General Store Supervisor that Washington State Penitentiary was currently spending $290,000 per year in chemicals and cleaning supplies.

A proposal was developed and implemented over a three-month trial period in an effort to reduce costs of cleaning supplies. An inmate was hired to mix and issue all cleaning supplies under the supervision of a staff member. Chemical and cleaning supplies were stored in one location.

Results

- ★ Holds inmate workers accountable for the supplies and equipment they use.
- ★ During a three-month trial period, a savings of $4,514 resulted; compared to the same three-month period the previous year.

Team Name: Cleaning Materials Team
Team Members: Al Scamahorn, Kelati Weldegaber

CONTACT: Al Scamahorn, (509) 525-3610 ext 6478

Offenders Pay Back the Community

As part of their sentence, offenders are required to pay Legal Financial Obligations (LFO's) to reimburse victims, pay court costs, and/or pay attorney fees. In many cases, offenders do not pay. This requires DOC staff to write violation reports and take the offender back to Court, resulting in more court costs and staff time.

Two pilot projects were developed to focus on this problem. In one instance (Montesano field office), the solution involved dedicating a Community Corrections Assistant (CCA), to the collection of legal financial obligations, at an estimated cost of $34,200 for the length of the project. The CCA would meet with any offender that became two months behind in payments and assist the offender in correcting whatever was preventing them from making payments

In the East Vancouver field office, they targeted cases with a large amount of debt and/or cases with poor payment performance. Offenders report to the office monthly with payments until their payments are stable. Money orders are received in the field office and delivered to the Clerk's office.

Results

- ★ An increase in LFO collections of 93% occurred three months following the establishment of, and in comparison to, the “control month” in the Montesano office.
- ★ The use of the CCA in the Montesano office enables Community Corrections Officers to devote more time to direct supervision of offenders.
- ★ In the East Vancouver office the average monthly collection increased 445.7% (from $3,165.73 monthly to $14,111.64 monthly).
- ★ Offenders are now being placed on supervision approximately one week earlier.

Team Name: Legal Financial Obligation Team
Team Members: Montesano: Jenny Broten, Doug Hasselbach; East Vancouver: Donna Davis, Richard Erspamer, Linda Quitgua, Kathy Tijerina, Baine Wilson; Grays Harbor Clerk’s Office: Janice Louthan

CONTACT: Kristina Anderson, (360) 576-6039

Receiving Reports On-line

Copies of court orders and police reports are necessary for the Department of Corrections (DOC) to supervise offenders. To obtain copies of these reports, staff from the Central Vancouver Field office had to go to the Clark County Clerk's office, the Prosecutor's office and/or the Clark County Sheriff's office.

A team was formed with staff from the DOC Central Vancouver Field office, the Clark County Clerk's office, Sheriff's office and Clark County Information Services. The team worked together to determine the feasibility of obtaining reports through an on-line system and develop an implementation plan. As a result, Clark County installed a data line in the DOC office. The Clark County Clerk now "images" all court orders, which can be accessed on a DOC computer connected to the system. The Sheriff and Police reports are entered as electronic data. DOC staff can now access court orders, police reports, jail rosters and daily booking information without leaving the office.

Results

★ Cost of $3,000 per year for photocopies reduced to $135 per year for computer printer paper.

★ Staff time spent at Clerk's and Prosecutor’s offices reduced from an average of 16 hours per week to two hours per week.

★ Court Orders and reports are received quickly.

★ Offenders are now being placed on supervision approximately one week earlier.

Team Name: DOC and Clark County On-line Team
Team Members: Dick Mades, DOC; Karel Wilkerson, DOC; Ela Selga, Clark Co. Clerk's office; Jim Parsons, Clark Co. Sheriff's office; Jim Wile, Clark Co. Information Services

CONTACT: Dick Mades, (360) 397-6136

Permitting New Technology in One-half the Time

Ecology was requested by Allied Technology Group to permit a new technology (thermal destruction) in treating mixed nuclear and hazardous wastes at the Hanford Nuclear Reservation. Treating and cleaning up this highly toxic mixed waste is a very complex problem. Staff in our Kennewick office were able to respond in a timeframe that met the needs of the client to produce a permit within almost half the amount of standard time without compromising environmental review.

Results

★ Reduced permit time from 5 to 7 years to 3 years.

★ Improved treatment of mixed nuclear and hazardous waste.

★ Promotion of innovative technology.

Team Name: ATG Permitting Team
Team Members: Michelle Anderson-Moore, Joan Bartz, Shawna Berven, Damon Delistraty, Moses Jaraysi, Bob Julian, Valerie Peery, Martin Werner

CONTACT: Bob Julian, (509) 736-5702

Reducing Toxic Chromium Contamination to the Columbia River

A highly toxic form of chromium has contaminated groundwater adjacent to the Columbia River at the Hanford Nuclear Reservation. It is extremely toxic to salmon and other aquatic animals. Hanford staff developed an innovative technology to reduce contamination to the Columbia River. In Situ Redox Manipulation (ISRM) involves injecting a sodium solution into the groundwater parallel to the Columbia River. This solution reacts rapidly with the soil creating a permeable treatment barrier. As groundwater flows through the barrier the highly toxic form of chromium is reduced into a much less-toxic form. Studies indicate this treatment barrier will remain effective for 20-25 years.

Results

★ Over a 20-year period, this treatment method will save $7 million over the conventional "pump and treat" method.

★ The highly toxic form of chromium is more completely reduced over the conventional method of treatment.

★ Quicker and easier to deploy than the conventional method.

★ Promotes innovative solutions to environmental problems.

Team Members: Wayne Soper (Ecology), Arlene Tortoso (USDepartment of Energy), John Fruchter (Pacific Northwest Nuclear Laboratories)

CONTACT: Wayne Soper, (509) 736-3049

Working to Reduce Wastes from Paint Manufacturing

The environmental impacts associated with the management of paint and paint related wastes are a concern for protecting the environment and human health. Ecology's concern led to a single-industry campaign to address this problem. The goal was to achieve measurable reductions in material consumption, toxicity and releases to the environment from paint manufacturers in the state. Staff collaborated with the Northwest Paint Council to conduct technical site visits and develop guidance for the industry to help them reduce their wastes.

Results

★ Through surveys, staff assessed environmental concerns, practices and issues that enabled the development of the guidance document and technical site visits.

★ Developed a cooperative, strong industry-government relationship.

★ Provided industrial compliance and pollution prevention technical assistance to twenty-five facilities.

Team Name: Paint Manufacturers Team
Team Members: Margit Bantowsky, Mark Benedict, James DeMay, Judy Kennedy, Miles Kuntz, Byung Maeng, Laura Schleyer

CONTACT: Margit Bantowsky, (360) 407-6353

Partnering to Protect Lake Whatcom and Whatcom Creek

Lake Whatcom is the drinking water source for Bellingham. Whatcom Creek drains Lake Whatcom and empties into Bellingham Bay. Management of this water system is under increasing pressure from development and pollution. Inspired by citizen interest, local and state governments collaborated with the community in an innovative approach to restore water quality and healthy populations of salmon in the Lake Whatcom Watershed. Key project activities include the Watersheds Pledge program to prevent pollution from residential and business sources, and a corresponding effort to restore and preserve habitat critical to aquatic life.

Results

- ★ Since March 1998, 550 households have taken a pledge to protect Lake Whatcom and Whatcom Creek.
- ★ Since June 1998, 302 businesses have taken a similar pledge.
- ★ Since August 1999, 2 government institutions have taken the pledge.
- ★ People taking the pledge were significantly more likely to have reduced their watershed polluting behaviors than people who didn't take the pledge (based upon a survey to households and one to businesses).

Team Name: Whatcom Watersheds Project
Team Members: Ecology: Bruce Barbour, Dale Davis, Richard Grout, Steve Hood, David Laws, Dave Misko, Bob Newman, John Nispel, Lucy Pebles, Joan Pelley, Rob Plotnikoff, Dave Serdar, Mindy Uber; City of Bellingham: Leslie Bryson, Rob Endsley, Bill Englander, Clare Fogelsong, Jennifer Goltz, Bill McCourt, Joy Monjure, Kim Spens, Tim Wahl; Whatcom County: Penni Lemperes, Ed Halasz; ReSources: Robyn DuPre, Lisa Friend, Crina Hoyer, Jessica Jahns, Carl Wiemer; Others: Ellen Barton, Mindy Jo Bogdan, Julie Hirsch, Robin Matthews, Chris McKay, Fred Miller, Jessica Paige, Phil Pearl, Rodd Pemble

CONTACT: Bruce Barbour, (360) 738-6249

★ ***Winner of Governor's Quarterly Service and Quality Improvement Award*** ★

WorkFirst Flexes WPLEX Muscle

The WorkFirst philosophy is "Get a job, get a better job, get a better life" and the program has been extraordinarily successful helping welfare clients find employment. However, employer focus groups and partner agencies pointed out that even the most motivated, employed WorkFirst participants were having difficulty finding the time (during regular business hours) or the energy, to drive to local offices for job-retention services like childcare, tuition aid and medical assistance. How could WorkFirst strengthen post-employment services to help welfare participants establish economic self-sufficiency? The interagency team designed WorkFirst Post-Employment Labor Exchange or WPLEX—an automated telephone call center where staff proactively offer participants access to services, including referrals to promotional opportunities, training and better pay! WPLEX is extra muscle to help clients get that better job and a better life!

Results

★ Over 17,000 clients identified as achieving some level of wage progression.

★ More than 6,000 clients referred to Community Colleges for training assistance.

★ 7,000 clients referred to better paying jobs.

★ Another 4,000 identified with job retention issues and referred to DSHS for services.

★ Over 5,000 families provided information on how to benefit from the Earned Income Tax Credit.

Team Name: WPLEX Interagency Design Team
Team Members: Jim Shober, Nelson Meyers, John Gardner, Linda Williams, JoAnn Hairston, Glynnis Ashley, Vang Xiong, Rose Anne Jacobs, Sandy Miller, Jeanice Jarvis, Dianne Bongarts, Ed Clark, Barb Eldred, Gary Gallwas, Ron Knackstedt, Ken Lambert, Julie LeClair, Sharnelle Moore, Anne Northrup, Barbara Paine, Bonnie Ross, Kate Sleeper, Pete Sullivan, John Swander, ESD; Diane DeVore, DSHS; Lu Jewell, Thurston County PIC; Margo Fleshman, Washington Women's Employment & Education; Dixie Simmons, Community Colleges; Mike Porter, State Board of Community & Technical Colleges; Jeff Johnson, Wash. State Labor Council, AFL-CIO.

CONTACT: Barbara Paine, (360) 438-3201

★ ***Winner of Governor's Quarterly Service and Quality Improvement Award*** ★

Phone FAQ's Solve Stress

Employers were waiting up to 40 minutes to talk with Tax Specialists regarding their accounts—many were simple questions. At times, the phone system's capacity was overloaded. Callers would not be able to get through or the system would hang up on them. If employers were unable to get through on the phone, they submitted more forms to the Tax Specialists creating additional work. There was a backlog of approximately 10 weeks to process 25,000 employer requests. There were three or more complaints each month from employers regarding the phone system. Stress level was high among staff. The team improved the telephone voice-mail messages by providing answers to frequently asked questions (FAQ's) and gave employers more telephone voice-mail options. They analyzed employer requests, developed new telephone scripts, worked with technicians to develop voice-mail boxes and telephone trees to increase the capacity of the system. They even developed flexible messages to be used during peak workloads. Plus, the system is now available 24 hours per day!

Results

★ Saved 2,304 hours of staff time per year.

★ Increased customer satisfaction by reducing wait times from 15-20 minutes to 0-5 minutes.

★ Improved employer relations.

★ Eliminated employer complaints.

★ Eliminated 10-week work backlog.

Team Name: Experience Rating/Benefit Charging Unit (ERBC)
Team Members: Keith Black, Joe Carey, Ed Danielson, Nancy Howe-Evans, Hermie Goodwin, Betty Hatter, Frank Hoffman, Therese Hulbert, Zelda Jenkins, Wilma Jensen, Bob Lindsey, Steve Parsley, Wayne Sullivan, Roberta Wells, Karen White

CONTACT: Joe Carey, (360) 902-9679

PowerPoint Poses Pertinent Possibilities

The Department of Labor (DOL) recently issued a directive requiring ESD to provide self-service options to job seekers. In response, staff in the Wenatchee Job Service Center needed to create a self-service methodology to provide re-employment services to job seekers. They used team skills and existing technology to develop a PowerPoint presentation that provides access to recruitment services, the Internet, resume assistance, resource materials and career exploration programs. The presentation requires no staff intervention and is easily adaptable in resource rooms or job fairs for a variety of audiences. PowerPoint uses an attractive eye-catching format, poses pertinent questions and answers so that viewers can determine which services to use.

Results

- ★ Improved customer self-assessment services.
- ★ Increased customer access to faster re-employment services.
- ★ Used existing technology at no additional cost to the agency.
- ★ Saved 520 FTE hours annually by reducing re-employment workshops.
- ★ Potential best practice can be replicated in other WorkSource Centers.

Team Name: Wenatchee JSC RAT Team
Team Members: Gail O'Brien, Steve McCurry, Donna Myers

CONTACT: Gail O'Brien, (509) 665-3712

Conflict Resolution Through Communication

Businesses pay Unemployment Insurance taxes quarterly and the funds are used to provide compensation to the unemployed. Employers are taxed in relation to their experience with unemployment and their employees' taxable wages, i.e., lower rates are assigned to employers whose unemployment experience costs are low. Because employers can be relieved of charges in certain situations, the Experience Rating/Benefit Charging Unit receives over 110,000 requests for such action annually. Approximately 23% of these requests involve employers that are both a base year and a last employer. In such cases the department issues two determinations from separate branches for the same claimant separation; one from the Job Service Center on eligibility for benefits and one from the Experience Rating/Benefit Charging Unit on benefit charging. These two determinations sometimes conflict, creating confusion for employers and in some cases, overpayments to unemployment recipients. The team improved the benefit charging process with CQI tools, such as brainstorming, and cause and effect analysis. They also established baselines, monitored data, conducted tests and sought input from employers. Flyers were distributed to educate business on the determination processes and employer correspondence was revised for clarity. They also tightened procedures, added staff training and recommended changes to the mainframe computer system.

Results

★ Saved 1,265 FTE hours staff time per year by reducing determinations by 50%, or 12,650 cases.

★ Eliminated potential for conflicting determinations.

★ Clearer and more consistent information to employers.

★ Reduced the potential for unemployment overpayments by screening backlogged cases daily.

★ Increased the integrity of the Unemployment Insurance Trust Fund.

Team Name: Experience Rating/Benefit Charging (ERBC)
Team Members: Keith Black, Joe Carey, Vicki Clark, Ed Danielson, Hermie Goodwin, Betty Hatter, Therese Hulbert, Zelda Jenkins, Wilma Jensen, Steve Parsley, Wayne Sullivan, Roberta Wells, Nancy Howe-Evans, Karen White

CONTACT: Nancy Howe-Evans, (360) 902-9617

No La-Z-Boys (or Girls!)

The major restructuring of services at ESD TeleCenters necessitated purchasing and installing system furniture for three sites. The first portion of the multi-million dollar furniture and installation order was placed in the fall of 1998 with the Department of Corrections (DOC), the furniture supplier for state agencies. To avoid delayed implementation at the three sites, ESD and DOC needed to come up with an improved process for ordering, delivery, installation and payment schedules. A team, including DOC staff and Krueger Industries, the furniture supplier for DOC, along with ESD staff assembled to improve the order, production, delivery, installation and payment processes. A single point of contact was established to improve communications between the customer, supplier and installer.

Results

- ★ Reduced delivery/installation errors by 42% saving 115 ESD FTE hours which would otherwise have been spent tracking and scheduling to correct errors (from 192 hours for King County TeleCenter to 77 hours each for Pierce County and Spokane TeleCenters).

- ★ Reduced installation time by 56% saving 160 ESD FTE hours (from 23 days in King County TeleCenter to 13 days each for Pierce County and Spokane TeleCenters).

- ★ Reduced payment time to DOC by 567% (from 176 days for King County TeleCenter to 31 days for Pierce County TeleCenter) Note: Payment was due upon completion of all work.

- ★ Improved coordination and cooperation among ESD, DOC & Krueger Industries.

- ★ Met deadlines for TeleCenter implementation.

Team Name: ASD Facilities Quality Team
Team Members: John Swander, Kate Sleeper, Laura Dark—ESD; Tom Beierle, Tim Root-Furguson, Dave Yeary, William Shuler, Dave Wattnem—DOC; Jeff Overton—Krueger Industries

CONTACT: John Swander, (360) 902-9696

Appealing Solutions

Employers disagreeing with benefit charges to their tax accounts are entitled to file appeals. There were two separate tracks for appeals—one for base year employer and one for last employer. Many appeals were filed unnecessarily from misinformed employers resulting in numerous staff hours preparing and participating in appeal hearings. In 1998, 695 relief of benefit charge denials were formally appealed. Sixty-five percent of those appeals involved a last or base year employer. The team held regular meetings with the Office of Administrative Hearings (OAH) to address common concerns. They improved processes using consensus decision-making, brainstorming and cause and effect analysis. Baselines were established, data monitored, tests conducted and input gathered from employers. The team now resolves appeals prior to formal hearings through direct contact with employers. They also trained ESD and OAH staff on base and last year employer issues, improved internal computer systems and reduced the dual track last/base year employer appeals process to one combined appeal, when appropriate.

Results

- ★ 72% reduction in total appeals - from 695 in 1998 to 206 in 1999.
- ★ 95% reduction in Last/Base Employer appeals - from 452 in 1998 to 25 in 1999.
- ★ Saved 978 hours ESD staff time per year.
- ★ Improved relationships with employer community.
- ★ Increased coordination, cooperation and understanding between ESD and OAH staff.

Team Name: Experience Rating/Benefit Charging (ERBC)
Team Members: Keith Black, Joe Carey, Ed Danielson, Hermie Goodwin, Betty Hatter, Frank Hoffman, Nancy Howe-Evans, Therese Hulbert, Wilma Jensen, Robert Lindsey, Marci Moore, Vicki Clark, Zelda Jenkins, Steve Parsley, Wayne Sullivan, Roberta Wells, Karen White

CONTACT: Nancy Howe-Evans, (360) 902-9617

IVRS Digs Claims

The department implemented the Interactive Voice Response System (IVRS) in 1996 to make claiming unemployment benefits faster and easier for claimants by using the telephone. However, as of January 1999 only 65% of the claimants in the Rainier Job Service Center (JSC) were using IVRS. It was found that claimants didn't know about the service, feared using the service or they had special language needs. The 65% participation rate had to be increased to lessen the office workload in processing paper claims and to prepare claimants for the transition to the TeleCenter where all claims are taken by phone. The team used flowcharting, brainstorming and completed a customer survey to analyze cause and effect. They developed several solutions: all JSC staff were trained in IVRS use, classes on IVRS were held for claimants, a "live" phone was set up to demonstrate and practice IVRS protocols, AT&T Language services was contracted with to help those with limited English, the office's paper claim drop boxes were eliminated and a continuous Weekly Claims Line Instructional video was shown in the lobby.

Results

★ IVRS usage increased from 65% in January 1999 to 86% in May 1999.

★ Reduced paper claims processing by 21% and staff processing time by 1 FTE.

★ Eliminated personalized interpretative services and provided equal/faster service to non-English speaking claimants.

★ 21% more claimants now access the Job Hunter electronic job match service when calling.

★ Claimants are now better prepared to access services in the TeleCenter.

Team Name: Rainier Fast Track Team
Team Members: Bill Davis, Milly LaPalm, Howard Nanto, Pat Remy, Judy Gustafson, Gwen Hosea, Mike Kennedy, Dick Manning, Elaine Phillips, James Roland

CONTACT: Milly LaPalm, (360) 902-9703

Dreamy Scheduling Solutions

The staff at the Wenatchee Job Service Center (JSC) are responsible for scheduling approximately 50 Unemployment Insurance (UI) claimants weekly for services, such as job search workshops and dislocated worker presentations. Each week the local database had to be downloaded, letters and envelopes had to be printed, staff had to check for changes in claimant addresses and mail merges had to be completed. This scheduling process was manual and very staff intensive. The Dream Team determined that existing technology would enable them to automate the scheduling process. By using the UI program automated system, which interfaces with letter writing software, the team was able to efficiently send appointment notices to customers at their most current address.

Results

- ★ Saved 104 FTE staff hours annually spent correcting addresses.
- ★ Increased the accuracy of customer addresses.
- ★ Used existing technology at no additional cost to the agency.
- ★ Use of automated system which allows for a record and audit trail.
- ★ Improved customer relationships.

Team Name: Wenatchee JSC Dream Team
Team Members: Burke Hatfield, Len Little, Mary Sanchez, Medra Reilly, Steve McCurry, Gail O'Brien, Donna Meyers, Romeo Asusta

CONTACT: Jane Hedges, (509) 665-3713

ENDEVOR Blasts Off!

The Information Technology Services Division (ITSD) found that their process of manually maintaining the Override Library for ENDEVOR was inefficient. ENDEVOR is a change control management product used to ensure data integrity. This manual system caused production jobs to be late, created frustration for staff and necessitated reconciling change request reports. The old process required applications staff to e-mail or call the ENDEVOR Administrator with changes in production. Often, the details for changes were omitted, creating additional work for the Administrator and numerous e-mails to resolve issues. Also, the Production Control Unit was the ENDEVOR Administrator's backup; when they failed to get messages, changes were never made, which resulted in additional delays. Finally, a report to assist the Administrator with reconciling changes often got hung up in the print queue, causing even more delays. The team analyzed the process, tested theories for change and solved the problem by creating a totally automated process that allows applications staff to create and execute changes in the system themselves. This eliminated the need for manual intervention and the reconciliation report.

Results

★ Saves 132 FTE hours per year in report reconciliation.

★ Applications staff have greater access and complete control in making changes.

★ Changes can be made at any time.

★ Eliminated intervention by ENDEVOR Administrator.

★ Decreased level of staff frustration.

Team Name: ENDEVOR
Team Members: Mark Borgaard, Barb Cohen

CONTACT: Barb Cohen, (360) 438-4746

"On-Payroll" Gets Friendlier

When new employees are hired, a package of forms is sent to Human Resources Management (HRM) for processing. The Personnel Operations (PO) Team within HRM receives them, creates both an electronic and paper record of the "On-Payroll" forms and then forwards them on to payroll for further processing. Entering information from the "On-Payroll" forms was time consuming—its format did not match the information sequence on the data entry screens. Using brainstorming and consensus, the PO Team reformated the data to better match those sequences. In the process of solving that problem, they discovered other improvements. They moved the "Insurance Eligibility" and the "Dual Language Worksheet" information to the Employee Personnel Recommendation (EPR) form, eliminating them as separate forms. Finally, they reformatted the "On-Payroll" checklist in order to make it more user-friendly.

Results

★ Saved 21.0 FTE hours per year in HRM data entry.

★ Simplified paperwork for hiring new employees.

★ New form layout is more user friendly.

★ Improved coordination between HRM and Payroll.

Team Name: Personnel Operations Team
Team Members: Joan McMillan, Bob Mitchell, Jill Schwenke, Dawn Thomas, Ric Ybarra

CONTACT: Jill Schwenke, (360) 902-9560

Statistically Enhanced

The Occupational Employment Statistics (OES) Unit surveys approximately 8,000 employers annually regarding occupations and wages. The data is used for purposes ranging from career planning to establishing wages. Achieving the required 75% response necessitates a great degree of cooperation with employers, as some are reluctant to complete the form due to the time commitment involved. The voluntary survey, in paper format, ranged from 5 to 30 pages. To enhance the process, OES offered employers an electronic format option for submitting data. While the electronic option reduced the employers' time to complete the survey from hours to just a few minutes, in many cases it adversely impacted OES staff by creating additional work. To offset that, OES streamlined their own process. They used team skills, consensus decision-making, analyzed the problem and developed and tested theories for change. Working in cooperation with the San Francisco Regional Office of Bureau of Labor Statistics (BLS), they adapted an electronic format/batch process to eliminate data entry and automatically assign wage codes.

Results

- ★ Saved 210 hours staff time.
- ★ Employer time spent completing survey reduced, which improved relationships.
- ★ Postage saved due to less surveys being remailed.
- ★ Provided technical assistance to other states at Regional Bureau of Labor Statistics training.
- ★ Met Bureau of Labor Statistics requirements.

Team Name: OES Unit
Team Members: Charlie Saibel, Beverly Batson, Jane Brugge, Bob Dellwo, Ted Halstead, Bruce Parrish, Frankie Smith, Janis Sokoloski

CONTACT: Charlie Saibel, (360) 438-4802

Evidence Document Indexing

Each year the Securities Division opens over 400 files for inquiry or investigation. Thousands of documents are collected and must be accounted for to maintain proper chain of custody for introduction as evidence at hearings. Prior to the introduction of the indexing system, these documents were placed in accordion files and then in boxes with no particular system for organizing or retrieving them. This lack of a system often led to duplication of efforts. The indexing system ensures that the proper chain of custody is maintained for all investigative documents. It has also reduced the duplication of efforts and has made document retrieval more efficient. Under the old system location of a single document would require an average of 58 minutes to retrieve. This has been reduced to an average retrieval time of 13 minutes per document.

Results

★ Individuals seeking specific information on a case now receive the information in a more timely fashion.

★ Time spent by attorneys searching for exhibits for briefs or other court documents has been reduced by 75% on average with an overall annual saving in staff time of .96 FTE.

★ Any person in the Agency can now easily retrieve documents within a particular enforcement file and attorneys no longer have to make a second review of boxes of documents in order to determine whether subpoenas have been fully complied with.

★ Trial or hearing preparation time is more efficient since documents can be quickly retrieved and the evidence is properly accounted for, leaving attorneys with more time to spend preparing witnesses.

Team Name: The Enforcers
Team Members: Martin Cordell, Marlo DeLange, Kristina Kneip, Andy MacKay, Leslie Pearsall, Steve Raney, Sue Reynolds, Janet So, Rex Staples, Mary Yost

CONTACT: Suzanne Sarason, (360) 902-8767

Statewide Blanket Approval for Hydraulic Permit Applications on Recreational Access Area Sites

Maintenance work at Washington Department of Fish And Wildlife's (WDFW) 625 Recreational Access Area ramps requires a Hydraulic Project Approval (HPA) issued by WDFW's Habitat Program. Necessary maintenance includes silt removal, gravel addition, ramp plank replacement and vegetation planting near ramps. Prior to July 1999, individual HPAs were issued by WDFW Area Habitat Biologists for each ramp or for a number of ramps in one Region. Applying for and issuing individual HPAs resulted in significant workloads for WDFW staff and often led to delays in needed maintenance, sometimes resulting in the temporary closure of ramps.

Over a year ago, Habitat and Lands Program staff began a process involving headquarters and regional input to develop a statewide HPA for ramp maintenance activities. In July 1999, a statewide HPA was issued. As a result, most maintenance work required at WDFW access ramps can now occur without further authorization from WDFW. Many exceptions to the HPA can be granted by local Area Habitat Biologists quickly and most do not require written application. The number of maintenance activities requiring written application and issuance of separate HPAs is now minor.

Results

★ Significant reduction in time spent by WDFW applying for and issuing HPAs for routine maintenance of access ramps while still protecting fish and habitat resources.

★ Allows WDFW Engineering and Access staff to get critical time-sensitive work accomplished in a timely manner.

★ Gives fishers and hunters functional sites in which to launch their boats safely and efficiently. (Reduces frustration of access users).

Team Name: Habitat and Lands Division Staff
Team Members: Gayle Kreitman, Steve Sherlock, Glenn Gerth, Steve Keller, Ken Nolan, Brian Mitchell

CONTACT: Steve Sherlock, (360) 586-2762

Spill Team Animal Rescue System (STARS)

During a major oil spill, there are many challenges relating to the management of information and people. Registration and tracking of hundreds of volunteers is imperative in order to match skills and abilities with appropriate assignments and to ensure logistical, safety and training needs are met. Cost projections to develop a new program to manage wildlife rescue response were over $32,000 when hiring a software development consultant. Using a Department employee, John Flanagan developed a program (**STARS**) that included capabilities well beyond those originally envisioned. The new program was completed ahead of schedule at a cost of $5,800.

STARS allows for “real time tracking” of both people and birds during an oil spill. Personnel can be registered, including photo ID, in less than ten minutes and includes personal, emergency contact, work skills and training information for staff and volunteers. A planned Internet “self registration” will eliminate up to 200 phone calls a day during spills.

STARS tracks collected birds from initial recovery location, through rehabilitation, to release; thus, ensuring that “chain-of-evidence” is preserved—a critical element in oil spill damage assessment. A detailed treatment record of each bird will enable experts to compare and evaluate protocols after a spill to improve future rehabilitation efforts. Inquiries from other "oiled wildlife" response organizations, regarding possible acquisition, has resulted in a tentative invitation to present this program at the international 2000 “Effects of Oil on Wildlife” conference.

Results

- ★ A comprehensive, response-ready computer program that tracks both people and birds throughout the course of an oil spill.
- ★ Information that can be up-loaded or down-loaded in minutes from multiple sites throughout the state, providing updates to all locations during a spill.
- ★ Volunteer registration in less than ten minutes. Reduced training time.
- ★ Cost savings of $26,000.

Team Name: Oil Spill, Wildlife Rescue
Team Members: John Flannagan, Chris Lane, Mick Cope

CONTACT: Chris Lane, (360) 664-2565

Make a Meeting with a Car!

This division has a fleet of five vehicles available for check out on a "first come-first serve" basis. To check the car calendar, employees had to go to the division mailroom and sign up on a paper calendar.

Now the employees can view an electronic car calendar just as they do their personal electronic calendars. To make the process easy and quick a car calendar icon was added to everyone's calendar. Click the icon and view all of the cars on any date. If one of the vehicles is free, the time may be blocked out and a "meeting" is made. Cars can be signed out while on the phone with a customer or support staff can access the calendar while on the phone for a traveling project manager. Remote employees can also view available cars and schedule them using this new process.

Results

★ Employees save five minutes each time they inquire to schedule a car.

★ Increased access to all employees who need to schedule cars.

★ Reduced number of employees involved in car reservations from three to one.

★ 285 staff hours will be saved each year with this new electronic method.

Team Name: Car Calendar
Team Members: Karen Purtee and Rebecca Barney, E&AS; Toril Frost, IS

Contact: Karen Purtee, (360) 902-7194

Statewide Energy Savings Performance Contracting Shortcut

Contracting is an involved process for State agencies and municipalities - school districts, cities and counties. To encourage municipalities to install energy efficient improvements in their buildings, Facilities Engineering Services (FES) designed a streamlined program that meets all legal requirements. FES advertised, interviewed and selected qualified energy service companies (ESCO) to contract with the Department of General Administration for projects for municipalities to make the energy efficient improvements. The projects save energy and utility dollars without the customer's capital investment. The improvement costs are paid from the utility dollars saved. Our customers are stretching their resources and each project contributes to the Governor's efforts to improve the environment.

Results

★ Eliminated five of nine steps from the legal requirement process for the customer.

★ Saved the customer three months process time on each project.

★ Savings for the customer is an estimated $10,000 per project.

★ Preserves our state resources, which protects the environment.

★ Smaller districts without staff expertise can participate.

Team Name: Statewide Energy Savings Performance Contracting Shortcut
Team Members: Ray Anderson, Clint Lougheed, Karen Purtee, Lynda Hollinger, Jo Ann Cabiao from Department of General Administration. Daniel Lea, Kent School District; Jim Marks, Pullman School District; John Tawes, City of Bellingham.

Contact: Clint Lougheed, (360) 902-7262

Forms Returned Faster

Local Breast and Cervical Health Program (BCHP) providers must submit documentation of services provided to women within 30 days of an appointment. A review of clinical forms showed only 35% of the forms being received on time. This negatively affected the program's ability to ensure timely follow-up for abnormal findings. An improvement plan was implemented and included a completed sample form with simple instructions on the back. Each order from BCHP providers requesting clinical forms received a completed sample form with the order.

Results

★ Increased receipt of clinical forms within 30 days of service from 35 percent to 50 percent.

Team Name: The Breast and Cervical Health Program
Team Members: Veronica Foster, Marne Parry, Nitsa Allen-Barash, Craig Bowe, Cathy Clover, Bonnie Scott, Heidi Larsen, Kim Britton, Stevie Lucas

CONTACT: Veronica Foster, (360) 236-3695

Rule Saves Lives and Resources

Because of new medical therapies, AIDS case-reporting no longer provided the information needed to adequately track, control and intervene in this state's HIV/AIDS epidemic. While both public health officials and community representatives agreed that the reporting of HIV-positive cases was necessary, two different systems were proposed. A key concern was anonymous HIV testing. An external coalition developed a “compromise” plan which gained significant consensus support. The final plan requires health care providers to report by name, but also require public health officials to convert that name to a code within 90 days.

Results

- ★ Produced an estimated $31 million in societal benefits, which far outweighs the $1 million per year cost.
- ★ Community support and endorsement of the proposed rule.
- ★ Development of a system to provide more timely data for planning and implementing HIV prevention programs.
- ★ Continued availability of anonymous HIV testing.
- ★ Rules requiring the reporting of asymptomatic HIV disease.

Team Name: HIV Reporting Rule Adoption
Team Members: John Peppert, Maggie Ryland, Mark Charonis, Michelle Davis, Hal Dygert, Nicholas Garcia, Maxine Hayes, Patty Hayes, Jack Jouden, Greg Nothstein, Jim Robertson, Mary Selecky, Greg Smith, Laura Wulf

CONTACT: John Peppert, (360) 236-3427

Putting Money in Their Hands

To ensure claims managers have enough time to review claims and pay time loss benefits to employees, the Employer Services program imposed a goal of acting on 95 percent of time loss claims within 24 hours of receipt. However, only 90 percent of the claims were being reviewed within 24 hours.

A team that was formed to improve the percentage discovered that those claims added late in the afternoon were not being processed until the next day. For the month of August, tax service representatives were asked to clear claims from their lists by 2 p.m. Policy managers were asked to clear claims from their computer lists by 5 p.m.

Results

★ Almost every team processed 97 percent of the claims within 24 hours for August.

★ In some instances, teams reached 100 percent of the goal.

Team Members: All Employer Services staff, led by Tamara Turner, Patrick Shanahan, Terri Czikall, Gail Johnson

CONTACT: Tamara Turner, (360) 902-4726.

Clearing the Boards and Saving Money

Inaccurate and inflated accounts receivable have created ongoing problems for the Collections program.

A comprehensive accounts investigation solved the data problem. The team began conducting credit checks on all inactive accounts, reviewing and sharing data with other agencies, focusing on closing small accounts and making additional process improvements.

Results

- ★ Reduction of accounts receivable by 31 percent, an improvement of six percent over the same period in 1998.
- ★ Increased actual dollars collected by 11 percent.
- ★ Reduced the time tax service representatives work with accounts from 75 to 30 days.

Team Members: Bob McPherson, Jan Robinson, Rick Brock, Kathleen Cavender, Carol Keller, Amy Hoeche

CONTACT: Bob McPherson, (509) 324-2598

Auburn LSO Breakthrough

The Auburn LSO had been experiencing average wait times exceeding 25 minutes. Using the Breakthrough Model, staff at Auburn were challenged to reduce their customer wait times. They developed a list of changes to test for improvements in their office. The Q-matic, once set to provide service on a first-come first-served basis, was reformatted to group customers by transaction type. The lobby chair layout was reconfigured to provide for better customer flow. A customer service booth was installed to assist customers with their questions and speed up short transactions.

Results

- ★ Reduced average wait time by 38 percent.
- ★ Installed customer service booth to handle short transactions.
- ★ Improved lobby layout and customer flow.

Team Name: Auburn LSO Breakthrough
Team Members: Patrick Pockat, Steve Sorini, Toni Kornec, Mike Bethany, Jay Glenn, Sandy Hall, Teri Watkins, Pam Pennington, Jerry Dixon

CONTACT: Barry Crook, (360) 902-3610; Patrick Pockat, (253) 931-3941

Personalized License Plate Process Streamlined

The personalized license plate applications that are received in Olympia and King County generate an order that is filled by Correctional Industries in Walla Walla where the plates are made. Previously, the plates were returned via UPS to the Department of Licensing for mailing to the customer. The average time it took for a customer to receive their plates by this process was 3-4 weeks.

The Department of Licensing worked in cooperation with Correctional Industries to implement a process for mailing the plates directly to the customer. The customer now receives their personalized plates within a week from the time the order is sent.

Results

★ Customers receive their plates within one week from the day the order is sent to Correctional Industries, instead of 3-4 weeks.

★ 65 DOL staff hours per year have been redirected to other areas.

★ Errors on plates are identified and corrected by Correctional Industries prior to being sent out.

★ This change mitigates the impacts of Senate House Bill 1008, which requires the replacement of 15,700 sets of personalized plates by December 2000.

Team Name: Personalized License Plate Team
Team Members: Cheryl Ross (team leader), David Curtiss, Lynda Lynn, Rob Cook, Tom Richardson, Kim Bankuti, Pat Zlateff, Debra Then; Correctional Industries: Ron Alexander, Mike Lambert, Otto Krouse; King County Auditor Office: Roxanne Besse

CONTACT: Barry Crook, (360) 902-3610; Cheryl Ross (360) 902-3789

HRDS Database

The processes for announcing and scheduling training courses, enrolling trainees and executing contracts are cumbersome, time consuming, labor-intensive and prone to inaccuracies. This project involves developing a desktop, PC based database linked to the mainframe that improves data retrieval, manipulation, and streamlines key processes.

Results

★ 20 hours of work each month is reduced to less than 1 hour.

★ The time-consuming steps involving our agency's word processing unit have been eliminated entirely.

★ Time spent proofing monthly schedules and quality problems resulting from missed errors have been eliminated.

★ The 10-day lag period associated with monthly schedule production has been reduced to two days. This saves time and money; increases schedule flexibility and allows priority "last minute" schedule changes.

★ Schedules are produced in one place at one time now, as opposed to previous coordination among 7-10 staff and workstations.

Team Name: Database Team
Team Members: Carol Daugherty, Pam Oyler, Billy Howard, Marilyn Hansen, Gary Wilkinson

CONTACT: Carol Daugherty, (360) 664-1936

Project Table – Contract Umbrella

When a client agency wanted to contract with us for multiple training classes over an extended period of time, the process involved several staff, numerous "separate" but related contracts, many phone calls, staff and client coordination, a duplication of effort. Under the new umbrella approach, using our "project table" collaboration, the client now has only one point of contact. The process becomes invisible to the client and one staff person umbrellas the full job under one contract.

Results

- ★ Reduces staff time per event from 30 hours to 12, for an annual savings of 450 hours.
- ★ Saves an estimated 39 hours of client time per event, for an annual savings of 975 hours.
- ★ Frees up two staff members to serve other clients' needs.

Team Name: Project Table – Contract Umbrella
Team Members: Colleen Bray, Rubén MartÍ, Tammy Wood

CONTACT: Colleen Bray, (360) 664.1937

Customer Database

The Department of Printing (PRT) serves 196 separate entities of state government, political subdivisions and higher education. Essential information about each customer group was collected and updated in several manual and automated files. Customer information was difficult to access and update since the information was stored in multiple file locations. PRT staff created a new system that consolidated customer information into one database.

The new database allows the update of information in one location, eliminates re-keying of information to multiple file locations and improves response time to customer requests.

Results

- ★ Streamlines customer contact processes, saving staff time that can be redirected to providing better, faster and more customized service.
- ★ Reduces the number of callbacks to the customer because customer contact information is more accurate and available immediately.
- ★ Eliminates the re-keying of customer information.
- ★ Projected annual staff time savings of 1361 hours.

Team Name: Getting To Know You!
Team Members: Kelley Kellerman, Doug Dow, Bob Cross, Ellis Lew, Larry Weber

CONTACT: Kelley Kellerman, (360) 753-6820

Job Instruction Improvement

The Department of Printing (PRT) and Consolidated Mail Service (CMS) formed an interagency partnership to improve instructions for customer jobs that were printed at PRT and mailed by CMS. Many times, the job processing instructions were unclear between the two agencies. This led to delays, errors and increased turnaround times for both PRT and CMS customers. In addition, PRT needed more detailed billing information from CMS in order to improve the timeliness of job billings for customers.

PRT now sends a new form to CMS that contains all necessary mail processing instructions. The new procedure has improved the mail delivery process for both CMS and PRT customers. In addition, CMS now provides more detailed billing information to PRT, which improves the timeliness of sending the job bill to the customer.

Results

- ★ Improved the response time of customer job delivery from 2 days to 1 day.
- ★ Eliminated 6 steps in the process of billing, communicating and documenting job specifications.
- ★ Reduced errors, data entry and duplication by both agencies.
- ★ Enhanced interagency cooperation which improved service to both agencies' customers.
- ★ Built the foundation for continual process improvement between CMS and PRT.

Team Name: CMS/PRT Process Improvement Team
Team Members: Howard Cox, Greg Lawrence, Neil Tuggle, Jenene Huston, Martin Peters, Bjarne Nilssen, Bob Cross, Kelley Kellerman, Chad Perschon, Steve Dowdell

CONTACT: Bob Cross, (360) 753-6820

New Process Gets Customers Seen Sooner

When customers drop in to consult with a Retirement Services Analyst (RSA), the receptionist contacts the appropriate RSA to meet with the customer. After the Department of Retirement Systems moved to a new facility, with the reception area physically separated from the rest of the staff, it often required several telephone calls and e-mail messages to reach an RSA who was available to serve the customer.

A team reviewed and revised the process to speed the RSA's notification of a customer's arrival. The new process includes a custom e-mail format with a one-button response feature. A special e-mail notification, with a unique pop-up feature, alerts the primary and back-up RSAs that a customer has arrived. The team also revised the interview room scheduling process to prevent drop-in consultations from conflicting with pre-scheduled appointments. Accurate data is now captured at three points in the process for analysis and further customer service improvements.

Results

- ★ Drop-in customers are able to see an RSA more quickly.
- ★ RSAs are promptly notified of a customer's arrival, saving staff time formerly spent searching for an available staff member to serve the customer.
- ★ Interview room schedules are better coordinated, avoiding conflicts and disruptions during customer consultations.
- ★ Accurate and consistent data is available for process management and upon which to base future process improvement decisions.
- ★ Simplified procedures ensure consistent application and encourage cooperation among staff.

Team Name: Walk-In Customer Procedures Team
Team Members: Dave Alexander, Dea Clymens, Michelle Fearing, Cathy Rodriguez, Claire Schwebke, Rachel Walton, Vickie Worgum

CONTACT: Claire Schwebke, (360) 664-7042

Revised Death and Disability Forms Aid Customers

Customer feedback indicated that the forms for processing claims of benefits from a decedent's retirement account were confusing for beneficiaries and claimants. Frequent telephone calls have been necessary to explain the forms. Multiple forms required signatures of claimants to be notarized, often at the expense and inconvenience of the claimant. Based on this feedback, staff from Death and Disabilities units revised and consolidated forms used in three different retirement systems. The team simplified instructions, reduced information requested to the minimum necessary and color-coded forms to make identification easier during telephone conversations with customers. This effort is designed to improve service for customers who are already experiencing a stressful personal situation. Customers benefit from clearer forms, improving the ease of processing, and staff save time.

Results

- ★ Service is improved for customers who are already experiencing a stressful personal situation, by applying best practices from three different retirement systems for more consistent processing of claimant certificates.
- ★ Three forms are consolidated into one, which simplifies processing of forms in cases where decedent was a member of multiple retirement systems.
- ★ Forms and instructions are improved and are expected to reduce the length and numbers of phone calls from claimants requesting explanation of the forms.
- ★ Service is improved by color coding forms for ease of identification by the customer during phone calls to agency staff.

Team Name: Death and Disability Claims Forms
Team Members: Dea Clymens, Zanie Crow, Dana Fassett, Nancy Rushton

CONTACT: Dea Clymens, (360) 664-7220

Improved Internet Usage Report Saves Staff Time

Although the Agency's monthly Internet Activity Report revealed potential problems or improper use, it had several weaknesses. It was time-consuming to produce and review the report, and accuracy was jeopardized by the number of manual steps involved (copying, deleting, sorting, re-sorting, inserting page breaks, etc.). The information on the "Internet sites visited" was sometimes difficult to understand. The process used huge amounts of paper, printing, storage resources and excessive management staff time.

The improved process for monitoring Internet usage is fully automated, paperless, less resource intense and meets all audit and monitoring requirements set forth in State and Agency policy. An electronic version of the Internet activity report is automatically generated and data from the previous day's Internet activity is posted to a protected drive on the Agency's LAN. Internet sites visited are sorted by DRS user name and listed in Hypertext link format that allows any site in question to be visited. Each day, an authorized staff person reviews the report on "yesterday's data" for exceptions, trends and questionable sites. Questions and issues about sites visited are followed up by contact with the appropriate staff, supervisor or manager.

Results

★ All manual processing associated with the production of the report was eliminated, saving approximately 96 staff hours annually.

★ Distribution time for each report was totally eliminated, saving approximately 48 staff hours annually.

★ Staff and management review time was greatly reduced by approximately 277 hours per year, now involving only one staff person on a regular basis.

★ Follow through on any suspected problem is required only on an exception basis and is carried through by direct action between the reviewer and the appropriate staff.

Team Name: Internet Usage Report Process
Team Members: Sharon Arneson, Cliff Schiller, Jody Simmonds

CONTACT: Cliff Schiller, (360) 664-7148

Consultation Visits

A Team was formed to analyze alternative audit programs that could be combined with existing programs within the Audit Division. Alternatives to regular audit programs are focused at improving customer service and improving the efficiency of overall operations. Consultation Visits provide individualized education without the pressure of a regular audit. It provides free voluntary tax reporting consultations from a Revenue representative. It is hoped that this service will increase voluntary compliance as well as improve relationships with the customers.

Results

★ First in the nation to implement the Consultation Visit program.

★ Measurement system tracks reporting improvements from taxpayers who use this service.

★ Initial feedback from participating taxpayers shows high level of satisfaction with the new program.

★ A faster, more efficient process that generates income from previously uncollected bonds.

Team Name: Audit Alternatives Quality Team
Team Members: Chris Barnes, Mark Craig, Gary Davis, Deeann DeSanto, Chuck Ehret, Linda Fortney, Pat Gillespie, Dave Hansen, Julie Japhet, Toni Kastner, Dick Lambert, Don Morley, James Petit

CONTACT: Julie Japhet, (360) 753-7518

Levy Improvements

The Department of Revenue identified over 1,900 businesses due to receive refunds from The Department of Labor and Industries. More than 400 of these businesses has unpaid, outstanding taxes due to Revenue. Legal paperwork was served directly to Labor and Industries resulting in total collections of $345,000. Revenue found a more efficient way to recover the outstanding tax liability of these businesses with tax warrants (lien for unpaid taxes). This method saved time and recovered outstanding tax liability faster and more efficiently.

Results

★ Received $345,000 in previously uncollected outstanding tax liability.

★ Saved $1296.30 in postage from individual legal servies to The Department of Labor and Industries.

★ A faster, more efficient process of recovering outstanding tax liabilities.

Team Name: Levy Service Improvement Project
Team Members: Stuart Thronson, Evelyn Czapiewski, Sharon Brown, Anita Ady, Marla Chastain

CONTACT: Stuart Thronson, (360) 586-2977

Self-Mailer Project

The Financial Management Section mails out 8,000 to 10,000 taxpayer refunds each month. The tedious process is among the least favored by staff. The Financial Management section received letters generated from the Credit Management System and warrants (checks) from Department of Information Services (DIS) daily. Employees would hand-match the letter with the appropriate warrant then stuff them into an envelope for mailing. This process took up to 3 people several hours a day to complete. It was difficult to find additional staff during the peak workloads.

With the Self-Mailer, the letter and warrant are printed together on one sheet and it is already in its own envelope. They are printed by DIS and delivered to Financial Management for the sealing process, which takes one person 10 minutes for every 2,000 warrants.

Results

★ Elimination of labor intensive process saves 1,188 hours annually.

★ Refunds received by taxpayers 1 to 2 days faster.

★ A faster, more efficient process better enables the agency to handle future workloads.

★ Technology can now be expanded to handle other refund processes.

★ Consolidating the letter, warrant and envelope into one piece of paper eliminates nearly 10,000 envelopes and pieces of paper every month.

Team Name: Self Mailer Team
Team Members: Mark Bigelow, Mark Bachmann, Becki Bretthauer, Jenny Smith, Shelly Hagen, Seawillow Rolly, Binh Vu, Janetta Taylor, Rob Rice, Donna Hope, Brad Grunenfelder, Karen Main, Gordie Bowman (DIS), Gaylene Cox (Office of the State Treasurer, (STO), Wendy Weeks (STO), Mike Frost (STO)

CONTACT: Karen Main, (360) 902-8887

Bellingham Lobby Improvements

When customers came into the Bellingham office, they sometimes had to wait in line for assistance at the counter. When the customers had an appointment, or business to conduct with another employee, the customer had to wait for the employee at the counter to relay a message to the other employee. The procedure was time consuming and frustrating for both the customers and Revenue staff.

Customers can now contact employees directly. An intercom telephone was installed in the lobby with one-touch calling for each Revenue Agent. In addition, a telephone list of the audit staff is posted next to the telephone.

Results

★ Improved customer service with a reduced wait time. Direct and faster access to employees for our walk-in customers.

★ Workload eased for front-counter employees saves 130 hours each year.

★ A more relaxing and less frustrating lobby environment.

★ New tool gives employees more time for other tasks and the ability to improve customer service, leading to increased employee morale.

★ Front-counter employees have more time to assist customers at the counter and on the telephone.

Team Name: Bellingham Compliance Staff
Team Members: Steve Peila, Joyce Siden, Jim Blizard, Jeff Probst, Gary Hooker, Sonia Nelson

CONTACT: Steve Peila, (360) 676-2116

Invoice Reductions

The Vancouver Office is assigned to collect delinquent taxpayer accounts in their geographic area. The team identified that approximately 35% of the accounts referred for collection represent less than 5% of the total dollars referred. The problem was that these accounts took up more than 5% of their workday. The Vancouver Office developed a separate 'holding queue' for all of the accounts with less than $1,000 owing to the state. Agents work on these accounts only one afternoon a week. During the three-month test period, the Vancouver office reduced lower dollar accounts from 588 to 241 and reduced referred dollars by $219,000.

Results

★ Reduced number of lower dollar delinquent accounts by 347 in 3 months.

★ Reduced the dollars referred for collection by $219,000 in 3 months.

★ Improved the morale of Revenue Agents by spending more time with more meaningful accounts.

★ Served as a test of the basic concept, which is now being developed, for the department-wide automated collection system used by the Compliance division.

Team Name: Vancouver Office Invoice Reduction Team
Team Members: Ralph Faulkner, Joe'l Albrecht, Noel Francisco, Lynda Knowles, Minh Tran, Tom Davis, Bill Stone

CONTACT: Ralph Faulkner, (360) 260-6181

Multiple Use Exemption Certificate

To claim a tax exemption, taxpayers must complete an exemption certificate. There are currently 25 different certificates required for various retail sales tax exemptions. The number and complexity of these certificates make it difficult for sellers and buyers to document the exemption and record required information. Because of legal requirements, all of the forms cannot be reduced into a single form. However, the team's dedication greatly reduced the number of required exemption certificates. The Buyer's Retail Sales Tax Exemption Certificate combines 14 different certificates into one. This new form makes it easier for buyers and sellers to understand and be aware of available exemptions.

Results

★ Eases record-keeping requirements by reducing the number of forms buyers and sellers must create, complete and maintain.

★ Easier for taxpayers to determine if they are entitled to an exemption.

★ Standardized forms save time for taxpayers and Revenue employees verifying exemptions.

★ Reduced the number of paper forms from 14 to 1 allowing Revenue to provide better service.

Team Name: Exemption Certificate Reduction Team
Team Members: Mike Grundhoffer, Mike Beith, Jackie Danyo, Richard Dittrich, Dianne Law, Julie Keisala, Beth Mills, Greg Potegal

CONTACT: Mike Grundhoffer, (360) 753-2900

Fiscal Process Improvements

Quality Vocational Rehabilitation service for blind and visually impaired program participants requires timely acquisition of assistive technology products and external services. Administrative procedures within the agency were unnecessarily complex and often redundant. As a result, payments for goods and services were sometimes delayed and added unnecessary work for the fiscal office and other agency staff members.

A team composed of the various disciplines within the fiscal office reviewed these agency procedures. Non-value added steps and duties were eliminated, and processes streamlined to enhance speed while maintaining accounting accuracy. Accounting activities on the agency's in-house computer system were moved to the statewide accounting system eliminating redundant account reconciliation requirements. Processes from the Office of Financial Management were incorporated such as automated mailing of warrants (checks), Fastrack financial reporting information and AFRS data on compact disk resulting in decreased workload and paperwork. Authority was delegated to the lowest level in the fiscal office to meet customer needs quickly and creatively. New procedures were presented to representatives of internal customer groups to ensure that their needs were met and to solicit any improvements. Revised procedures were documented in staff training manuals that provide a ready reference for the wide variety of fiscal activities within the agency.

Results

- ★ The fiscal staff is able to respond quickly, with a variety of options to meet the needs of the Vocational Rehabilitation staff and blind participants.
- ★ An initial workload savings equivalent to 0.25 FTE was immediately achieved within the fiscal office by process improvements. Additionally, the fiscal office was able to assume a workload equivalent to 0.75 FTE, relieving other staff of duties not directly related to assisting blind participants.
- ★ Communications within the agency between support and line staff has improved, resulting in a better understanding of fiscal accountability requirements and the needs of Vocational Rehabilitation counselors.

Team Name: Fiscal Improvement Team
Team Members: Candy Barrows, Peter Campbell, Diann Lewallen, Kathleen Meach, Narinder Rohilla, Marie Sharma

Contact: Peter Campbell, (360) 586-1247

"Cluster Care" Enhances Long-Term Care Services

Adults and seniors with disabilities prefer to live in their own homes whenever possible. Personal care services can help them remain in their homes a lot longer these days, but the help is usually scheduled in advance for specific blocks of time. In real life, people's needs don't always come up at predictable times. For example, an injury, illness, difficult task or other special need can arise at any time.

A team, involving state and local agencies and the private sector, decided to provide personal care services a whole new way. The project tested the "Cluster Care" model: a team of home care aides serves a group of clients who live near each other. Each client is authorized certain hours per month, but the aides are accessible in the building 7 days a week to deliver care when the client needs it. With this model, help is minutes away from the clients. As this project continues to grow, efficiencies and service access are steadily expanding.

Results

★ Increased Service Access: Clients have access to service 10 hours a day on week days, and five hours a day on weekends. (Now they have 12 hours.)

★ Enhanced Service Quality: Turnover in home care staff, common in traditional models, has not occurred on this project – due to increased job satisfaction.

★ Increased Service Efficiency: This project uses about half the number of aides that are typically used in the traditional model – while increasing service!

Team Name: Broadway Plaza Enhanced Home Care Team
Team Members: Aging and Adult Services: Carol Wozniak, Ron Kerber, Bea Rector, James Mead. Snohomish County Long Term Care and Aging (AAA): Jerry Fireman, Ellen Schufreider, Catherine Wu, Mike Manley. Sunrise Home Care Agency: Sharon Bowers, Cindy Woodbury, and team of aides. Everett Housing Authority, Broadway Plaza: Kathy Spellhaug, Nancy Gustafson, Sharon Bosma

CONTACT: Deanna Rankos, (360) 493-2613

Enhanced Oversight Supports Quality Care in Adult Family Homes

Adult Family Homes are just one type of long-term care facility licensed by the Aging and Adult Services Administration. These homes serve adults and seniors with disabilities. Due to changes in case distribution, this area was faced with the challenge of reaching a 12-month licensing cycle. With a 12-month re-inspection, licensers could work more regularly with providers to enhance care, prevent problems and protect vulnerable clients.

Licensers in the Lynnwood area formed a team to streamline their work so that re-inspections could happen every year. Every single "optional" activity was reviewed. Certain activities were reassigned, others were eliminated or postponed. Inspections of new homes were delayed until re-inspections met the 12- month standard.

Results

- ★ Effective June 30, l999, all 247 Adult Family Homes (100%) in the Lynnwood area have been inspected within the 12- month period.
- ★ Streamlined work has saved about 1 hour a day, 258 hours a year.
- ★ More frequent re-inspections provide timely feedback to providers, building a better business relationship.
- ★ More frequent re-inspections support resident safety, protection, and quality of care.

Team Name: Adult Family Home Re-Inspection Team
Team Members: Mary Bradley, Mary Brown, Mary Wood, Estelle Sylvester, Connie Rockstad, Brenda Mooney, Carrie Anderson, JoAnne Pullen

CONTACT: Deanna Rankos, (360) 493-2613

Child Care Licensing Family Home Study Improvement

The Office of Child Care Policy requires licensors to complete an in depth home study with families applying for licenses to provide child care in their homes. Licensors use a pre-printed packet of materials to complete the home study, which is a combination of a checklist of items for licensors to review and sections to be filled in by the applicant.

The total packet had 17 pages, and it took about five hours for the child care providers and licensors to complete it. Some sections were difficult for the applicants to complete without assistance from the licensor, and were particularly overwhelming for new applicants who often have little experience in early childhood development. The team developed and produced a new simplified home study packet and it is being used by licensors statewide.

Results

- ★ Reduced number of pages in the home study packet from 17 to 13.
- ★ Reduced time needed to complete home study packet from 5 hours to 4.5.
- ★ Reduced printing and shipping costs by $1,080.
- ★ Improved service to applicants for child care licenses as a result of simplified sections of the application.
- ★ Implemented improvement statewide.

Team Name: Region 2 OCCP Family Home Study Paperwork Reduction
Team Members: Karri Livingston, Sue Dolan, Nancy Young, Jo Broadbent, Rosemary Barnes, Roberto Rodriguez, Hilda Chang, Marta Hernandez

CONTACT: Chris Trujillo, (425) 649-4181

Out-of-State Travel Approval Process Improvement

Approval for all out-of-state travel involves all levels of DSHS, increasing the possibility of error or delay that could result in a negative impact on children who need to be relocated to another state. The current process creates additional workload with short turnaround time. Often, by the time the approval process is complete, the travel has already taken place.

The team analyzed 388 client-related travel requests in 1998, none of which were denied after leaving the region. There were 37 steps in the approval process. The average processing time per request was 84.5 hours, including hard copy transportation and delays, and the average workload time was 4.3 hours. It took an average of 1.3 days to obtain the verbal approval to proceed. The team found variations in how regional staff are directed to complete the request form, and that the form itself was difficult to use. The team recommended a simplified approval process.

Children's Administration is piloting the new process, wherein all client-related out-of-state travel approval is delegated to the Regional Administrators. Specific changes are being made to the Travel Authorization Form to make it easier to use. Upon successful completion of the pilot, the process will be available for all Administrations within DSHS.

Results

★ Reduces processing steps from 37 to 12.

★ Reduces total processing time from 84.5 hours to 1.5 hours.

★ Reduces workload time from 4.3 hours to 1.5 hours.

★ Brings employee empowerment to lowest possible level.

★ Reduces authorizing signatures from 7 to 3.

★ Provides a user-friendly Travel Authorization Form.

Team Name: Out-of-State Travel Team
Team Members: Joyce Harbison, Gale Vess, Ted St. Hilaire, Nancy Zahn, Chris Trujillo

CONTACT: Chris Trujillo, (425) 649-4181

More User-Friendly Non-Discrimination Compliance Review Form

The Department of Social and Health Services receives federal dollars to run many of its programs. These programs are subject to compliance with all federal civil rights laws, regulations and policies. The department has a quality assurance review process to ensure that contractors provide services, employment and activities in a non-discriminatory manner. One monitoring tool used in that review process is the Non-Discrimination Compliance Review Form. Several contractors voiced concern that the form was too complex, contained redundancies and included a number of items that appeared to exceed the department's authority to require compliance.

In response to that concern, the department established a workgroup that included staff from the Health and Rehabilitative Services Administration and the Division of Access and Equal Opportunity. The work group improved the review form and strengthened the process of monitoring compliance by identifying inconsistencies, problem areas, redundancies and irrelevant review items. Each requirement was matched with a specific federal statute for accuracy and completeness. A contractor's package was designed to include a Non-Discrimination Compliance Guidebook. In addition, a training curriculum was developed to instruct individuals on the use of the new form and non-compliance requirements.

Results

★ Non-discrimination compliance requirements are more easily understood and followed.

★ A lengthy, complex compliance form is shorter and more user-friendly.

★ The time to complete the form has been reduced from 5 hours to 2.5 hours.

★ Monitoring entities can more quickly and accurately assess compliance with less intrusion on the contractors.

★ The new form will reduce on-site review time by at least 60 percent.

Team Name: Non-Discrimination Compliance Review Form Workgroup
Team Members: Harvey Funai, Sandra Mena, Michael K. Smith, Myron Toyama, Helen Harris

CONTACT: Sandra Mena, (360) 902-7846

Implementation of Mental Health Service Screen for Juvenile Rehabilitation Administration (JRA) Youth

In response to an increasing number of youth with mental health issues entering the juvenile justice system, JRA and consultants from the University of Washington, Department of Psychiatry and Behavioral Sciences, came together to enhance mental health services for youth committed to JRA. Prior to September 1997, JRA did not have a consistent approach to screen youth for mental health needs, so an initial step in the process was to develop and implement two mental health screens.

Implementation of the mental health screens has improved JRA's ability to consistently identify youth with mental health issues and enhance the continuum of care for these youth. As a result of a University of Washington evaluation, the JRA Mental Health Oversight Committee improved the existing screening protocol to require only the initial 30-day intake screen and recommended follow-up screens be at counselors' discretion in response to a change in the youth's behavior or circumstances. This created staff efficiencies, as counselors may now devote more time to enhancing the treatment and transition plans of youths in their care.

Results

- ★ 100% JRA youths are now receiving a standardized mental health screen.
- ★ Increased identification of youths with mental health issues.
- ★ Enhanced monitoring, supervision and treatment services.
- ★ Increase in accurate psychiatric referrals.
- ★ Reduction in the number of assessments required.

Team Name: JRA Mental Health Oversight Committee
Team Members: Craig Apperson; Penny Atherton; Denise Baldy; Ron Baltrusis; Vicki Belluomini; Cindy Colson; Kathy Crane; Janet Darcher; Anthony Eusanio, Ph.D.; Renee Fenton; Amber Gillum; Stacia Hornbacher; Meri Ingraham; David Lee; Tim Magee; Jerry Minaker; Danita O'Connell; Tom Quinn; Susan Rogel; Scott Russell; Dan Schaub; Harold Snow. UW Consultants-Andrew Biviano; Lisa Boesky, Ph.D.; Dave Stewart, Ph.D.; Eric Trupin, Ph.D.; William Womack, M.D.

CONTACT: Renee Fenton, (360) 902-8084

Contact Management Information System (CMIS)

Medical Assistance Administration was receiving client calls on the toll-free lines at a volume as high as 30,000 – 40,000 calls per month. Details of the calls and actions taken were either not recorded or they were taken by hand on paper. Enrollments and other services were often duplicated since there was no efficient way to track previous work. The toll-free staff were often working without background information when a client called a second or third time trying to satisfy their needs. Staff wanted to be more consistent in their responses to clients and avoid giving conflicting answers or information. They also wanted to reduce the time spent processing paper, which was identified as a barrier to actually providing direct service to customers

In order to manage the growing call volume and address staff needs, a system (CMIS) was designed to allow electronic documentation of all calls received on the toll-free lines and to create an electronic record of the calls. Standards for this system included a paperless process, timeliness, consistency and automated reporting. The system assists MAA staff in responding to calls while on the line without having to track down the previous responder. This system also creates a reporting system to track customers' requests, reasons for calls, complaints and trends in access to service. Along with the CMIS system a new provider database was included to verify that when a customer chose a medical plan their preferred provider would be available.

Results

- ★ Improved client access to the toll-free lines.
- ★ Reduced the average call wait time from 14 minutes to five minutes.
- ★ Increased staff time to initiate outreach activities and other process improvements.
- ★ Increased the toll-free hours from 8:00am - 4:00pm to 7:00am - 5:00pm.
- ★ Reduced busy signals from 25% of the time to less than 2%.

Team Name: Contact Management Information System Project Team
Team Members: Andre Balzer, Mark Benya, Judy Bergeron, Lilliam Calderon, Dan Lehuta, Nancy Morkert, Valerie Pollet, Kathy Rumsey, Pat White, Karen Wilson

CONTACT: Dan Lehuta, (360) 586-6871

Postage Expense Report and Accounting Improvement

The centralized mail services unit is responsible for preparing a monthly Postage Expense Report. This report provides the Office of Accounting Services with information on each mail stop's usage and costs of mail services. Based on the report, Accounting Services processes charge backs to DSHS programs. During the last 10 years, it took one staff 15 working days (120 FTE hours) each month to reconcile the data and complete the report.

By working with the customer, the improvement team found out not all the data collected was needed. The team simplified the data collection process and report format. Now it only takes one staff 4 hours to complete each report. Accounting Services receives the report on time with the exact information needed, which saved them 12 hours of staff time each month for research and clarification. In addition, the paperwork for each report has been reduced from approximately 20 pages to 4 pages.

Results

- ★ The staff time for completing the report was reduced from 150 hours to 4 hours.
- ★ The paperwork was reduced from approximately 20 pages to 4 pages.
- ★ Accounting Services (the customer) receives exactly the information needed, which saved them 12 hours of staff time for research and clarification.
- ★ The customer now receives the report on time every month, which allows them to process charge backs in a timely manner.
- ★ The improved accounting information has increased accuracy of charge back distribution among the programs.

Team Name: Postage Expense Report/Accounting Improvement Team
Team Members: Aaron Butcher, Phyllis Fountain, Jerry Fletcher, Don Ahmuty, Steve Rice, Steve Hulbert, Celina Verme, Don Barnes, Warren Wakefield, Patti Clark, Debi Weaver, Mary Brennan, Ron Fisher

CONTACT: Ron Fisher, (360) 902-7593

Joe versus the Volcano

The WA Soldiers Home is located in the foothills of majestic Mt. Rainier, an active volcano. In the event of any volcanic activity, experts have advised the Soldiers Home will receive, at best, a 20-30 minute warning prior to the arrival of a mudflow.

An Emergency Preparedness Quality Action Team was formed and met with the US Geological Service Emergency Management Staff. An agreement was reached to locate an assembly site on higher ground immediately to the south of the Home. A Conex (huge shipping container) was obtained for pre-positioning of supplies and equipment at the site and will serve the additional function of providing shelter in the event of a disaster.

Results

★ A training and evacuation plan was developed to prepare staff for emergency evacuation. This new plan greatly reduces the reaction time necessary to respond to an emergency.

★ Evacuation kits were prepared and strategically positioned at workstations.

★ The quantity of emergency equipment and supplies, medical supplies, pharmaceuticals, food and water were defined in order to sustain 250 residents and staff for a period of 72 hours. Material, food, and equipment were obtained by "creative bargaining" with surplus warehouses.

★ The Conex was prepared for the storage of all necessary emergency items.

★ With a well-executed plan in place, the savings in human life will be tremendous!

Team Name: Emergency Preparedness Quality Action Team
Team Members: Bill Arthur, Mike Arthur, Karen Bryan, Gary Condra, Margaret Conley, Betty Diebolt, Charles Elzie, Martha Fox, Craig LaMotte, Walt Priebe, Lydia Ransom, Jo Ellen Vanatta

CONTACT: Gary Condra, (360) 893-4513

DVA "Plots" Location of Burial Plaques

Visitors and family members coming to the cemetery at the WA Soldiers Home in Orting were having problems locating the resting places of their loved ones. There were white wooden stakes in the ground used only to identify sections and rows in the cemetery but the stakes had deteriorated with age and become illegible. All information on burial places was recorded on paper by section and according only to the date of death. If family members did not know the date of death, it was a long and tedious process finding the burial place as different sections of the cemetery represented different dates of burial.

At the suggestion of the Gardeners at the Home, a team was formed to brainstorm solutions to this "grave" problem.

Results

- ★ A resident of the Home replaced the wooden stakes with plaques made out of metal-based plates with a fiberglass material, covered with unbreakable glass. The plaques, which are highly visible, mark the rows and sections in the cemetery and will last for years.
- ★ A resident of the Home has volunteered to make a record of all the burial places by name, date of death, section and row. As information is gathered, it will be put into a computer database that can be accessed by staff.
- ★ The new system will save staff time and the time that loved ones have to wait until the burial places of their loved ones are located.
- ★ Utilizing the talents of the residents creates more of a sense of pride and accomplishment than if the plaques had been made by a vendor outside of the Home.

Team Name: Cemetery Action Team
Team Members: Keith Moores, Martin Freitas, Lynn Zemke, Ron Starkey

CONTACT: Keith Moores, (360) 893-4557

Customers Are Our Main Thing

How do you know what your customers (members) think if you don't ask them? Uniform Medical Plan (UMP), a division of HCA, had not asked the critical questions from their customers to assist them in planning strategically for the future. They worked with an outside contractor to assess the following: 1) why members chose the UMP, 2) what they see as UMP's strengths and weaknesses, 3) how the UMP can better meet participants needs, 4) what decisions participants would make given tradeoffs and 5) how satisfied participants were with the selection of UMP providers, benefits, customer service and benefit communication. Teams were formed to address each of the areas needing improvement.

Results

- ★ The Benefit Book was too large and unfriendly. Staff worked to make improvements and created a more user-friendly format. Members were pleased to find the changes made.
- ★ Members wanted to expand the wellness benefits. Suggestions were made about tradeoffs and staff was able to design a benefit package that offered more but kept the costs down for everyone.
- ★ Working to expand access to alternative care providers added certified Marriage and Family Therapists to the preferred provider network.
- ★ Design and creation of a Website assisted in increasing communication and providing the most current list of providers, answer questions and look at individual account statements.

Team Name: TEAM UMP: Customer Focus Group
Team Members: Andrea Skelly, Andrew Brunskill, MD, Barbara LeRoue, Caroll Martin, Carroll Lee Finlayson, Cheryl Mustard, Chi Dam, Cynthia Ray, Debbie Korevaar, Elaine Youell, Ida Zodrow, Jacquie Sankaran, Kathy Fancher, Krista Shufelt, Liz Cochran, Monique Boe, Sharon Thompson

CONTACT: Sharon Thompson, (206) 521-2017

Survey Results Help Make Good Decisions

Part of HCA's mission is to administer public employee's insurance benefits for active and retired state employees and their dependents. Getting current information to make health plan choices is a way we focus on *Customers Are Our Main Thing.*

Several years ago, the first Consumer Assessment of Health Plans Survey (CAHPS) provided a comparison to enrollees on cost, benefits and experiences with the plans. The survey sent out had a poor response rate and members complained about the length and poor design. When the results were published feedback about content was positive but the lay out and design was cumbersome and the retirees didn't have any information to look at. The health plans also wanted detailed information to assist them in making changes to improve customer satisfaction.

Results

★ Both the survey questionnaire and the consumer reports are smaller. The members participating in the survey had fewer questions to answer and costs were saved in production and mailing.

★ Retirees had their own separate survey. Their baseline response rate was 83%.

★ Active response rate improved from 52% to 64%.

★ Questions were better designed to assist the plans with information.

★ We integrated the mailing with the open enrollment materials to save costs and provide one mailing of information to members.

Team Name: CAHPS Improvement Team
Team Members: Mary Uyeda, Mich'l Needham, Gayle Heinemann

CONTACT: Mary Uyeda, (360) 923-2738

Find Best Practices and Improve on Them!

One division in HCA works on the contracts with health plans that allows us the ability to provide access to quality, affordable health care coverage for our customers. Information from the contracting approval document was sometimes insufficient for accounting staff to charge appropriate contract accounts. Program or contract accounts might be erroneously charged when information was not clear. Staff spent a lot of time gathering information and additionally had to search various locations to find correct information about the same contract. A team was formed to look at this issue and develop a better process.

Results

★ Using successes from other agencies the team looked at best practices from DOH and DSHS to develop criteria for form development.

★ The team created an improved system that met the needs of saving staff time and providing a more efficient process.

★ The new process eliminated research time of one to two days to verify accountability or to make corrections later.

★ Contract information was located in three locations and is now centralized into one database location. The information can be downloaded from the form directly into a boilerplate contract.

Team Name: Contract Process Improvement Team
Team Members: Cyndi Presnell, Becky DeBoer, Tina Brien, Bud Boushele, Bob Owen, John Bowden

CONTACT: Cyndi Presnell, (360) 923-2802

Improving Customer Satisfaction = Less Forms

The Public Employees Benefits Board (PEBB) conducts open enrollment for approximately 45,000 retirees each year. About 30,000 are Medicare-eligible and 35% of them enroll in a Medicare Plus Choice managed care plan. Both the PEBB and Medicare Plus Choice currently have separate processes and different timelines for the same target population. All the different forms and timelines are confusing to the retirees and this can cause a lapse in their plan coverage or delayed enrollment. For HCA Customers Are Our Main Thing and this process was not helping customers be successful. A team was formed to look at this process and make improvements.

Results

- ★ Eliminated multiple enrollment forms to one.
- ★ Improved enrollment turnaround by 30%.
- ★ Consolidated cross-agency operations.
- ★ Eliminated the need for Medicare Plus Choice plans to mail additional forms which represent a cost savings for them.
- ★ Improved team effort between PEBB and plan representatives assisted in improved communication.

Team Name: Medicare Plus Choice Team
Team Members: Sandra Lakey, Renee Bourbeau, Richard Disbrow, Brad Thurston, Charlie Givan, Patty Horigan, Vanessa Wilson, Diane Lessard

CONTACT: Sandy Lakey, (360) 412-4201

ISRB Database

In the past, the Indeterminate Sentence Review Board has been dependent on the Department of Corrections' Offender Base Tracking System for information on offenders under their jurisdiction. In addition, scheduling needs related to workload have been determined manually.

Three separate databases have been created and maintained by staff in order to provide accurate and timely data on offenders still under the jurisdiction of the Indeterminate Sentence Review Board. Scheduling needs are no longer determined manually and, therefore, bring the agency into the twenty-first century with regards to technology.

Results

★ Manual scheduling systems have been replaced.

★ Offenders are batched on a monthly basis to determine future scheduling needs.

★ Staff are able to track offenders who have missed hearings to get them back on schedule.

★ Staff has immediate access to all offenders under Board jurisdiction.

★ Requests for information can be accommodated in a timelier manner.

★ The information contained in the databases is more accurate with respect to indeterminate offenders.

Team Name: QIP Group II
Team Members: Robin Riley, Julia Garratt, Irene Seifert, Russell Snelson

CONTACT: Robin Riley, (360) 493-9266

Parolee Review

The Indeterminate Sentence Review Board wants to ensure that offenders under their jurisdiction are meeting conditions and expectations of parole. Historically, the Board has depended upon reports from the Department of Corrections supervising Community Corrections Officer to ensure parole compliance. It was decided to conduct an internal audit, every six months, on all parolees on active supervision. This audit consists of a review of the Board file and Offender Based Tracking System. While it is difficult to determine the cost savings of this review, the benefits it provides to public safety are priceless.

Results

★ Between November, 1998 and August, 1999, 75 parolees were reviewed. Of these, 72 were compliant with conditions.

★ Three parolees were not compliant and violation reports were requested.

★ The Board requested additional information on ten parolees from the CCO for further review.

★ The Board Members are better able to track parole decisions and see how each offender is doing on parole.

Team Name: QIP Group II
Team Members: Robin Riley, Julia Garratt, Irene Seifert, Russell Snelson

CONTACT: Robin Riley, (360) 493-9266

Reducing Distribution of TPRs & Price Books is Cost Effective

The Agency distributes, as part of Retail Operations, notice of Temporary Price Reductions (TPRs) & Price Books (PBs) to customers throughout the State. Staff submitted a theory for change and a needs assessment survey of retail stores and agencies was completed. The Distribution Reduction Team analyzed the feedback data, recommended that distribution of TPRs & PBs be reduced and management approved the reduction.

Results

★ TPR distribution was reduced by 6%, which results in annual savings of $665 in printing and $1,742 in postage.

★ PB distribution was reduced by 5%, which results in annual savings of $3,216 in printing and $2,508 in postage.

★ Total annual cost savings for the agency is $8,131.

Team Name: Distribution Reduction Team
Team Members: Linda Paris, Marty Lawrence, Diane Perry

CONTACT: Linda Paris, (360) 664-1704

Software Ghosting Process Increases Staff Technicians Efficiency and Effectiveness

It takes an average of 3.5 hours for a field technician to load respective software into a new personal computer (PC) prior to delivery to the customer. A theory for change indicated that use of a Software Ghosting Process would significantly reduce the average time required to load software into a PC. Research, data gathering and testing validated the theory, the Process Improvement Team (PIT) recommended the change and management approved the implementation of Software Ghosting.

Results

★ The improved process reduced the technician time required to load respective software into PCs from 3.5 hours/PC to 20 minutes/PC.

★ The Information Technology Services Division can redirect the cumulative annual/biennial savings, relative to 662 PCs and 2091 FTE hours, toward priority technological refresh projects.

★ Capacity of technicians to load software is enhanced from 8 PCs per day to 76 PCs per day, which results in improved customer service.

Team Name: Ghosting Implementation Team
Team Members: Tom Westfall, Chris Dunk, Leslie Cummings

CONTACT: Leslie Cummings, (360) 664-1745

Field Order Process is Streamlined through Automation: Increases Accuracy and Efficiency

In excess of 3,600 Field Orders (FOs) were word processed, logged and tracked, copied in multi-part forms (manually pre-assembled) and the FO process was backlogged two weeks on average. Data gathering unique to the process was cumbersome and dysfunctional. The Process Improvement Team (PIT) used quality tools and techniques to identify the problem along with the cause and effect. The team tested the theory for change and recommended automation of the FO format and numbering of the FO. Management approved the recommendation, which results in consistent and measurable FO data and increased accuracy for the customer.

Results

- ★ Automation of the FO format increased accuracy by 97% and provides online access for the customer.
- ★ Support Services staff preparation time for FOs is reduced by 50%, saving 1,056 FTE hours annually.
- ★ Central Stores FO processing time is reduced by 50%, saving 792 FTE hours annually.
- ★ Eliminated logging, tracking and processing time by one staff person, saving 1,584 FTE hours annually.
- ★ Transmittal of FOs is reduced from 3 days to 10 minutes through the use of e-mail authorizations, which increases customer service.
- ★ FOs are encumbered daily which provides a current status of obligated funds.

Team Name: Automated FO & Encumbrance Team
Team Members: John Brinton, Maggie Flynn, Sue Korns, Jerry Bradshaw, Sheri Berg, Ed Isaccson, Gene Thomas, Diana Ereth

CONTACT John Brinton, (360) 664-1701

Labor Management Partnership Contract Training

The Federal Employee Labor Management Contract Agreement was signed earlier this year, but had not been distributed to all the federal employees of the Military Department. To accomplish this task a contract distribution and training process was identified in a collaborative discussion in the Labor Management Partnership Council. Several sessions of training have been accomplished across the state with positive reviews from both Labor and Management. Open communication is occurring, old barriers between labor and management are being broken, replaced by a collective, inclusive process of front-line employee involvement. The improved contract training is evidence of the vision for partnership focusing on ensuring that workforce and management work together toward common goals.

Results

★ 100% improvement in Contract Training. This new process ensures consistency of training where there was no previous method to train employees in the contract and partnership process.

★ Contracts have been distributed in accordance with the agreement, thereby increasing trust in the partnership process.

★ Improved contract training is evidence of the vision identified for partnership.

★ Increases the efficiency of subsequent partnership sessions, as well as negotiations by increasing awareness of the contract and resources for labor and management.

★ Reduced paper use: Contract is available to employees electronically; however, paper copies are available on request.

Team Name: Labor Management Relations Team
Team Members: Amy Cook, Jim Graves, Ken McKee, Paul Stewart, Bill Richmond

Contact: Captain Amy Cook, (253) 512-8358.

Document Management System (Phase II)

This is the second phase of the Document Management System concerned with copying and replicating essential physical files and storing them in one location. The first phase of the system dealt with the organization of an area, called the N:\drive, in the agency computer network to store and retrieve information relating to activities.

For this second phase, the three different units of the agency Resources Division (Planning, Lands, and Engineering) as a Team spent a year reviewing and evaluating physical files particularly those inter-related to their functions. Files from three locations were compared and contrasted to create one true and updated file. The Division developed a central file for access of physical records.

Results

- ★ Staff efficiency is enhanced with the one set of documents related to an essential function of the Division. There is no need to search for them in any number of places.
- ★ Duplicate/triplicate copies are eliminated.
- ★ The files of engineering drawings were made more orderly. Engineering project documents were identified and catalogued, multi-copies discarded, and as-built facilities were listed.
- ★ Resources Division developed a central location where files useful and needed by others are stored and are accessible to all. Each file is identified on a computer index, so staff can "search" the index, find the number and go directly to the physical file.
- ★ A numbering system for the physical files was developed to coincide with the electronic file system. A component of the numbering system refers to the length of retention of records. This augurs very well in complying with the statute on record retention.

Team Name: Document Management System (Phase II) Team
Team Members: Karl Jacobs, Julie Childress, Gunnar Christiansen, Randy Person, Jacquie James, Lisa Hoff

Contact: Lisa Hoff, (360) 902-8636

Environmental Interpretive Program

In past years, State Parks budgets have not been commensurate with growth and customer demands. There is a need for State Parks to support its programs through innovation in its traditional role of just being recreational parks. A team was organized to develop a self-supporting program called the Environmental Interpretation Program whereby the public, for a fee, is treated to a variety of programs involving interpretive services, materials, publications and facilities use in selected parks.

Selected parks are categorized and developed as special interpretive program parks, day-use heritage places and overnight heritage places. They offer services for the general public and organized groups with the unique Northwest natural, cultural and historical heritage as centerpiece for interpretation, lodging and informal classes.

Results

- ★ Twenty-seven self-supporting programs are now operational within the Environmental Interpretation Program.
- ★ The public expressed greater appreciation for their parks, reliving history and cultural heritage in the respective areas.
- ★ Since its inception, thirteen active parks have collected more than $325,000 of which a major portion is fed back for operation.
- ★ Facilities are prevented from degradation and made useful again.
- ★ The esprit de corps among park rangers revitalized because of renewed concept of public service and the feedback of interpretive program fees to improve their respective parks.

Team Name: Environmental Interpretive Program
Team Members: Larry Chapman, Evan Roberts, Tracy Zuern, Jim Mitchell, Brian Carter, Debbie Hall, Steven Stout, Gary Lentz, Bruce Beyerl, Bev Paul, Reade Obern, Barb Cusic, Jerry Rice, Ed Johanson, Pete Wood, Wayne Eden, Heather Dennis, Joel Pillers, Mike James, Shawn Copeland, Rick Blank, Bill Overby, Kayce Rodriguez, Pat Kelley, Mike Thorniley, Rex Derr, Al Jacobson, Pete Gonzales, Wayne McLaughlin, Kathy Smith

Contact: Mike Thorniley, (360) 902-8555

Classification Project Cuts Red Tape

The Utilities and Transportation Commission (UTC) regulates telecommunications companies providing services in Washington. The UTC's vision is to ensure that competitive markets develop using flexible regulatory policies that are relaxed or eliminated where competition is effective. In the absence of effective competitive markets, regulatory oversight is applied. Telecommunications companies may apply to the UTC to have their company, or part of a company's services, classified as competitive. Where this determination is made, regulation is relaxed with the end-result being a reduction in the UTC's and regulated companies' workload. Over 140 companies had not applied to be competitively classified. As a result, state law required that these companies be treated as monopoly providers subject to full regulation.

A team was formed to proactively work with the companies to classify them as competitive. Due to the group's efforts, 146 telecommunications companies were classified as competitive.

Results

- ★ 146 companies classified as competitive.
- ★ Reduced workload for regulated companies and the UTC.
- ★ More effective competition for companies due to less notice and reporting requirements for changing pricing of services.
- ★ Expanded consumer protection due to competitive companies becoming subject to the Consumer Protection Act.
- ★ Records cleaned up for companies found to be no longer in business.

Team Name: Competitive Classification Team
Team Members: Fred Ottavelli, Teri Wallace, Kippi Walker, Shannon Smith

CONTACT: Gloria Papiez, (360) 664-1157

Northwest Family Resource Conference: Open Doors for Families

Washington Council for Prevention of Child Abuse and Neglect (WCPCAN) sponsored the 1999 Northwest Family Resource Conference to bring together a diverse range of family members, community and business leaders, volunteers, educators, policy makers and professionals to learn about effective community-based initiatives to strengthen families. The conference afforded the participants opportunities to exchange information about best practices/research, innovations, public policy/advocacy and effective partnerships.

Over 30 sponsor organizations and state agencies combined training resources to develop the conference, and more than 30 others participated in planning and promotion. The unique collaboration was effective in eliminating duplicate efforts, achieving a higher level of quality than previous conferences and facilitated the exchange of information on model programs and research across disciplines.

Results

★ Over 800 people attended the conference.
★ 97% of the participants responding to the evaluation survey reported that they exchanged information about innovations, research and the effectiveness of community-based family resource programs.
★ 83% of the respondents reported that they strengthened relationships with diverse groups doing similar work in Alaska, Idaho, Montana, Oregon and Washington (including a large number from rural and outlying areas).
★ 80% of respondents reported that they learned how to involve family members in policy and program development; approximately 30 family members (not professionals or educators) participated in the conference.
★ The conference generated $22,475 in savings for the state of Washington by providing a high-quality, collaborative training event within the state.
★ The Department of Community Trade and Economic Development saved approximately 235 hours in staff time by including the “Work and Family Progress Awards” event within this conference.

Team Name: WCPCAN
Team Members: Kikora Dorsey, Kelly Stockman-Reid, Debbie Anastasi-Black, Fredi Rector, Tim Gahm, Claudia Feigner, Toni Peycheff

Contact: Kelly Stockman Reid, (206) 389-3297

Licensing Improvement Process – Phase 2 (LIP2)

In order for retailers to sell Lottery products, they must be licensed. The licensing process is facilitated by regional and headquarters staff. Historically, the process to license a new retailer from start to their first day of sale averaged 33 days. The process was very complex and roles were not clearly defined for Lottery staff.

A cross-functional team of Lottery employees was chartered to streamline the process and improve communication. The team consisted of regional support and sale staff, headquarters licensing staff, Retailer Services, Legal Services, and Information Services. Over the course of eight days, the team flowcharted the process, reviewed forms, simulated and video taped the process (before and after), brainstormed solutions and developed action plans to implement changes.

Results

- ★ Reduced processing time to license retailers by 36 percent, from 33 days to 21 days.
- ★ Anticipated revenue of $1Million is expected due to applicants being able to sell products 12 days sooner, on the average.
- ★ Reduced forms involved in the process by 50 percent.
- ★ Improved communication of the status of licensing applications by creating a shared computer file accessible statewide and using display boards to note changes and status of applications.
- ★ Improved service to customers through faster turnaround of applications.
- ★ Created detailed job descriptions to clarify staff roles and responsibilities.
- ★ Improved interagency sharing of information with the help of Liquor Control Board and Department of Licensing, Master Business License staff.

Team Name: Licensing Improvement Process – Phase 2 (LIP2)
Team Members: Mary Jane Ferguson (Team Leader), Lorraine Lee (Sponsor), Vanessa Hogan, Donna Myer, Connie Embry, JoAnne Smith, Alex Lee, Yash Yamamoto, Jane Yandt, Karl Seitz, Mona Moberg

CONTACT: Mary Jane Ferguson, (360) 664-4833

District Sales Representative (DSR) Best Practices

The manner in which District Sales Representatives (DSR) provide service to their customer, the retailer, has changed dramatically over the last several years. One example is that scratch tickets are delivered to retailers through courier service rather than by DSR staff. Previously, retailers were placed in categories based on their sales volume, which meant there was no requirement to meet with every retailer on a regular basis. There was no defined training for newly hired DSRs who had been performing the job for some time.

In addition, there were no specific tools and requirements to follow when recruiting a new retailer. There was no formal presentation method or documentation available for DSRs to use when they met with a potential retailer. Without a common tool, there is no way to ensure the same message is conveyed.

Results

- ★ Produced a user-friendly manual outlining DSR performance expectations.
- ★ Eliminated a cumbersome book where DSRs logged their visits. Two forms called the Retailer Profile Log and Monthly Recap replaced the book and are used to document retailer visits and services provided.
- ★ A Retailer Recruitment Guide was developed to use when meeting with a potential retailer and serves as an excellent reference to explain the benefits to becoming a Lottery retailer.
- ★ Created a Promotion Guide to provide ideas for DSRs to help their retailers increase sales or promote a specific product.
- ★ Created an Annual Business Review which includes graphs and charts to show the retailer their sales performance, by product.

Team Name: District Sales Representative (DSR) Best Practices Team
Team Members: JoAnne Smith (Team Leader), Peter Gayton (Sponsor), Ed Bollinger, Les Denison, Annette Downs, Jim Haro, Daniel Nguyen, Jane Yandt, Curtis Wilson, Mona Moberg

CONTACT: JoAnne Smith, (360) 664-4736

Travels Brightened by POPS Team

Graffiti and pornographic materials were continually showing up at two Highway I-90 rest areas, in spite of Department of Transportation (DOT) clean-up efforts. This created an atmosphere conducive to increased criminal activity. It was also threatening to DOT staff and hospitality volunteers working in the rest areas. Washington residents strongly objected to seeing their facilities in this condition, conscious not only of how unpleasant it was for them, but also of the negative impression given to visitors passing through the state. A Washington State Patrol Problem Oriented Public Safety (POPS) team partnered with DOT employees and members of the public to develop a targeted enforcement action, stepping up patrols and tracking evidence. The POPS officers trained DOT staff in safety and awareness techniques, and designed a public awareness campaign to enlist the public's help in finding the perpetrators. They also enlisted the support of local law enforcement, resulting in shared resources and apprehension activities.

Results

★ Partnered with local law enforcement to make several arrests.

★ Avoided approximately $3,000 in DOT maintenance costs.

★ Reduced public complaints from 10 per month to 2 per month.

★ Pre-empted these sites from becoming host to illegal drug, theft, and prostitution activities (as predicted by the 'broken windows' policing model).

★ Improved safety of working conditions for DOT employees and volunteers.

Team Name: POPS Highway Facilities Team
Team Members: WSP: Troopers Doug Jacobs, Brad Hudson, Lee Henry; DOT: Pam Adams, Doug Bierce, Harold Edmiston; Adams County Sheriff's Department: Sheriff Mike Kline, Deputies Ned Bernath, John Hunt, Stacey Flynn

Contact: Captain Brian Ursino, (360) 753-0271