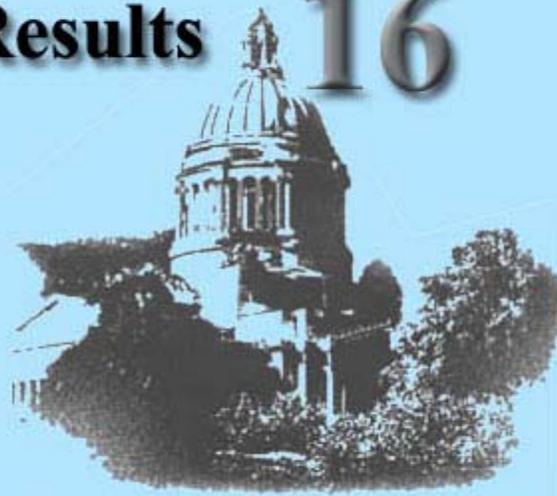


Governing For Results 16



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

October 2001

Welcome to the 16th Edition of Governing for Results



Governor Gary Locke

“Taxpayers have demanded a more efficient state government and we have listened and are working hard to gain the public’s trust.

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

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

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

This 16th Edition of *Governing for Results* highlights quality improvement projects throughout Washington State government. The projects reported here have already produced tangible results, including new revenue generation, resources and dollars saved, and streamlined processes providing better and quicker service.

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

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

Since the Executive Order was issued, Washington State agencies have reported over 2020 quality projects, saving the state over \$95 million and collecting over \$77 million in new revenue. As a result of these efficiencies, approximately 1,235,000 staff hours have been saved which eliminated overtime or redirected staff to other work.

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

Agency contacts are listed for each project for obtaining additional information. Copies of this publication are available through the Governor’s Office or on the Governor’s Home Page at www.governor.wa.gov.

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October 2001
Winners

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 2001. The story of each team's success can be found in the edition of the *Governing for Results* book indicated below. Our congratulations to these outstanding teams for winning this prestigious award.

| Team Name/Agency | Book Edition Number | Page Number |
|---|----------------------------|--------------------|
| Breaking the Cycle Alternative Release Program Department of Corrections | Book 14 | 30 |
| Transact Washington Department of Information Services | Book 15 | 8 |
| Deciduous Tree Fruit Industry Injury Reduction Team Department of Labor and Industries | Book 16 | 41 |
| Basic Health Customer Service Telephone Responsiveness Health Care Authority | Book 15 | 113 |
| Effectively Managing Mainframe Computer Needs and Usage Team Department of Labor and Industries | Book 15 | 44 |



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

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

| Team Name/Agency | Book Edition Number | Page Number |
|---|----------------------------|--------------------|
| Improved Correspondence Team Department of Corrections | Book 10 | 7 |
| Electronic Purchasing Focus Group Department of Social and Health Services | Book 14 | 91 |
| Outreach Team School for the Deaf | Book 15 | 120 |
| Dolliver Building Renovation Project Improvement Team Department of General Administration | Book 14 | 46 |
| Juvenile Vocational Industries Program (JVIP) Management Committee Employment Security Department | Book 14 | 6 |

TABLE OF CONTENTS

MULTIPLE AGENCY PROJECTS

-
- 3 **Northwest Deaf Addiction Center**
Department of Social and Health Services;
Clark County Community Services and Corrections;
Pacific Crest Consortium;
Oregon Disabilities Organization;
SW Center for the Deaf & Hard of Hearing;
Abused Deaf Women’s Advocacy Services
-

- 4 **One-Stop Shop Partnership**
Department of Social and Health Services;
Correctional Industries;
Department of General Administration;
Central Stores;
Juvenile Vocational Industries Program;
Department of Printing;
-

- 6 **May-Carry Medications**
Department of Social and Health Services;
Department of Corrections
-

- 7 **Mailing It Right**
Washington State Patrol;
Department of General Administration

8 **Yakima Canyon Corridor Safety Project**

Washington Traffic Safety Commission;
Department of Transportation;
Washington State Patrol;
Department of Fish and Wildlife;
Kittitas County Sheriff;
Yakima County Council of Governments;
U. S. Bureau of Land Management

10 **Traffic Safety Fulfillment**

Department of Printing;
Washington State Traffic Safety Commission

SINGLE AGENCY PROJECTS

Board of Accountancy

- 13 Simply Reformatting Our Form Increased Compliance by 27%

Board of Industrial Insurance Appeals

- 14 Multiple Jurisdictional History Modification Initiative
15 Pro Se Videos

Criminal Justice Training Commission

- 16 Re-engineering Career Level Certification
17 Removing "Crisis" from Energy

Department of Corrections

- 18 Application Process Consolidation
19 Debit Cards Inside Institution
20 Digital Identification Badges
21 Energy Savings
22 Offender Escorted Leave
23 Streamlined Family Visit Process
24 Fingerprint Card Improvement
25 Notification of Activities
26 Replacing Waterless Urinal
27 Shipping Inmates Property
28 Reducing Travel Cost

Department of Ecology

- 29 Citizens Gain Access to Current Air Quality Conditions
30 Searchable Clearinghouse of Exceptional Environmental Educational Products

Department of Financial Institutions

- 31 Streamlined Complaint Processing Procedures Reduces Backlogs
32 Off-site Monitoring Procedures Improve Examination Effectiveness
33 Redesigned Website Improves Customer Service
34 Revamping Investing Online Resource Center Educates Investors in Online Trading

Department of General Administration

- 35 Boiler Analyzer Team at North Cascades Gateway Center
- 36 Vending Machine Lighting Project
- 37 North Cascades Gateway Center Fiber Optics Project

Department of Health

- 38 Drinking Water Data Available on the Web

Department of Information Services

- 39 DIS Billing Output Improvement Project
- 40 High Capacity Tape Upgrade

Department of Labor and Industries

- 41 Deciduous Tree Fruit Industry Injury Reduction
- 42 Duplicate Database Eliminated
- 43 FAS Permit Tracking Improved
- 44 Disks Replace Outdated, Cumbersome Tapes
- 45 Registered Contractor Directories – Going Digital and Saving Dollars
- 46 Leveling the Playing Field for Day Care Centers
- 47 Street Smarts: Preventing Accidents and Saving Dollars
- 48 Working in the Woods to Make Logging Safer
- 49 Pooling Resources and Facilities to Maximize Training Opportunities
- 50 More Audits and Faster Turnarounds

Department of Licensing

- 51 Bad Debt Recovery
- 52 Equifax Invoice Summary Review Team
- 53 Vehicle Services Dealer Investigators Working Out of Driver Services Licensing Services Offices (LSOs)

Department of Retirement Systems

- 54 Data-Based Decision Saves Marketing Resources
- 55 Employer Reporting Is Made Easier

Department of Revenue

- 56 Warehouse Consolidation Team
- 57 Emergency Plan Team
- 58 Downloading Audit Transcripts
- 59 Target Building Energy Conservation
- 60 Expenditure Payment Enhancement
- 61 Manufacturer's New Employee Tax Credits
- 62 Refund Interest Adjustment

Department of Social and Health Services

- 63 Supercharged Discharge Home
- 64 Developing an Integrated ADHD Treatment Program
- 65 Maintenance Team Uses Innovative Approach
- 66 An Effective Automated System to Manage Incidents
- 67 Reducing Stress while Increasing Efficiency
- 68 Region 2 Child Care Call Center
- 69 DSHS Virtual Warehouse Project

Department of Transportation

- 70 New Traffic Signal Lights Save Energy and Reduce Costs

Employment Security Department

- 71 Annual Unemployment Insurance Benefit Statements
- 72 Office of Special Investigations Appeal Improvement
- 73 Integration of WorkFirst and Job Hunter Workshops
- 74 WorkSource Re-employment Workshop Scheduling
- 75 Integrated Communications
- 76 Database Contracting Improvement
- 77 Computer-based Staff Schedule Using Microsoft ACCESS

Health Care Authority

- 78 Basic Health Imaging Implementation Becomes State Benchmark
- 79 Alternative Work Schedule Pilot Improves Staff Morale and Customer Service
- 80 Uniform Medical Plan Reviews Provider Reimbursement and Reduces Uncontrolled Costs
- 81 CD-ROM Access Saves Time and Money

Marine Employees' Commission

82 "Restricted" Requirement Removal (Really!)

Office of Administrative Hearings

83 Interagency Advanced Administrative Law Judge Training

Office of Community Development

84 Combined Program Activity Report

Office of Trade and Economic Development

85 Hands-On Building Renovation Workshop/Lab

Parks and Recreation Commission

86 Fort Worden Interpretive Signing

Washington State Lottery

87 Executive Information System

88 Problem Gambling Education and Awareness

Multiple Agency Projects

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**Department of Social and Health Services;
Clark County Community Services and Corrections;
Pacific Crest Consortium;
Oregon Disabilities Commission;
SW Center for the Deaf & Hard of Hearing;
Abused Deaf Women's Advocacy Services**

Northwest Deaf Addiction Center

Providing effective treatment for addiction to persons deaf or hard-of-hearing has been an ongoing challenge. Earlier this year, a multi-agency committee tackled the many system problems and barriers. The result is the Northwest Deaf Addiction Center, part of Pacific Crest Consortium located in Vancouver, Washington. This facility, with all staff fluent in American Sign Language (ASL), coordinates efforts with local groups and service contractors to provide a continuum of residential and outpatient services not previously available to Deaf persons. An added convenience is that the information and referral process can be completed using TTY or email, facilitating the access to services usually provided at the local DSHS office. The eight-bed facility has been full since April 2001.

Results:

- 3 · Deaf or hard-of-hearing clients receive needed care to help with chemical dependency issues.
- 3 · Increase in treatment effectiveness by providing services in the client's primary language, ASL, and removing barriers related to reading and writing skills.
- 3 · Reduction in cost of interpreter services for individual clients by \$310,000.
- 3 · Provision of efficient and effective services to an underserved population reducing a wide range of community costs. A conservative estimate of savings is \$150,000. (Division of Alcohol and Substance Abuse has determined that for every \$1 spent on addiction treatment, \$3.71 is saved in community costs.)

Team Name: Deaf Services Committee

Team Members: DSHS: Edie Henderson, Fred Garcia, John Taylor, Nancy Reid; Clark County: Cleve Thompson; Pacific Crest Consortium: Lynn Samuels, Jackie Hyman; Oregon Disabilities Commission:, Mark Azure; SW Center for the Deaf & Hard of Hearing: Steve Molgneaux, Jim Morris; Abused Deaf Women's Advocacy Services: Allie Joiner

CONTACT: Edie Henderson, (360) 407-0776

**Department of Social and Health Services;
Correctional Industries;
Department of General Administration;
Central Stores;
Juvenile Vocational Industries Program;
Department of Printing**

One-Stop Shop Partnership

DSHS staff and other state agency staff require products and services delivered by various state agencies. Substantial amounts of time and resources are spent seeking out products and services. Providers of these goods and services include, but are not limited to, Consolidated Mail Services (CMS), State Printer, Central Stores (CS), Correctional Industries (CI), General Administration (GA) Surplus, and Juvenile Vocational Industries Program (JVIP).

To provide the convenience of one-stop shopping for employees of all agencies in the Olympia, Lacey, and Tumwater areas, the DSHS Surplus Warehouse has established partnerships with other state agencies providing goods and services not previously available at the warehouse. Partners include CI, CS, JVIP, State Surplus Programs, Department of Printing, and CMS. Each partner has a display in a small portion of the warehouse. Each Tuesday during Warehouse Open House hours customers visit partners booths and resolve business needs.

Results

- ³ · Increased number of visitors to the warehouse from 19 to 146 each month on average.
- ³ · Centralized services save more than 430 staff (customer) hours per month by significantly reducing travel time.
- ³ · Savings of more than 1,400 hours per month to partners by having business brought to them.
- ³ · Realized greater efficiency because customers can shop at one location for a variety of services rather than making separate trips to each agency.
- ³ · Increasing numbers of State agencies are utilizing this service. Now customers from 28 other Agencies visit the partnership each month.

Team Name: One-Stop Shop Partnership Team

Team Members: Department of Social and Health Services: Roger Slack, Paul Mena, Paul Nicholson, Pete Bedell, Jim Windham, Aaron Stender, Don Dickinson, James Brevick; Correctional Industries: James Trogden, Susan Anderson; General Administration: Denis Gochanour, Doug Coleman, Doug Rohr, Neil Tuggle; Central Stores: Corey Larson; JVIP Program: Dennis Graham; Department of Printing: Bob Samuelson

CONTACT: Paul Nicholson, (360) 753-1892

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

May-Carry Medications

Usually, a secure facility requires medications to be dispensed a dose at a time from a central point. In the case of the Special Commitment Center (SCC), this meant residents might have to stand in line in inclement weather. Picking up medications from a central point required additional staff, was a sore point with residents, and took over a responsibility that is usually handled by the individual. A team comprised of members of the McNeil Island Corrections (MICC) Center Health Services and the SCC Medical Services created May-Carry Medications program. This is a program that provides education and training to SCC residents in requesting, and managing responsibly, their own medications. The residents turn in refill requests on a weekly basis and receive newly prescribed medications on a daily basis. Medications that represent abuse potential or security risk are still handled through the clinic.

Results

- 3 · Saved more than 0.25 FTE residential staff time.
- 3 · Improved medication compliance.
- 3 · Achieved better medical outcomes, such as better blood pressure control or better control over cholesterol.
- 3 · Improved customer satisfaction and reduced number of complaints from residents related to medications.
- 3 · Recognized as an area of progress by oversight mechanisms.

Team Name: SCC-MICC Liaison Group

Team Members: Department of Corrections: Jane Robinson, Judith Nelson;
Department of Social and Health Services: Beverly Carter, Tony Wilson, Allen Ziegler, Leslie Sziebert

CONTACT: Leslie Sziebert, MD, (253) 589-6232

**Washington State Patrol;
Department of General Administration**

Mailing It Right

When state agencies' outgoing mail cannot be read by the automated machinery at General Administration's Consolidated Mail Services (CMS), the mail is set aside as "rejected mail." These failures can occur with either handwritten or with printed addresses. Rejected mail must then be manually handled and encoded, and agencies are charged by CMS for this service. In an original conformance audit, the Washington State Patrol (WSP) learned its rejection rate was 67 percent. Determined to improve on this situation, WSP's administrative services team partnered with CMS to institute staff training sessions. These sessions are conducted by CMS staff several times a year for WSP employees in the Olympia/Lacey/Tumwater region, the origin of the bulk of WSP mail. Training content deals with requisite mail addressing protocols, but also includes other cost- and labor-saving topics. In addition, CMS has installed an optical character scanner which also helps to reduce the WSP rejected mail rate.

Results

- ³ · Rejected mail costs have declined steadily from \$497 to \$183 per month.
- ³ · In the first seven months of sustained effort, the WSP rejected mail rate dropped from 67 percent to 23 percent.
- ³ · CMS encoding time is reduced by 55 hours annually.
- ³ · Monthly mailbox billing statements are now monitored to encourage maximum use of \$10/month mail stops.
- ³ · There is heightened employee awareness about the need to reduce unsolicited bulk mail to avoid incoming mail fees.

Team Name: WSP Mail Savings Team

Team Members: WSP: Tammy Usher, Kristin Young; CMS: Neil Tuggle, Stacy Swayze, Doug Rohr, Bjarne Nilssen

CONTACT: Tammy Usher, (360) 753-0520

**Washington Traffic Safety Commission;
Department of Transportation;
Washington State Patrol;
Department of Fish and Wildlife;
Kittitas County Sheriff;
Yakima County Council of Governments;
U. S. Bureau of Land Management**

Yakima Canyon Corridor Safety Project

The Yakima Canyon is a rural river valley cutting through pristine areas used by fishers, recreational boaters, inner-tube floaters and wildlife watchers. The 27 mile-long canyon had significant traffic safety problems, with many drunk drivers and speeding cars resulting in severe crashes. The problem was aggravated by squatters living on public and private lands who committed crimes and abused alcohol.

A powerful coalition was formed to address these issues. The project educated those floating the river about the need to arrive sober for the drive back to their starting point. Bureau of Land Management (BLM) and private landowners cooperated to control squatting and to regulate camping in areas where it was permitted. The Yakima and Kittitas County Sheriffs increased patrols in the canyon and the State Patrol increased activity.

As a result of 5 years of activity, the canyon is now a safe and pleasant place to visit. The Ellensburg *Daily Record* says it is a “Turnaround in the Canyon” and that the improvements have brought more visitors and prosperity to the area.

Results

- 3 · Ownership of/and responsibility for various parcels of public land clarified.
- 3 · “Squatters” on public land removed, crime rates sharply reduced and public health issues resolved.
- 3 · Safety of recreational users of the river enhanced.
- 3 · Vehicle crash rates reduced.
- 3 · Alcohol-related crashes reduced.

Team Name: Yakima Canyon Corridor Safety Project

Team Members: Traffic Safety Commission: John Moffat, Marv Ryser;
Department of Transportation: Brian Walsh, Les Miller; Washington State Patrol:
Sgt. Gene Dana, Lt. Bill O'Hare; Fish & Wildlife: Bob Lamb, Bill Essman; Kittitas
County Sheriff: Bob McBride; Yakima County Councils of Governments: Mike
Urakawa; US Bureau of Land Management: Diane Priebe, Mike Shanahan

Contact: Marv Ryser, (360) 586-3870; Gene Dana, (509) 962-7525

**Department of Printing;
Washington Traffic Safety Commission**

Traffic Safety Fulfillment

Frequently, customers request educational or promotional material from the Washington State Traffic Safety Commission (WTSC). Historically, orders would be processed manually, turnaround time was 7-10 days, and tracking of customer orders and inventory did not exist. In addition WTSC, was limited to storage of these items. They asked the Department of Printing (PRT) and its Fulfillment Program to assist in their dilemma. PRT manages the printing, mailing, distribution, and storage of WTSC items while providing an integrated ordering system, inventory control, and custom reporting. This process will save WTSC an estimated 1,924 FTE hours per year, which are now reallocated to improving customer service. PRT also decreases customer turn-around time by an average of 70% (from 7-10 days to 1-2 days).

Results

- ³ · Saves WTSC 1,924 FTE hours per year.
- ³ · Saves WTSC an estimated \$8,000 in storage costs.
- ³ · Decreased customer turn around time by an average of 70% (7-10 days to 1-2 days).
- ³ · Increased convenience for customers resulting in improved customer satisfaction.
- ³ · Space previously used for storage has been converted into a new conference room.

Team Name: Fulfilling the Need

Team Members: PRT: Maggie Crutcher, Bob Samuelson, Kathy Forbes, Nicole LeBeau; WTSC: John Moffat, Michelle Nicholls, Mark Medalen

CONTACT: Maggie Crutcher, (360) 570-5548

Single Agency Projects

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Simply Reformatting our Form Increased Compliance by 27%

Every three years CPA firms are required to participate in the Board's quality review program. Firms that participated in a national program may be exempted from participating in the Board's program. However, to qualify for the exemption, the CPA firm must submit a form requesting the exemption and attach copies of the evaluation documents they received from the national program. In the past, 48% of the CPA firms requesting the exemption failed to submit the required evaluation documents.

To address this issue, the Board revised its form so that the listing of evaluation documents that must be submitted is displayed on the form immediately adjacent to the block the CPA firm checks in order to request the exemption (rather than on the back of the form in the instructions).

Results

- 3 · 79% of the CPA firms requesting the exemption on the revised form submitted the evaluation documents as required as compared to 52% in the previous year. This is a 27% increase in compliance.
- 3 · Reduced Board staff time to prepare additional correspondence requesting the documentation.
- 3 · Reduced CPA firm staff time to respond to a second inquiry from the agency.
- 3 · Streamlined the process for our clients.

Team Name: Quality Assurance Review Team

Team Members: Cheryl Sexton, Michelle Paulsen, Sandra Shoemaker

CONTACT: Sandra Shoemaker, (360) 664-9192

Board of Industrial Insurance Appeals

Multiple Jurisdictional History Modification Initiative

The Board of Industrial Insurance Appeals receives appeals from determinations made by the Department of Labor and Industries. Each appeal granted is assigned a separate docket number. In each granted appeal, a historical summary of events is created by the Board to assist with establishing the Board's jurisdiction (authority) to decide the matter. In some instances, more than one appeal is received in the same claim. Past practice required our new appeal specialist to draft separate historical summaries for each appeal even though the content of the two documents was virtually the same.

Under this initiative, one history is created containing all the information for both appeals in the same claim. In addition, this historical summary eliminates the duplicate information otherwise contained on the two summaries.

Results

- ³ · Reduced staff time required to create and save separate histories.
- ³ · Reduced computer memory space needed to retain the same information.
- ³ · Employees will have a systematic way to identify stored histories (for later use).
- ³ · Reduced staff time for proofing and processing the histories.

Team Name: Multiple Jurisdictional History Team

Team Members: Patricia Latsch, Marilyn Mauer, Alice Dawson

CONTACT: Patricia Latsch, (360) 753-9640

Board of Industrial Insurance Appeals

Pro Se Videos

The Board of Industrial Insurance Appeals receives appeals from injured workers who do not have representation (an attorney). In the past, when the appeal was granted we automatically sent out a videotape to the claimant that described the mediation process. We directed the appellants to return the tape at the first mediation conference. We sent the videotape to the appellant without regard to whether they owned or had access to a videotape player.

Every 4 months the agency needed to order an additional 500 videos. These tapes were not returned to the agency. The suggested improvement was that the video be sent to the injured worker on a request basis.

Results

- ³ · Staff time needed to prepare the videos for mailing was reduced by 50%.
- ³ · There was a 50% cost avoidance in the purchase of: 1) videos; 2) video boxes; 3) mailing envelopes; and 4) postage.
- ³ · Customer sensitivity. The elimination of unsolicited and potentially irrelevant mail.

Team Name: Pro Se Video Team

Team Members: Dee Mathews, Diane Partridge, Melanie Workman, Charlotte Reynolds

CONTACT: Dee Mathews, (360) 753-9646

Criminal Justice Training Commission

Re-engineering Career Level Certification

Career Level Certification (CLC) promotes training and professionalism throughout the criminal justice field by creating training and educational standards for first line supervisors, mid-managers and executives in Washington State. Historically, the Washington State Criminal Justice Training Commission (WSCJTC) has inefficiently processed applications for Career Level Certification. Through a redesign of the CLC application review process, processing time has gone from 6 to 8 months down to 10 business days. A direct and positive outcome of the process redesign is a dramatic increase of applications processed. During fiscal year 1997-98, 40 applications were processed compared to the most recent fiscal year 2000-01, when a total of 598 applications were processed.

In addition to increased customer satisfaction, staff now have more time to spend on fulfilling the mission of the WSCJTC, which is training criminal justice professions.

Results

- ³ · Significant reduction in application processing time.
- ³ · Increased customer satisfaction.
- ³ · Streamlined, efficient application processing guidelines.
- ³ · Increased agency partnerships formed that enhance application packets and process.
- ³ · Increased number of applications processed from 40 to 598.

Team Name: Career Level Certification

Team Members: Anthony Anderman, Debra Fullerton

CONTACT: Anthony Anderman, (206) 835-7356

Criminal Justice Training Commission

Removing “Crisis” from Energy

In 1999, the Washington State Criminal Justice Training Commission (WSCJTC) assumed management of the Academy Campus in Burien. Many of the campus heating and air condition systems as well as electrical motors throughout the campus were original to the building when it was constructed in the early 1970's. The systems, some of which were no longer in working order, were inefficient, worn and in need of repair or replacement. Beginning in the fall of 2000, prior to mandated reduction of energy consumption, staff of the WSCJTC aggressively created efficiencies campus wide. Reductions in utilities have been created while at the same time adding a 37 bed dormitory, air quality is improved and cleaning products used throughout the facility are now environmentally green. Through the automation of the lighting and security systems, staff time and energy are used more efficiently.

Results

- ³ · Reduction in monthly utilities consumed.
- ³ · Improved and efficient lighting in offices and classrooms.
- ³ · All old inefficient electrical motors have been replaced with efficient models.
- ³ · Improved air quality in all campus buildings.
- ³ · All cleaning products used are environmentally green.

Team Name: Campus Facilities Staff

Team Members: Bart Dinwiddie, David Price, Gary Scott, Randy Nelson, Romeo Ponceja, Leo Santos

CONTACT: Bart Dinwiddie, (206) 835-7296

Department of Corrections

Application Process Consolidation

There are three Department of Corrections Human Resource offices in the Northeast Region. Historically, if an applicant wanted to be considered for all vacancies occurring in the region, s/he would have to submit an application to each of the three offices. The different offices would sometimes give the same application different scores or have differing opinions whether the applicant met the minimum qualifications. Obviously, this was very confusing and aggravating for the applicants.

Additionally, each office was responsible for publishing and mailing job bulletins to 300 different locations; reviewing, accepting, rejecting or scoring employment applications; entering applications into the computer system; and filing/storing applications.

The team consolidated all aspects of the process. They now publish one “region-wide” bulletin for each job classification. Applicants complete one application and submit it to a single location. The team divided the duties so that one office prepares and mails the bulletins, one office receives and scores the applications, and one office does the computer entry and application filing.

Results

- ³ · 66% reduction in duplicative staff work.
- ³ · Saved 110 staff hours per year in preparing job bulletins (5 hours per bulletin x 22 bulletins).
- ³ · Saved 35 staff hours per year in processing applications (45 minutes per application x 78 fewer applications).
- ³ · Paper usage savings are 26,400 sheets per year, with cost savings of \$132 per year for paper.
- ³ · Postage cost savings is \$5,940 per year.

Team Name: Local List Consolidation Team

Team Members: Lori Olsen, Georgia Clarkson, Mary Ann Sandine, Debbie Leach

CONTACT: Lori Olsen, (509) 244-6754

Debit Cards Inside Institution

Inmates in the Department of Corrections institutions are not permitted to possess any money. Thus, coin-vending machines (soda, refreshments, etc.) have always been a problem for staff and visitors. Visitors were required to purchase and use a transparent plastic coin purse with an approved number of quarters inside. Corrections staff spent considerable time controlling coin usage in the Visit Room. Loss of coins in malfunctioning machines was traumatic and could result in a disturbance.

A team was formed at the Monroe Correctional Complex to review the problem. They developed the use of pre-paid debit cards. Visitors can now use debit cards in the vending machines. Staff can use the debit cards to purchase staff meals. Because coins are no longer permitted in the Visit Room, contraband issues are rare. Machine malfunctions are greatly reduced and visitors no longer need to track how much money is permitted in the visit room. The use of debit cards virtually eliminated all of these problems.

Results

- ³ · \$4,547 savings of supplies/staff time in elimination of meal tickets.
- ³ · 75% reduction in machine malfunctions and failed vending transactions.
- ³ · 80% reduction in Visit Room disruptions.
- ³ · 100% reduction in visitor complaints and inmate grievances on this topic.

Team Name: Debit Card Vending Team

Team Members: Karen Looney, Lori Herman

CONTACT: Lori Herman, (360) 794-2282

Digital Identification Badges

All Department of Corrections volunteers and staff are required to wear identification (ID) badges. Staff/volunteers working in the field had to travel to an institutional facility to get their badge made. For example, staff/volunteers had to travel from Wenatchee to Yakima to get their ID badges made. The process of getting staff and volunteers to a facility where an ID badge was made was time consuming for the staff/volunteer, and for the staff making the badges, one at a time.

A new process was developed. Now a digital photograph is taken at any location and the picture is sent electronically to the staff making the ID. More than one person can be in the photo. The staff member creating the ID exports the information to a badge database. The staff member cuts, pastes, and sizes the photo, imports the picture, prints the ID, and returns it by mail to the staff/volunteer.

Results

- 3 · An average 56 hours of staff time is saved per month in traveling to and from the facility to have the ID made.
- 3 · An average 20 hours per month is saved by the Community Involvement Program Coordinator who is responsible for coordinating volunteers ID badges.
- 3 · An average of \$112 per month is saved in travel expenses.
- 3 · 75% reduction in processing time to get an ID.

Team Name: ID Badge Team

Team Members: Alice Perez, Ron Farino

CONTACT: Alice Perez, (509) 573-6354

Department of Corrections

Energy Savings

Due to the recent energy crisis, the Monroe Correctional Complex Maintenance Department employed various strategies to reduce usage of electric power to both conserve energy and save state funds. The following changes were implemented:

- ↓# Removed 50% of the lights in 250 fixtures at the Twin Rivers Unit.
- ↓# Removed illumination from 16 vending machines at the Twin Rivers Unit.
- ↓# Removed 50% of lights in 207 fixtures at the Minimum Security Unit.
- ↓# Removed 10 lights in vending machines at the Minimum Security Unit.
- ↓# Removed 50% of lights in 173 fixtures in the Commissary.
- ↓# Removed 50% lights in Admin at the Special Offender Unit.
- ↓# Reduced wattage by running only one chiller at the Special Offender Unit.
- ↓# Installed photo sensors and timers in parking lot lights at the Special Offender Unit.
- ↓# Removed 50% of the lights in 250 fixtures at the Washington State Reformatory Unit.
- ↓# Removed illumination from 16 vending machines at the Washington State Reformatory Unit.
- ↓# Reduced Hobby Shop kiln 50% at the Washington State Reformatory Unit.
- ↓# Reset perimeter lights to night time only (no fog) at the Monroe Correctional Complex.

Results

- ³ · 21% reduction in use of energy.
- ³ · \$51,408 savings in electric bill in last four months.

Team Name: MCC Energy Savings Team

Team Members: John Allshouse, Bob Carter, Itumalo Luatua, Jeffery Armstrong, Steve Lloyd, Bob Jensen

CONTACT: Bob Carter, (360) 794-2711

Department of Corrections

Offender Escorted Leave

The process for transporting an offender from an institution into the community was time consuming, tedious and required specialized training to complete the forms. One staff would have to access needed information from our computer system, while another staff gathered information from the offender's file. A third staff was required to take Polaroid pictures of the offender and make hard copies of all the documents. The process often created delays for emergent trips out of the facility such as: hospitals; funeral trips; deathbed visits; and court appearances.

A team was formed to look at the process. The team formed a one step computerized process that is readily available to all local staff and law enforcement agencies. This form is a time efficient and streamlined process that requires little or no staff training. The response time in preparing trips has been dramatically reduced by the ready information and easy access to the form. Additionally, the process has eliminated the need for four Polaroid pictures when an offender goes out of the facility. Emergency Services vehicles no longer have to be delayed in their departure from the facility due to a cumbersome paperwork process.

Results

- 3 · 80% reduction in preparation time, (from about five minutes to one minute or less).
- 3 · Increased security (most current, pertinent information available).
- 3 · Saved average of \$36.00 per month in cost associated with Polaroid pictures.
- 3 · Eliminated the need to make numerous copies and store the completed transportation forms.

Team Name: Escorted Leave Team

Team Members: Lou Ann Anderson, Robert Briceno, Alice Perez, Ron Farino, Steve Westland

CONTACT: Steve Westland, (509) 573-6339

Streamlined Family Visit Process

Olympic Corrections Center's Extended Family Visit (EFV) process was cumbersome, time consuming, difficult and frustrating for inmate families. Each inmate-housing unit was using different (and sometimes outdated) forms. Rather than maintaining the forms on file, inmates and families had to fill out new forms each time the inmate requested a visit. The visit officers were also duplicating some processes and performing needless tasks.

A team was formed to review the process. The team determined which forms were necessary, and which could be eliminated. A new process was created for producing counselor/inmate initial application packets and for processing Extended Family Visit paperwork only one time. The team also eliminated forms and processes from the check-in and check-out procedures for family members.

Results

- ³ · 50% reduction in the number of forms (from eight to four).
- ³ · 50% reduction in the number of times application forms had to be completed.
- ³ · Reduced staff time for processing EFV paperwork by four hours per month.
- ³ · Reduced staff time for processing visitors by 30 minutes per visit.
- ³ · 80% reduction in the number of grievances/complaints from inmates/family members.

Team Name: Extended Family Visit Team

Team Members: Stephen Shaw, Jack Cornish, Kirk Eide, Scott Osborne, Ben Spaulding, Miranda Kenney, Sue Gibbs, Lori Lawson, James Michaels

CONTACT: Lori Lawson, (360) 374-8309

Fingerprint Card Improvement

Offenders that are admitted to the Washington Corrections Center for Women must be fingerprinted on three different cards. This process was very time consuming, because the cards were being completed using a typewriter and carbon paper. In many instances, the copies were not readable and mistakes had to be corrected individually using correction fluid. Major mistakes on the cards required the offender be fingerprinted again. In addition to the fingerprint cards, a control card had to be completed, which contained basically the same information as the fingerprint cards. The control card was also completed using a typewriter. This was very time consuming in that each information block on the card had to be lined up individually.

A template was developed for the control and fingerprint cards. The cards can now be completed using a computer instead of a typewriter. Cards are easily corrected and can be printed from the computer ensuring all copies are clear and readable. Information is typed only once and is used to complete both forms. To complete one set of offender cards using the typewriter took 45 minutes. Using the computer, the cards can be completed in 15 minutes, saving 30 minutes per set of cards.

Results

- ³ · 66% reduction in time to complete cards.
- ³ · Saved 36 staff hours per month (30 minutes x average of 72 new inmates).
- ³ · Templates can be added to DOC website and downloaded by other facilities within the agency.

Team Name: Fingerprint Card Team

Team Members: Rannie Vickers, David White, Charmaine Hawke

CONTACT: Rannie Vickers, (253) 858-4267

Department of Corrections

Notification of Activities

In some instances, arrangements were made for officials to come into Pine Lodge Pre-Release to meet with offenders without proper notification to the facility. Areas such as Warehouse, Medical, Custody, and Records could be unaware of a meeting, resulting in problems with appointments, offender jobs, and offender movement. This resulted in wasted staff time, disgruntled visitors, and a possible breach of security.

A team looked at the problem and identified several solutions. The team set guidelines for visitors and notification procedures to all departments. There is now a process that staff report schedules, appointments and training for each department. This information is organized and sent to all areas in the institution. This informs all staff of the week's schedules and allows for coordination of offender/staff time.

Results

- ³ Increased security at facility.
- ³ Increased satisfaction of visiting officials.
- ³ Reduced 60 hours of staff time per month. (Less time is spent tracking inmates and/or guests.)
- ³ All departments are aware of expected visitors.

Team Name: Notification Team

Team Members: Tanya Holsen, John Biddulph, Rhonda Ash, Dick Moore, Laura Burgor-Glass, George Bayer, Craig Harrington, Chuck Law, Al Ramos

CONTACT: Tanya Holsen, (509) 299-2305

Replacing Waterless Urinal

Waterless urinals were installed in the Olympic Unit (16 units) and one in the Administration building at Cedar Creek Corrections Center in 1998. They proved to be costly, requiring frequent maintenance and used expensive chemicals. Urinals created an offensive odor causing staff and offenders to get sick and file grievances.

Research done by the Custodial Department resulted in these urinals being replaced. The new urinals are standard water/plumbed units. They are low maintenance and eliminate odors.

Results

- ³ · Saved \$6,700 per year in chemical costs.
- ³ · 100% reduction in maintenance repairs.
- ³ · 100% decrease in offender grievances/staff complaints regarding urinals.
- ³ · Improved operation of wastewater treatment plant.

Team Name: Waterless Urinal Replacement Team

Team Members: Leroy Wallace, Pat Guttman, Russell Rogers, Wesley Anderson, Ed Burns

CONTACT: Leroy Wallace, (360) 753-7278, extension 212

Shipping Inmates Property

At the Washington State Penitentiary, when an inmate has property that is not allowed he must either donate it, dispose of it, or ship it out at his expense. If he chose to ship it out, the process to do so was cumbersome, time consuming, and involved three different “sections” of the institution: property room staff; general stores warehouse workers; and accounting. The process also made it difficult to know what the status of the property was at any given time. This resulted in complaints/grievances from the inmates.

A Process Improvement Team determined that by adding a UPS delivery and pickup point at the Property Room, the number of steps involved in the process would be greatly reduced. Also, Property Room staff would have better control of what the status was of each shipment. Additionally, they were able to use a database that had been created for General Stores to track inmate property shipments. (Property Room staff had been hand writing a log for years, which was very time consuming when staff had to research the history of a shipment.)

Results

- ³ · Average shipping time reduced by 80%.
- ³ · Number of steps involved in process reduced from 11 to 5.
- ³ · Saved 3 hours per week in process (1 hour for warehouse worker and 2 hours for property room staff).
- ³ · 70% reduction in the number of complaints/letters from inmates on this topic.
- ³ · Up-to-date tracking information on shipped property.

Team Name: Property Shipment Team

Team Members: Brenda Young, Ione Graham, Kathy Ponti, Michael Turley, Robert Rosendahl, Sharon Carter, Vance Potts

CONTACT: Vance Potts, (509) 526-6329

Reducing Travel Cost

The Southeast Region was looking for ways to reduce the cost of airline travel. The standard practice had been to use local travel agencies. However, effective August 1, 2000, travel agencies could assess service charges for making, changing or canceling a reservation. In most areas of the region, the service charge was \$15 for each transaction.

A team was formed and a Travel Coordinator's guidebook was created. The guidebook outlines the process for using different travel methods and savings. Depending on the location and the amount of travel, different methods worked best and saved the most money for different areas in the region. Methods included:

- ↓# Purchasing tickets directly through the airlines at state rates.
- ↓# Purchasing tickets through a travel agent at state rates.
- ↓# Purchasing Easy Pak Vouchers directly through the airlines.
- ↓# Purchasing Easy Pak Vouchers through a travel agent.

Results

- ³ · SE Region Office saved \$795 on service charges in the 9-month period, (September 2000 to May 2001) by purchasing tickets direct from the airlines.
- ³ · The Washington State Penitentiary saved \$1,648 on ticket prices and \$840 on service charges in a four-month period by using Easy Pak Vouchers.

Team Name: Travel Cost Reduction Team

Team Members: Sherri Carlton, Mary Weyrick, Kadi Bence, Carol Noal, Sharon Brown, Ron Farino

CONTACT: Sherri Carlton, (509) 575-2178

Citizens Gain Access to Current Air Quality Conditions

Polluted air can cause or worsen lung-related diseases, such as emphysema, chronic bronchitis and asthma. For citizens suffering from such diseases, it is extremely important to know the current day's air quality. Ecology monitors air quality on an hourly basis in several communities and locations throughout the state. Timely access to this information helps citizens plan their outside activities on days when the air quality is not good.

The Puget Sound Clean Air Agency partnered with Ecology, the University of Washington, Washington State University and the U.S. Environmental Protection Agency (USEPA) to publish current air quality conditions in a very easy to understand format on the Internet. This information is also available for use by local television and radio stations in their weather reporting.

Results

- 3 · Immediate Internet access to current, local air quality information is available to citizens who depend on that information for health reasons (the coverage area is from Everett to Tacoma and Bremerton to Bellevue).
- 3 · Scientists, meteorologists and communications experts from local government, state government, federal government and the academia have worked together to translate complex air quality monitoring data into vital information for citizens.
- 3 · Duplicative and possible inconsistent reporting is reduced through this partnership.

Team Name: Airpact

Team Members: Ecology: Tim Allen, Clint Bowman, Mike Boyer, Cristiana Figueroa, Sally Otterson, Katherine Ann Scott; Puget Sound Clean Air Agency: Alice Collingwood, Kaleen Dunson, Mike Gilroy, Naydene Maykut; USEPA: Rob Wilson; University of Washington: Dr. Mark Albright, Dr. Jane Koenig, Dr. Clifford Mass, David Owens; Washington State University: Laurie Hickey, Dr. Brian Lamb, Dr. Joseph Vaughan, Dr. Hal Westburg, Gaoyan Xie

CONTACT: Clint Bowman, (360) 407-6815

Searchable Clearinghouse of Exceptional Environmental Education Products

Literally dozens of organizations and governmental agencies produce CDs, Web sites, booklets, pamphlets, brochures, videos, guidance documents, and entire campaigns and programs encouraging people to protect our water quality in rivers, streams, lakes, the Sound and groundwater. Finding the right information for a specific need or audience can be frustrating and difficult.

Ecology staff created the Showcase of Exceptional Education Products designed to help citizens quickly find information about protecting water quality. This tool, primarily for Northwest environmental educators, lists exceptional products related to non-point water pollution (septic tanks, hobby farms, households, landscaping, living near water, etc). The products are targeted to audiences such as homeowners, specific industries, and K-12 educators.

Results

- 3 · Over 115 products have been reviewed and rated. Only those receiving an “Outstanding” rating have been included on the Internet site.
- 3 · Currently, 80 products are listed on the Internet site.
- 3 · Information for each product includes: when it was produced, who produced it, a description, the intended audience and how to obtain the product. The rating for each product (execution, effectiveness, relevance and adaptability) is also included.
- 3 · The site has been designed for easy searching for categories of interest. This will enable others to model their educational materials after products already developed.
- 3 · New products can be nominated for addition to the site.

Team Name: Showcase of Exceptional Education Products

Team Members: Gabrielle Kirouac, Ken Koch, Annie Phillips, Jill Williams

CONTACT: Annie Phillips, (360) 407-6408

Streamlined Complaint Processing Procedures Reduces Backlogs

The Division of Consumer Services Enforcement and Consumer Complaints section takes complaints from consumers who believe they have been wronged by a Mortgage Broker, Consumer Loan Company, Escrow Agent or Check Cashier/Check Seller (payday lender). Complaints are investigated to determine whether violations occurred, and if so whether the complainant is due a refund or if other enforcement action is warranted. Throughout the Division's history, the large number of complaints and a prolonged process for resolving them resulted in a large backlog of complaints and the average turnaround time approached one year.

A team was formed to streamline complaint-processing procedures. The streamlined procedures reduced the number of exchanges between the department and licensees and between the department and consumers. It also reduced the size of resolution letters from four to six individually drafted pages to one page produced via a Word template. At the end of 2000, the team reduced the number of open complaints to zero for the first time in the history of the department. In addition, the percentage of consumers responding that the overall service they received from the Division was good to excellent rose from 53% in FY 99 to 64% in FY 00 and 86% in FY 01.

Results

- 3 · Faster responses to consumers through reduced turnaround times.
- 3 · Higher degree of compliance by licensees to requested resolutions.
- 3 · Allows staff to focus on the compliance issue and not the process when dealing with licensees.
- 3 · Less time spent by Department of Financial Institutions staff, consumers, and businesses on the complaint process.
- 3 · Improved consumer satisfaction with DFI's handling of their complaint as measured by survey results.

Team Name: Consumer Services Complaint Processing Team

Team Members: Chuck Cross, Vivian Lee, Patrick Hardman, John Samuelson, Danielle Mortenson, Jae Taylor

CONTACT: Gloria Papiez, (360) 902-8820

Off-site Monitoring Procedures Improve Examination Effectiveness

The Department of Financial Institutions, Division of Credit Unions (DCU), examines and supervises credit unions that do business in Washington State in order to protect their members' financial interests. The Division normally examines credit unions every twelve to eighteen months. During the time between exams, the financial condition of a credit union can change significantly, potentially increasing risk to its members. A team examined ways to minimize this problem by more effective off-site monitoring of the financial trends of regulated credit unions. The improvement was to take existing data sources (National Credit Union Association, NCUA, Call Report data and Division Supervisory Agreements) and create reports to effectively detect negative financial trends. These reports are then analyzed and reviewed so that the Division can take pro-active actions to minimize potential losses and operational risks.

Results

- ³ · Streamlined off-site monitoring is more effective in detecting negative financial trends.
- ³ · Pro-active measures resolve financial problems before they become serious.
- ³ · Risk based exams allow for extended exam cycles and make exams more focused and effective.
- ³ · Provides more useful financial information to credit union management, examiners and DCU management.

Team Name: Credit Unions Off-site Monitoring Team

Team Members: Linda Jekel, Mike Delimont, Jane Johnson, Sue Graham, Doug Lacy-Roberts

CONTACT: Gloria Papiez, (360) 902-8820

Redesigned Website Improves Customer Service

At the request of management, a Department of Financial Institutions Web Team was formed to improve the agency's website. The following concerns with the site were noted at the time: Lack of an agency-wide focus, lack of strategic direction for the website, lack of a process for review and approval of website content, lack of a management structure for the website and an undefined and unclear level of support and expertise needed to maintain the website. The Web Team worked over an 18 month period to redesign the website; to create a vision, strategies and goals for the site; and to create a policy and procedures for management and approval of website content. The revised site provides greatly improved information and services for the general public and all individuals and businesses whose professional activities are regulated by the agency.

Results

- ³ Improved organization of information and pathways allows the public to find what they want quicker and easier.
- ³ Redesigned "look and feel" and made it more in accord with Access Washington guidelines, giving Web visitors a more "seamless" experience in deriving services from state government.
- ³ Increased and enhanced information is available to the public 24x7, thereby lessening demand for staff services in person, by phone, and mail which reduces costs and frees up personnel for other work.
- ³ Improved customer service through increased access to online processing of licenses, forms, and consumer complaints.
- ³ Increased accessibility to staff through provision of contact names, phone numbers, and email addresses for each division and all staff members with duties involving direct public contact responsibility.

Team Name: Web Coordinator Team

Team Members: Faith Anderson, Patty Brombacher, Martin Cordell, Carolyn Hawkey, Ed Ives, Linda Jekel, Gloria Papiez, Doug Lacy-Roberts, Kae McDonnell, Gloria McVey, Diane Moye, Ron Seymour, Greg Toms, Pauline Yale

CONTACT: Gloria Papiez, (360) 902-8820

Revamped Investing Online Resource Center Educates Investors in Online Trading

The DFI Securities Division regulates securities issuers, brokers and investment advisers, to help protect investors and promote capital formation. In early 1999, after receiving a large number of complaints from on-line investors, a website was developed to educate investors who were just starting to invest on-line. The site, called the Investing Online Resource Center, addressed a number of different topic areas developed after a review of complaints received from investors. Because this website was developed during the boom days of on-line trading, the site was very popular, with one million hits a month on average for the first six months. After a year, when the site visits dropped to a few thousand hits a month, funding was sought for revamping of the site.

The Division applied to the Investor Protection Trust and the North American Securities Administrators Association (NASAA) for grants. With those grants the site has been completely revamped to address new information for educating new investors and those that were more experienced trading on-line. Working with the NASAA, other state securities divisions were surveyed about what their needs might be for education in this area. Upon completion of the survey a number of areas were developed into simulations. The major new developments of the site include an online trading simulator, a step by step description of the account sign-up process, a simulation on internet fraud, and what an investor needs to know about margin accounts.

Results

- 3 · 43,017 page views in the first month. Information is available 24 x 7.
- 3 · As a result of information provided investors will be less likely to suffer the consequences of being under educated in certain areas.
- 3 · Less direct staff time required for providing on-line trading information due to information being available on line. Investors can be referred to the website.

Team Name: Web Coordinator Team

Team Members: Faith Anderson, Patty Brombacher, Martin Cordell, Carolyn Hawkey, Ed Ives, Linda Jekel, Gloria Papiez, Doug Lacy-Roberts, Kae McDonnell, Gloria McVey, Diane Moye, Ron Seymour, Greg Toms, Pauline Yale

CONTACT: Gloria Papiez, (360) 902-8820

Boiler Analyzer Team at North Cascades Gateway Center

The North Cascades Gateway Center is a 230-acre, state-owned property located about 80 miles north of Seattle, near Sedro-Woolley, Washington. The Department of General Administration (GA) manages the center's 40 buildings and park-like grounds. State, local and federal agencies lease space there to provide job training and treatment programs for at-risk youths. In 1998, GA installed two new high-efficiency boilers in the power plant to save money on heating costs. The new boilers require a combustion analysis as part of routine maintenance to ensure that natural gas is burning at peak efficiency. During the first year of operation, a private contractor was hired to do quarterly analysis of both boilers at a cost of \$2,800 per year.

GA physical plant operators proposed that they perform the analysis to save money and perform more frequent adjustments to the boilers. In 2000, GA purchased a combustion analyzer for \$4,200. GA plant operators received eight hours of training at a cost of \$800. Combustion analysis of the boilers is now done on a monthly basis by GA plant operators. Labor costs for GA staff to perform the analysis are \$360 per year, which is 8 hours (2 hours per quarter) times \$45 per hour. The avoided costs are \$2,440 per year, which makes pay back for the project in about 2 years.

Results

- 3 · Saves about \$2,440 annually to have GA staff do consumption analysis of the two boilers.
- 3 · Boiler analysis is done more frequently. Regular maintenance extends the life of boiler.
- 3 · Properly tuned boiler is safer, less likely to have a secondary combustion that can cause major damage.
- 3 · New job skills for GA physical plant operators.
- 3 · More efficient operation of boilers saves natural gas. Specific amount of gas savings not measured.

Team Name: Boiler Analyzer Team

Team Members: Bruce Savage, Tom Burton, Dennis Wells, Garey Krueger, John Wiggins

CONTACT: Bruce Savage, (360) 856-3162

Vending Machine Lighting Project

The Department of General Administration (GA) is responsible for energy conservation efforts in public facilities on the Capitol Campus in Olympia. Since 1994, GA has cut electricity consumption on campus by 36 percent.

A conservation measure by GA in 2000 turned off lighting in 300 soft-drink machines in state-owned and leased facilities in Thurston County. Metering was done on several of the machines to determine the amount of electricity used, with and without the advertising lighting. This lighting consumed 2,044 kilowatt-hours per machine per year. GA determined that shutting off lighting in the vending machines would save over 650,000 kilowatt-hours of electricity annually.

Bill Moore, assistant director for the Division of Capitol Facilities, worked with the soft-drink manufacturer and Services for the Blind, the recipients of the proceeds from the vending machines, to turn off the advertising lighting. Art Arneson, energy systems engineer in the Division of Engineering and Architectural Services, originated the idea and researched the project.

Results Achieved:

- ³ · Total annual cost savings of \$28,624.
- ³ · Saved over 657,000 kilowatt-hours of electricity annually, enough to power 66 homes. Turning off the lights in the machine reduced the time the compressor ran cooling off the contents further reducing energy use.

Team Name: Vending Machine Lighting

Team Members: Bill Moore, Art Arneson

CONTACT: Art Arneson, (360) 902-7261

North Cascades Gateway Center Fiber Optics Project

The North Cascades Gateway Center is a 230-acre, state-owned property located near Sedro-Woolley, Washington. The Department of General Administration (GA) manages the center's 40 buildings and park-like grounds. The project, a joint effort by public and private non-profit center tenants, installed a high-speed, fiber-optic network across the campus. Each tenant operated its own computer network system using old, slower technology. GA trades people spent up to ten minutes logging on to the agency's system in Olympia to gain Internet access when they needed to look up and order parts for repair jobs.

The project installed a fiber optic network connecting the Sedro-Woolley School District's four locations at the center to non-profit and state offices. The Pacific Northwest Trails Association, the non-profit tenant, received a \$70,000 grant for equipment from the Bill and Melinda Gates Foundation. GA provided labor for installing the network. The school district provided technical expertise to connect and operate the system. All tenants involved in the project now enjoy fast Internet connections through the K-20 system. For GA, the improvement means staff spends more time responding to tenant work requests and less time on the computer. The project, estimated at \$200,000, was completed for \$70,000.

Results Achieved:

- 3 · Avoided \$130,000 in costs by pooling resources and expertise. Original cost estimate prepared by Sedro-Woolley School District.
- 3 · Saved \$500 annually in SCAN telephone billing.
- 3 · Reduced staff time on the computer by 286 hours annually.
- 3 · Success of project has led to other inter-tenant partnerships.
- 3 · Public access to network is a condition of grant money and the new loop is open to everyone.

Team Name: North Cascades Gateway Center Fiber Optics Team

Team Members: Doug Walker, Harvey Voss, Dan Singleton, Burke Smith, Duncan Crump, Rich Shimizu, Gerri Krampetz

CONTACT: Dan Singleton, (360) 856-3162

Drinking Water Data Available on the Web

The Division of Drinking Water maintains demographic, historic, and current water sample data for approximately 17,000 public water systems in Washington State. Responding to requests for information from this database often required program expert consultation and/or computer programmer time. Compiling the data took up to three days and customers generally received their responses within 14 days.

Staff evaluated requests from the previous two years. Based on this information, the team created two data extracts that addressed the most frequently requested data. The public can download these extracts from the Drinking Water website as needed.

The website had over 1,000 hits between June and August of 2001. It has also reduced the processing time for responding to data requests, saving staff time and enhancing customer service.

Washington is the first state to provide this type of data through the Internet. The web address is:
http://www.doh.wa.gov/ehp/dw/Our_Main_Pages/data_download.htm.

Results

- ³ Processing time for public disclosure requests from the database has been reduced by 30%.
- ³ The Division of Drinking Water referred over 80 inquiries from the general public and interested organizations to the website since it became active this spring, saving additional staff time.
- ³ The website is one of the most frequently viewed sites in the Division of Drinking Water, with 1,127 hits from June through August of 2001.

Team Name: Web-based Drinking Water Data

Team Members: Ronni Woolrich and Andrea Cotey

CONTACT: Ronni Woolrich, (360) 236-3092

Department of Information Services

Billing Output Improvement Project

Department of Information Services (DIS) provides a monthly invoice for technology services to over 1200 customer entities. This includes both a paper invoice and a microfiche copy for each customer. This labor intensive work required hand separation of paper invoices and manual sorting and packaging of the microfiche. DIS surveyed their customers. The result was to eliminate the microfiche copy of the invoice for all but 36 of their customers. Those 36 specifically requested the microfiche. Additionally, a programmatic change was made enabling automated separation of the invoices during the printing process, thus eliminating the manual separation of over 1200 customer invoices per month.

Results

- ³ · Reduced the number of customer entities receiving microfiche copies of the invoice from approximately 1,200 to 36.
- ³ · Reduction in microfiche expense of 90%, from \$60,000 per year to \$ 6,000 per year to achieve a savings of \$54,000.

Team Name: DIS Billing Improvement Team

Team Members: Bonnie Beatty, Gordie Bowman, Jacie Cox, Ron Eversaul, Mary Jackson, Arvel Lindley, Samuel Martin, Jerry Messer, Chuck Smith

CONTACT: Chuck Smith, (360) 902-3521

Department of Information Services

High Capacity Tape Upgrade

Customer agencies have a growing need to access data. Department of Information Services (DIS) creates two tape copies of customer data; one tape copy remains on site in Olympia, the second tape copy is shipped to a secured offsite facility. DIS installed 44 high capacity tape drives to meet the growing needs of our customers. High capacity tapes are capable of storing a minimum of 12 times more data than current tape technology. The installation of high capacity tapes significantly reduced the number of tapes that DIS Operations staff handle and ship daily and allows more data to be managed by existing automated cartridge libraries.

Results

- ³ · Achieved the ability, should a disaster occur, to completely evacuate the data center while continuing to operate for 72 hours without human intervention to ensure availability of the critical services to the citizens of the State of Washington.
- ³ · Reduced by 3,396 hours the annual amount of staff time needed to retrieve tapes from physical library to customer jobs.
- ³ · Cost avoidance for 29,000 tapes of shipping and handling costs, and offsite storage facility costs in the amount of \$78,192 annually.
- ³ · Through the deployment of new technology, creates infrastructure which will result in new and improved services to the customers while avoiding the need to increase FTE's and/or purchase additional older technology to achieve same results.

Team Name: High Capacity Tape Upgrade Team

Team Members: Bonnie Beatty, Linda Jackson, Claudia Hoey, Jason Beers, Vic Walters, Ruben Mahan, Judy Holm, Betty Tenney, Doug Rogers, Lenna Valentin-Cruz, Valerie Williams, Linda Luebcke, Kris Ferrier, Jim Collinsworth, Kim Starkey, Steve Chiechi, Dave MacDonald, Bill Peterson, Kevin Neubert, Van Tong, Wayne Simpson, Rick Ramierz, Julia Bergevin, Oren Steplight, Tom Thomas, Ken Boling, Carlyle Ludwig, Phil Lewis, Si Houseman, Mel Creamer, Paul Clemens, Rick Ramirez, Tammie Sharp, Ron Sevier, Gail Woodward, Wayne Simpson, Mark Lucas, Kathy Ayers, George Kostin, Dave Snyder, Ron Williamson, Jim Nelson, Dan Valles, Gil Pasion, Toi Manikhoth,

CONTACT: Valerie Williams, (360) 902-3186



**Winner of Governor's Quarterly Service and Quality Improvement Award
Department of Labor and Industries**

Deciduous Tree Fruit Industry Injury Reduction

This team tackled two serious workplace safety issues for workers in the apple, cherry and other fruit orchards of Central Washington – eye injuries and injuries caused from falls off of ladders. The number of injuries was rising and so were the compensation claims and industrial insurance premiums for growers. They developed an innovative partnership with growers and migrant worker groups to encourage the use of safety glasses and ladder safety training.

Results

- ³ · 24% reduction in number of eye injury claims filed in CY2000.
- ³ · 20% reduction in number of claims due to falls from ladders in CY2000.
- ³ · 41% decrease in eye injury claim costs (\$71,901 vs. \$122,774).
- ³ · 69% decrease in ladder fall claim costs (\$574,899 vs. \$1,854,093).
- ³ · 81% decrease in time loss days (4,866 days vs. 25,695 days).

Team Name: Deciduous Tree Fruit Injury Reduction Team

Team Members: Department of Labor and Industries: John Wanamaker, Curtis Cargile, Robert Esparza, Rick Gastelum, Veronica Gottschalk, James Hess, Jeffrey Krausse, Tim McMinn, Claudia Sealock, Willie Self, Donald Witt, John McFadden, Lupe Castellanos, Robin Conner, Corwyn Fischer, Jerry Heggerston, Dudley Maxfield, Robert McDowell, Mark Mease, Jack Patton, Holly Getman, Dale Sunday, Colleen Bowen, Shirley DeLozier, Kyra Wright, Barbara Pyle, Mel Kollman, Tom Hughes, Monty Paradis, Jerry Gilliland, Myron Thompson, Michael Wood, Pedro Serrano; Hop Growers of Washington: Steve George; Washington Growers' Clearing House Kirk Mayer; Washington State Farm Bureau: Jeff Lutz; Washington State Growers' League: Mike Gempler, Phil Hull; Washington State Horticultural Association: Jim Hazen; Yakima Valley Growers-Shippers Association: Miles Kohl

CONTACT: Barbara Pyle, (509) 886-6564

Department of Labor and Industries

Duplicate Database Eliminated

The Department of Labor and Industries (L&I) maintains a database of the more than 100,000 construction, plumbing and electrical contractors registered to do business in Washington state. To secure agency computer systems and information and comply with software-licensing rules, the agency maintained this database in-house and created a duplicate copy at the Department of Information Services where it could be accessed via the Internet by other organizations, businesses and citizens who need to verify contractor registration.

The team set a goal to make the original database Internet accessible, eliminating the agency's \$11,000-per-year licensing, maintenance and support costs and the extra work involved in maintaining two duplicate databases. The goal was achieved largely because new firewall technology made it possible for L&I to allow customers access to its in-house database without jeopardizing security. Also, recent changes in software-licensing rules provided more flexibility for software use.

Results

- ³ · \$11,000 per year in hardware and software licensing, maintenance and support fees paid to the Department of Information Services.
- ³ · Database maintenance, update and repair work is cut in half.
- ³ · Eliminated the need for duplicate database recovery work when the update process fails.
- ³ · The need to coordinate externally is eliminated by bringing the entire process inside the agency.

Team Name: Eliminate Duplicate Copy of the Internet Contractor Registration Database

Team Members: Ray Hickman, Larry Lee, Sanda Phillips

CONTACT: Ray Hickman, (360) 902-5848

FAS Permit Tracking Improved

Department of Labor and Industries' Factory Assembled Structures (FAS) program is responsible for inspecting manufactured/mobile housing units that have been altered to ensure they are safe for people to inhabit. In Region 6, there was a problem associated with tracking FAS alteration permits: No clear process existed for identifying which of four inspectors had been assigned a particular permit, causing confusion and sometimes extra staff work to track a permit. This could delay response time to customers' inspection requests. Also, because permit files sometimes were hard to locate, an inspector approving an alteration did not have possession of the decal and would have to make a second trip to apply it to a home.

Region 6 now uses the "notes section" in the EPIRRS computer system (Electrical Permit Inspection Revenue Reporting System) to record the date and the inspector who was assigned the permit, similar to a library check-out system. This allows support staff to quickly identify the inspector in possession of the permit, eliminating the need to contact several inspectors to locate the permit. Also, by quickly identifying which inspector has a permit, that inspector can be notified of the customer's request and can respond with decal in hand or pass it over to another inspector who can respond in a more timely manner.

Results

- 3 · Ability for the support staff to locate permits in seconds.
- 3 · Improved working relationship between the inspectors and support staff.
- 3 · Improved response time to customer's inspection requests.
- 3 · Reduction of return trips to apply decals.

Team Name: Permit Tracking Team

Team Members: John Bruce, Tom Pope, Larry Zahler, Mel Musgrave, Karen Long, Susan Stedwick, Mick Roe (Team Leader)

CONTACT: Mick Roe, (509) 324-2563

Disks Replace Outdated, Cumbersome Tapes

The Department of Labor and Industries (L&I) provides a monthly directory of registered contractors to 15 municipalities with jurisdiction over inspections in their areas. The directory is provided on one of two types of tape (cassette and 9-track reel-to-reel), which the municipalities download into their computer systems so the information can be used during inspections. The process to create and use both types of tape is manual and time-consuming, and the related equipment at the municipalities and L&I is outdated and cumbersome. Many pieces of equipment have already failed.

Registered-contractor directories now are created on compact disks instead of tape, creating consistency and saving staff time, materials and some postage costs. Disks also provide for easier access, use and replication of information since compact disk drives are more commonly used. Also, updates can be provided more frequently, if requested.

Results

- 3 · Elimination of obsolete tape equipment at L&I and the municipalities that cannot be easily or inexpensively repaired and maintained.
- 3 · Compact disks will be shipped out on a regular basis to replace the tape versions of the Basic Book (directory of contractors registered to do business in Washington state). Frequency of updates now can be easily increased or decreased as needed, providing better service to customers.
- 3 · One simplified, standard process for all 15 municipalities.
- 3 · Compact disks can be readily used at any PC workstation.
- 3 · Compact disks can be easily copied for greater distribution and ease of handling.

Team Name: Replacing Tape Version of Basic Book

Team Members: Bob Reed, Bob Santeford, Marv Clarambeau, Shannon Beigert, Tom Wolfe, Roger Washburn, James Dolliver, Pam Bergman, Kimberly Haggard

CONTACT: Marv Clarambeau, (360) 902-5998

Registered Contractor Directories -- Going Digital and Saving Dollars

Labor and Industries (L&I) produces and distributes paper and microfiche directories listing Washington's 100,000 registered construction, plumbing, and electrical contractors. These directories are used by L&I inspectors to verify contractor registration status during inspections, and by external subscribers to verify contractor registration status before doing business with them. This production and distribution process is costly and labor intensive, and the cumbersome bimonthly directories are a month out of date by the time they are received.

The team set goals to provide more current contractor directories, and to cut directory costs by 70 percent. This was accomplished by eliminating the paper copies and converting the directories to compact disk format.

Results

- ³ · Saved approximately \$55,000 per year in costs to print and ship paper and microfiche copies of contractor directories to approximately 337 users.
- ³ · Saved contractor directory subscribers duplicate or triplicate subscription costs by providing all three contractor type directories for a single subscription fee.
- ³ · Replaced 40 inches of double-sided paper contractor directories and supplements (annually per inspector or subscriber) with 12 compact disks, making directories easier to handle, use and store.
- ³ · Reduced staff time related to producing paper and microfiche versions of directories by 67 percent.
- ³ · Registered contractor directories are published and shipped twice as often and are delivered to electrical inspectors and customers approximately 70% to 80% sooner providing them with more current information.

Team Members: Peter Schmidt, John Matthews, Shannon Beigert, Sanda Phillips, Ron Fuller, Tom Wolfe

CONTACT: Tom Wolfe, (360) 902-5996

Leveling the Playing Field for Daycare Centers

Daycare centers with employees that don't pay for workers' compensation coverage for their workers enjoy an unfair and illegal advantage over registered employers who pay industrial insurance premiums and other fees.

The Field Audit Program in Labor and Industries' (L&I) Southwest Region identified daycare services which were licensed at a capacity requiring employees, but which did not have industrial insurance accounts. Letters were sent to these businesses requesting they either establish an account or state that they had no employees. As a result, the percentage of unregistered daycare providers in Southwest Washington was decreased significantly. In addition, the number of daycare employers who voluntarily registered due to the educational letter campaign increased as well, saving staff time by bringing employers into compliance through voluntary (non audit) means.

Results

- 3 · 26 registrations by daycare providers.
- 3 · \$832 in premiums received.
- 3 · 503 daycare providers (86% of mailing) brought into compliance through Audits, filing master business applications or previous premium reports, response forms, identification as previously registered, or info received in telephone calls.
- 3 · 26 daycare providers requested master business applications to open L&I accounts.
- 3 · Audited providers have become a referral source in identifying out-of-compliance providers.

Team Name: Leveling the Playing Fields for Daycare Centers

Team Members: Kathy Vargas, John Hackman, Robert Cole, Linda Hathaway, Patricia Munroe, Willa Deane Stoops, Sharon Vlastelica, Linda Williams, Karen McGuire, Janet Scribner, Debbie Parsons, Lisa Halverson, Kathy Vogt, Debbie Carlin, Billie Merson, Lynda Bosch, Penny Robinson, Ronna Walsh, Terry Brooks, Jim Rainwood

CONTACT: Kathy Vargas, (360) 896-2326

Street Smarts: Preventing Accidents and Saving Dollars

During the first nine months of 2000, employees in L&I's Northwest Region reported 11 vehicle accidents and three tort claims. Electrical inspectors, required by law to conduct inspections within 48 hours of the request, accounted for the highest incident rates.

The agency set out to achieve a 50 percent reduction in the number of motor vehicle incidents involving the region's Electrical Section for fiscal year 2002. The region succeeded in eliminating all vehicle accidents within the first quarter by providing driver assessment training to supervisory staff, conducting ride-along assessments for each electrical inspector, conducting comprehensive reviews of incidents (for prevention purposes), providing driver safety information through training programs and discussions at crew meetings, and providing and displaying driver safety posters and information sheets.

Results

- ³ · Reduction in vehicle repair costs.
- ³ · Reduction in incidents per quarter.
- ³ · Reduction in time-loss days for employees.
- ³ · Reduced number of incidents with tort claims.

Team Name: Street Smarts: Preventing Accidents and Saving Dollars

Team Members: Cindy Horton, Jim Hinrichs, Dennis Patterson, Kay Lielke, Jerry Vance, David Buttice, Ken Copeland, Conrad Freeling, Patrick Gunn, Don Holland, George Lind, Don Millar, Ron Sanders, Steve Shanholtz, Bruce Smith, Dobbe Spasojevich, Kent Barnes, Paul Christman, Ray Eddings, Chad Heiserman, Steve Jeffers, Lyle Jensen, Mike Jones, Tim Jurkovich, Victor Monlux, Dan Nase, John Petras, Chuck Roach

CONTACT: Cindy Horton, (425) 290-1415

Working in the Woods to Make Logging Safer

The majority of Washington's logging injuries occur in the forests of the Southwest Region where logging claims and claim costs are four times higher than any other region. Historically, the Consultation Program in this region hasn't been able to provide any service to the logging industry due to a lack of staff expertise. Contributing to the problem, small logging contractors are reluctant to call Labor & Industries for consultations.

The agency set a goal of identifying hazards and working with employers for safer working environments, as a first step toward reducing long-term logging injuries. A logging consultant was hired to focus on reducing logging injuries. The agency formed an informal partnership with the Weyerhaeuser Company and its contractors to perform 50 consultations to ensure safe working environments in the logging industry.

Results

- ³ · Performed 34 consultations between March and August 2001, compared with none previously.
- ³ · Identified 134 serious hazards during those consultations.
- ³ · Identified 861 instances of the above-referenced hazards.
- ³ · Received confirmation from other Weyerhaeuser Company regional contractors to be included in the partnership.

Team Members: Robert Hallenbeck, Tom Ford, Marcia Holt

CONTACT: Robert Hallenbeck, (360) 902-5317

Pooling Resources and Facilities to Maximize Training Opportunities

Employees of state agencies with regional offices often encounter problems and logistical obstacles when they need to receive training. If offered classes are not full, they are cancelled. There is little coordination between agencies for shared classes, and often the only option for an employee to receive training is to travel to Olympia, costing staff time and resources.

In response to this, the Northwest Regional Directors for eight state agencies formed a group with the goal of increasing diverse training opportunities by sharing and coordinating classes, training facilities and resources. The team established an E-mail communications system for sharing class schedules and information, and developed a Resource Book listing available facilities and equipment. Currently, there are 15 state agencies participating.

Results

- ³ · Total of 26 classes shared from April 2000 through April 2001.
- ³ · 140 participants.
- ³ · Fiscal savings of approximately \$20,000.
- ³ · Almost 90 percent of participants would not have attended training if the classes were only available in Olympia.
- ³ · Reduced travel time and expense to training activities.
- ³ · Increase in the number of training activities offered to member agencies that otherwise would not have been able to take advantage of such training.

Team Name: Northwest Washington Training Consortium

Team Members: Labor & Industries: Kerry Ivey (Team Leader), Patricia Flaherty (Facilitator), Peggy Thompson, Bob Zuhlke; Department of Personnel: Mike Dunstan, Tammy Woods; Department of Transportation: Bill Wells; Parks & Recreation: Allison Alderman; Department of Revenue: Arthur Harvey; Fish & Wildlife: Anita Davies; Office of Attorney General: Sharon Morrow; Department of Licensing: Greg Gurske, Bill Stevens; Department of Social & Health Services: Cheryl Burdett; Western Washington University: Carolyn Lawson; Employment Security Department: Rene Porche; Department of Ecology: Charlene Witczak

CONTACT: Kerry Ivey, (425) 290-1424

More Audits and Faster Turnarounds

Recent changes to vocational rehabilitation rules require Private Sector Rehabilitation Services auditors at Labor and Industries (L&I) to significantly increase the number of audits they perform. The auditor for L&I's regional office in Bremerton developed a new audit methodology which enabled him to more than double the number of audits conducted and to get the results to providers much more quickly.

A goal was set of sending providers their audit report within five working days from the time the auditor was at their office.

All on-site performance reviews were limited to one or two days. Emphasis was placed on pre-visit preparations. Paperwork was reduced to a minimum, utilizing a simplified standard reporting form. Audit criteria were tightened.

Results

- 3 · The project allowed the regional auditor to more than double the number of monthly audits performed. The region projects a total of 28 audits will be completed by year's end.
- 3 · The project significantly reduced the time and resources needed to perform individual audits. The average cost of a single audit in region 3 in 1999 and 2000 was approximately \$4,238. The average cost of a single audit in region 3 during the project has been \$1,665.
- 3 · The project goal of allowing no more than five working days to elapse between the time the auditor was at the provider's office and the time the audit report was sent to the provider was achieved more than 75% of the time.
- 3 · The project demonstrated that the audit requirements of the new vocational rules can be met using existing resources through improved methodologies and process management.

Team Name: Region 3 Vocational Audit Improvement Team

Team Members: Dr. Samuel P. Harvey, Mike Seale

CONTACT: Dr. Samuel P. Harvey, (360) 415-4005

Bad Debt Recovery

Under "Tax at the Rack" legislation, suppliers pay fuel taxes to the Department up front for fuel sold to customers. By statute, the Department refunds unpaid fuel taxes to suppliers (those that meet the statutory requirements of the prorate and fuel tax laws) when a purchaser defaults on payments to their supplier.

Prior to a change in policy, there was nothing in place to recover those fuel taxes from the purchasers of fuel who have failed to pay their suppliers. This meant a revenue loss to the State. As a result, staff worked with the Assistant Attorney General's Office and developed an internal policy that complied with legislative intent and allowed for recovery of these refunded taxes from original third-party purchasers.

Implementation of this policy is now in place, and recovery of fuel taxes has commenced. This legislative compliance allows the Department to seek payment of taxes directly from those purchasers of fuel that have defaulted in their payment to the fuel distributor.

Results

- ³ · Effected a uniform policy to comply with legislative intent.
- ³ · Drafted forms that allow for implementation of the collection process.
- ³ · Screened past bad debt refunds for collectibility, filed claims in bankruptcy courts and thereby recovered revenue due the State – estimated at \$3,000 in this first year's effort.

Team Name: Bad Debt Recovery Team

Team Members: Victor LaFrancoeur, Khai Vu, Betty Mickelson, William R. Hatfield, Donna J. Hedgers; Assistant Attorney General: James T. Schmid

CONTACT: Victor S. LaFrancoeur, (360) 664-1833

Department of Licensing

Equifax Invoice Summary Review Team

As part of the approval process to become a dealer in the State of Washington, the Department of Licensing's (DOL) Dealer Services Licensing Auditor requests and reviews a credit report from Equifax on that particular applicant.

The staff within the unit keep a running log on an Excel spreadsheet of each request from Equifax to be compared against the invoice summary received monthly from Equifax. If there were discrepancies, the supervisor would spend up to 3 hours trying to find them by manually looking up records on the Master Licensing System to verify that a credit report had been ordered by one of the staff.

Members of the DOL's Dealer Services Licensing staff worked with Equifax to simplify this process. Equifax revised their monthly invoice summary to include the name of the DOL employee who requests each credit report.

This improvement has saved at least 2.75 hours per month of research, for a total of 33 staff hours per year.

Results

- 3 · Simplified the monthly invoice summary and enhances the privacy of the information requested.
- 3 · Saved at least 2.75 hours per month (33 hours per year) of research, for an estimated \$673.20 dollars per year.
- 3 · Increased accountability by each Dealer Services Licensing Auditor for each requested report from Equifax.

Team Name: Equifax Invoice Summary Review Team

Team Members: Candy Barnes, Chuck Coach; Equifax Sales Rep: Kirsten Jermundson

CONTACT: Chuck Coach, (360) 664-6453

Vehicle Services Dealer Investigators Working Out of Driver Services Licensing Service Offices (LSOs)

The Vehicle Services Division's Dealer Investigators perform most of their duties away from their office. While away from the office they were unable to retrieve essential email, use their computers to respond to urgent issues in a timely manner, or to connect to databases critical to the performance of their job duties.

However, the Department of Licensing has 63 driver's licensing offices around the state – and while they are part of the operation of another division within the Agency, they are part of the Agency – so why not utilize those offices as a remote facility for Vehicle Dealer Investigators?

That's what the Remote Access Team (RAS) wondered – and it was the solution to their problem. In order to increase both the efficiency and effectiveness of Dealer Investigators in the field, they will now be able to use Driver Services Licensing Services Office's (LSOs) facilities to intermittently hook into the LAN connections at the LSOs to access their e-mail, and conduct other work as needed. Investigators are able to use any of the authorized LSOs.

Results

- ³ · Divisions working together to look at more efficient use of state resources.
- ³ · Work efficiency of using the LAN vs the RAS dial-in to access the Agency's computer systems.
- ³ · Ability to respond/communicate in a more timely fashion.

Team Name: Remote Access Team

Team Members: Lewis Dennie, Jack Staples, Evelyn Barker, Pat Semler, Myke Gable, Nanette Trimpe, Robin Adolfson, Dan Schilter, Joe Omlor, Suzanne Medrano, Steve Sorini

CONTACT: Lewis Dennie, (509) 482-3609

Data-based Decision Saves Marketing Resources

The Deferred Compensation Program (DCP) staff is ensuring that resources invested to educate new employees about its supplemental retirement program are well spent. DCP Marketing Program staff conducted an eight-month pilot that included mailing a welcome letter and education materials to state agency, higher education and political subdivision employees. Data was collected to assess the cost-effectiveness of the mailing by comparing the list of new DCP participants with the list of employees who had received the welcome letter and education material.

Data showed that the special mailing to new state employees was effective in increasing DCP enrollment. Data also indicated that the special mailing to new higher education and political subdivision employees was not as effective in generating DCP participants. Other marketing methods would be required for those groups. Based on this data, the new employee mailing was discontinued for higher education and political subdivisions, saving staff time, production and mailing costs.

Results

- 3 · Provides new state agency employees with timely education and information on which they can base important retirement planning decisions.
- 3 · Ensures that time and resources invested to educate state employees on supplemental retirement system are focused on the most cost-effective means.
- 3 · Saves annual production and mailing costs of \$6,600 and approximately 100 staff hours by discontinuing a marketing approach proven to be less effective than other methods.

Team Name: DCP New Employee Education and Marketing

Team Members: Margaret Falter, Anne Holdren, Robert Julian, Abel Zimmerman

CONTACT: Robert Julian, (360) 664-7021

Employer Reporting Is Made Easier

The Employer Support Services (ESS) unit implemented a new reporting option that enables employers who typically report employee retirement account information manually to use a new electronic method. Electronic reporting allows employee account data to be processed sooner, which gives employers faster feedback on errors, and allows more time to make corrections before a member's account is affected. Electronic reporting also reduces the time DRS staff need to manually enter data reported by the employer and the risk of errors during data entry.

An electronic reporting template is mailed on disk to employers with 50 or more employees who report monthly on manual forms. Employers can choose to send their report to DRS through the Internet using file transfer protocol (FTP) or they may send their report on disk. Employers who converted to automated reporting this quarter reduced the number of employee transactions and corrections being manually entered by 27.3 percent. This is an estimated annual staff time savings of 408 hours.

Results

- 3 · Processes employee account data sooner, which gives employers faster feedback on errors and allows more time for corrections to be made before a member's account is affected.
- 3 · Reduces the chance of errors by avoiding manual entry of account data.
- 3 · Enables employers to take advantage of technology improvements for regular reporting.
- 3 · Reduces the number of employee transactions and corrections being manually entered each month by 27.3 percent. This is an annual savings of 408 staff hours.
- 3 · Ensures accurate, timely reporting of employee account data that is critical to successful implementation of the Public Employees' Retirement System Plan 3 in 2002.

Team Name: Improving Electronic Employer Reporting

Team Member: Carrie Boze

CONTACT: Dave Nelsen, (360) 664-7162

Warehouse Consolidation Team

In the past, the agency leased space for two facilities - the File Center and the mailroom. The elimination of the File Center, coupled with a decreasing need for warehouse space (because the agency is more frequently using Consolidated mail), provided an opportunity to restructure activities. By consolidating the mail and warehouse functions and relocating those operations to a smaller facility, the agency has been able to save money by reducing space requirements and staffing levels.

Results

- 3 · Reduced warehouse space by 52 percent (and co-located agency mail and warehouse functions).
- 3 · Consolidated mail runs, supply runs, and production control runs.
- 3 · Eliminated one mailroom FTE.
- 3 · Saved \$46,661.

Team Name: Warehouse Consolidation Team

Team Members: Le Perry, Erick Kniestedt, Jesse Curtindale, Jeff Sturgeon.

CONTACT: Erick Kniestedt, (360) 902-8881

Emergency Plan Team

Until recently, the agency used an Emergency Planning document which was limited in distribution (only one copy per office) and which was rarely read because of its length (in most cases a 1 to 1 1/2" thick document). The Emergency Planning Team wished to create a resource which would be more widely distributed and referenced. The result of the team's effort is a new document which is less than 20 pages in length. A copy is provided to every employee. A supplemental two-page Manager's Checklist is being provided to each manager. And another two-page supplement is being provided to each member of the Emergency Response Team outlining individual responsibilities.

Results

- ³ · The agency now has a plan more personally tailored to the individual's needs.
- ³ · Each employee receives a copy at his/her orientation.
- ³ · The format allows the plan to be hung on the wall or placed in a notebook.
- ³ · The plan is tabbed to easy reference and quick access.

Team Name: Emergency Plan Team

Team Members: Le Perry, Erick Kniestedt, Kristi Barnes, Sandy Davis, Boyd Yeager, Ron Vetter, Doyle McMinn, Craig Conley, Chris Donahue

CONTACT: Erick Kniestedt, (360) 902-8882

Downloading Audit Transcripts

When conducting audits of taxpayer businesses, Department of Revenue (DOR) staff use transcript information (48 months of excise tax data) to help them assess taxpayer liability. In the past, auditors would submit a request for this information, which would be printed overnight, batched, and then distributed by mail from Olympia.

The new system now automates this process. As in the past, the transcript download is requested in a Tandem screen. Thereafter, the information is transferred to the DOR File Transfer Process server and the user is notified by email that it is available to be converted into spreadsheet data and loaded into an Excel template system.

Results

- ³ · No delays because of snail mail. Turnaround time measured in minutes, not days.
- ³ · Fewer keying and transcription errors.
- ³ · Able to link spreadsheets together for fast and accurate formulas and analysis.
- ³ · Excel transcript can get imported as a data file into imaging system, instead of being scanned from paper.
- ³ · Saved 6,100 staff hours.

Team Name: Audit Transcript Team

Team Members: Bob Schauer, Denine Lathrop, Danielle Musser, Mark Davenport, Mark Bigelow, Dean Johnson

CONTACT: Dean Johnson, (360) 570-5953

Target Building Energy Conservation

At the request of the Governor (Governor's Directive No. 01-01) agencies were asked to find ways to reduce energy consumption. In the Target building we found ways to reduce our energy usage by turning off lights in rooms that were not in use and we also reduced the overhead lighting in our offices by having certain light fixtures permanently disconnected. The temperature settings in our offices were also adjusted for air conditioning and heating. We also made sure all printers, computer monitors and other equipment were turned off each night to save power. Employees were also asked to limit their use of individual space heaters and fans.

Results

- ³ · May 2001 electricity usage reduced 19 percent over same time frame in 2000.
- ³ · June 2001 usage was reduced 27 percent over the same time frame in 2000.
- ³ · July 2001 usage was reduced 27 percent over the same time frame in 2000.
- ³ · August 2001 usage was reduced 30 percent over the same time frame in 2000.
- ³ · Saved \$9,000.

Team Members: All Target Building Employees

CONTACT: Gary O'Neil, (360) 753-2871

Expenditure Payment Enhancement

The Department of Revenue uses an imaging and workflow system to process expenditure payments. During the first step of the process, the images of the invoices are captured electronically and then indexed for future retrieval. Once all invoices are imaged and indexed, the information is coded into an A19 form. Following additional review and approval, the invoice payments are then entered into the statewide accounting system (AFRS - Agencies Financial Reporting System). In the past, this process required the data to be manually re-entered three times – when indexing, when keying data into the A19 form and then into AFRS. The new process eliminates the duplication of keying by automatically uploading data.

Results

- 3 · Eliminates duplicate keying.
- 3 · Ensures consistent use of A19 form.
- 3 · Reduces manual keying errors.
- 3 · Save FTE time – more payments are processed within a given time period.
- 3 · Eliminates the need to print batch headers and assign batch numbers (paperless process).

Team Members: Steve Bilhimer, Tom Sampson, Binh Vu, Nina Adams, Sandy McGough, Ayano Kitada, Melissa Sexton, Kristi McMonagle, Kathy Martin, Debi Huntley

CONTACT: Binh Vu, (360) 902-8886

Manufacturer's New Employee Tax Credit

This program provides a credit against the business and occupation tax for each new eligible employment position filled and maintained by certain manufacturers. The process to apply for and receive tax credit required a taxpayer to submit quarterly employment reports to the Department in addition to an annual summary report, at which point the Department was required to review and verify the information and calculate the credit.

The Department streamlined the process, allowing taxpayers to calculate the credit, and reduced the paperwork taxpayers are required to file to a one-page annual credit report.

Results

- ³ · Taxpayers only send in a one-page annual report instead of quarterly multi-page reports. Reduced postage costs for taxpayers.
- ³ · Reduced the amount of time necessary for the Department to verify credit information and calculate the credit.
- ³ · Saves 900 staff hours a year.

Team Name: Manufacturer's New Employee Tax Credit

Team Members: Cindy Evans, Sue Meldazy, Tracye Fralick, Jill Bussard, Brenda Smith, Teresa Hansen, Kim Davis, Steve Bren, Leslie Cushman, Alan Lynn, Roseanna Hodson, Claire Hesselholt, Russ Brubaker

CONTACT: Russ Brubaker, (360) 570-6131

Refund Interest Adjustment

In the past, the Department of Revenue had established a policy which stated all tax refunds would accrue an additional five days of interest. This five-day period allowed employees time to manually process the information required to generate and mail the refund warrant. By automating this process, refund warrants are now generated the next business day after the refund is established, reducing the number of days for interest calculation from five days to one business day.

Results

- ³ · Reduced the number of calculated interest days from five to one business day.
- ³ · Reduced the amount of interest paid by an estimated \$86,445 a year.

Team Members: Pat Ancock, Seawillow Rolly, Pat Moses, Brad Grunenfelder, David Van Haelst, Tracye Fralick, Judy Bandoock, Bret Brodersen, Binh Vu

CONTACT: Binh Vu, (360) 902-8886

Supercharged Discharge Home

Often, clients who want to leave nursing homes have no family or friends to help find low-income housing and needed home care services. State social workers are overwhelmed with new cases and may not have time to coordinate the complex care and housing services needs of these clients.

Independent living consultants can provide intensive case management and coordination to facilitate quick discharge of nursing home clients with complicated care plans. A pilot test was conducted where contracted consultants helped clients return to independent living. The consultants worked with the Social Security Administration, health, vocational and education resources.

Results

- 3 · During the pilot test, twelve nursing home clients were able to return to independent living.
- 3 · The projected savings for one year will be nearly \$80,000 as the result of thirty-six additional clients returning to independent living each year.
- 3 · Approximately 1080 hours of staff time will be saved each year.
- 3 · The effort will improve client services and enhance client independence, choice and quality of life.
- 3 · The project supports Aging and Adults Services Administration's mission to provide choice to clients and reduce the nursing home census and costs.

Team Name: Supercharged Discharge Team

Team Members: Dick Goard, Sonya Sanders

CONTACT: Deanna Rankos, (360) 725-2576

Developing an Integrated ADHD Treatment Program

When parents find themselves overwhelmed, frustrated and desperate for help managing a teenage child who may be skipping school, abusing substances, running away from home or perhaps involved in criminal activity, they can turn to Family Reconciliation Services (FRS). Children's Administration's FRS Program is a free, voluntary counseling and referral service for parents with teenagers.

The Region 4 Kent FRS Unit realized a significant percentage of parents requesting FRS Services had children/youth with Attention Deficit/Hyperactivity Disorder (ADD/ADHD). Research indicates ADD/ADHD puts children at high risk for school failure, involvement with drugs and alcohol, criminal activity, and other behavior problems. Research also indicates traditional counseling approaches tend to be ineffective for this population. To better meet the needs of these youth and families, the unit developed and pilot tested an innovative treatment approach. A specially trained ADD/ADHD counselor worked with youth and families as a coach helping the family prepare and implement an effective course of treatment. Additionally, the counselors connected families to community resources and coordinated the involvement of other professionals to provide a comprehensive integrated approach for the child's treatment.

Results

- 3 · Increased effectiveness of service to 125 ADD/ADHD youth and families.
- 3 · Developed a coordinated and integrated long-term case plan to support the needs of these children and families, which prevented 15 out-of-home placements and saved \$23,940 placement costs.
- 3 · Increased the number of children benefiting from special education plans.
- 3 · Increased customer satisfaction with Family Reconciliation Services.
- 3 · Created new resource guides for youth and families: ADD/ADHD Family Resource Packet, Community Resource Manual, and ADD/ADHD Best Practice Procedure Manual for FRS Staff.

Team Name: Region 4 - Kent FRS/ADHD Project

Team Members: DSHS: Bob King, Jan Sennott, James Gore; Volunteer: Rose Moore; Roland Tam Sing & Associates: Liz Moreles, Anna Ximines-Williams, Ron Tarnow, Dyuna Odegard, Karin Ballantyne, Hope Regis, Tracey Smith, Esther Patrick, Ralph Brice, Catherine McIntyre, Lee Kuykendall

CONTACT: Elizabeth Jones, (206) 923-4892

Maintenance Team Uses Innovative Approach

The Division of Developmental Disabilities' Fircrest School, a residential habilitation center, falls within the Shoreline Water Districts' jurisdiction. Each year Fircrest School is required by code to have all backflow assemblies tested to ensure protection of the public water system and compliance with Washington State Health Department regulations. Maintaining compliance was difficult given the years of deferred maintenance, the number of backflow assemblies on the eighty-eight acre state campus, the magnitude of the repairs needed, and limited funding.

To resolve the problem, this Quality Improvement team decided to research code requirements and investigate the regulations by themselves. Then the team determined that the repair work and the retesting could be done by Fircrest's journeyman plumbers if sufficient instructions were provided by a licensed backflow tester and an inspector. After each backflow assembly is either repaired or replaced, the assembly must be retested to ensure its compliance with the code and regulations.

Results

- ³ · Achieved compliance to WAC 246-290-490 and Municipal Code 5.12.010-5.12.090 for the past two years with all previously existing backflow assemblies.
- ³ · Saved \$405,000 by avoiding costs for consultants, contract specification development, project management, change orders, and supplies at the retail price.
- ³ · Increased reliability of the backflow assembly repair work by retesting it, utilizing licensed testers and inspectors.
- ³ · Increased skills of the professional on-staff and journeyman plumbers by allowing them to work alongside the backflow assembly testers.
- ³ · Increased Fircrest's ability to install backflow assemblies in facilities built before the WACs and municipal codes came into effect.

Team Name: Backflow Team

Team Members: Tim Cleary, Dean Crawford, Tim Lanway, Mike Scott, Dan Zeth

CONTACT: Mike Scott, (206) 361-3123

An Effective Automated System to Manage Incidents

The Division of Developmental Disabilities did not have a consistent preventative system that allowed the effective management and timely reporting of incidents occurring statewide.

The division chartered a Quality Improvement team that created and implemented an efficient, consistent, centralized statewide reporting and tracking system. The new processes ensure timely identification and prioritization of specific areas for targeted consultation or corrective action. Counts of incidents by client, type, actions taken, service provision category, and service provider are now available with a keystroke.

Results

- 3 · Eliminated manual processes, duplication of information, photocopying and faxing saving 14,560 hours each year.
- 3 · Implemented management and administrative review that allows timely prioritization and communication on critical issues.
- 3 · Improved the readiness and effectiveness of the department and the Governor's Office in communicating with the media after receiving immediate notification of serious incidents.
- 3 · Incident data are now available to regions and central office for analysis to assist in implementing preventative processes.
- 3 · Preventative measures and corrective actions can now be tracked and reported by regions or central office.

Team Name: IR Team

Team Members: Cathy Andres-Ebbert, Jan Blackburn, Sue Cabe, Debbie Couch, Linda Cummings, Joy Daugherty, Marilee Fosbre, Karen Potter, Kevin Quinn, Paul Reynolds, Denise Satterlund, Maureen Weeks (Leader), Charlotte McDowell (QI Facilitator), Tom Farrow (Leader), Jana Sesonke, Rick Stablein, Richard Sanders, Norma Runion, Andrea Swan, Kathy Burns Peterson, Lisa Weber, Colleen Erskine, Joyce Duran, Kathy Stacey, Edward Garcia, Frank Tavares, Terry Madsen, Steve Jordan, Pat Francis, Lisa Johnson, Mary Larson, Scott Watling, Suzanne Taloa Hickey, Bob Love, Dave Lingwood, Bill Sims, Phyllis Thompson, Debbie Johnson, Kris Jorgensen-Dobson

CONTACT: Tom Farrow, (360) 902-8452

Reducing Stress while Increasing Efficiency

The Division of Developmental Disabilities (DDD) administered the Department of Personnel survey. This revealed a prevalent belief that Case Resource Managers (CRM) did not receive the "how to" training necessary to perform complex tasks they were required to do on a daily basis. Additionally, high staff turnover generated many new employees needing assistance to effectively transition. A labor and management team was formed to address these concerns. The team's focus was to ensure that all new and existing CRMs could skillfully manage their jobs.

Staff was surveyed and the team identified fifteen important competencies that a CRM should possess right away in order to do quality work. The team planned and implemented trainings offered in brief, manageable sessions. A highly valued mentoring process was developed along with critical tools that assisted staff in saving time. Training was provided cost-free through the expertise of in-house staff, DDD program managers, other DSHS division staff and local community partners.

Results

- ³ · Increased efficiency by equipping each staff person with the skills and knowledge to quickly and competently address the variety of needs. An average of 5.5 hours per week as reported by staff for a total savings of 70,104 FTE hours or \$1,172,840 each year.
- ³ · Implementation of a comprehensive training schedule with a total of 268 participants since January 2001.
- ³ · Reduced stress as well as the potential risk of mistakes by assigning each new CRM a mentor who provides knowledge in a supportive environment.
- ³ · Increased employee satisfaction by providing helpful suggestions for mandated voice mail messages, emergency phone number cards for field use, abbreviated list for acronyms and medical terminology, and templates for commonly used forms and policy exceptions.
- ³ · The Training and Development (TAD) Team has become an ongoing part of Region 5's continuous quality improvement process.

Team Name: TAD Team

Team Members: Brenda Yormark, Kristyn Winchell, Sherrie Orlob, Sue Henricksen, Joyce Carr, Denise Pech, Susy Stremel, Muriel DeBlasio, Chelsea Blackburn-Roback, Kathy Yormark

CONTACT: Brenda Yormark, (253)-593-2838

Region 2 Child Care Call Center

Community Services Offices (CSOs) in the Yakima region of the Economic Services Administration were experiencing large backlogs of unprocessed applications and eligibility reviews for the state's subsidized child care program, Working Connections Child Care. Authorizing child-care benefits for families and payments to child-care providers were, in many cases, taking more than the required 30 days.

The team planned and established a Regional Childcare Call Center with 18 employees and a toll-free number that families and providers can call for child care services and help. Call Center staff are responsible for processing all Working Connections child care applications and eligibility reviews in the region and processing reported changes (e.g., client address changes). Special phones and fax machines have also been installed in the lobbies of each CSO that people can use to communicate directly with call center staff.

Results

- ³ · Reduced process time from 30 days to 5 days in average.
- ³ · Among over 1,200 childcare applications per month, 84% of them are processed in less than five days.
- ³ · Improved customer service by using new standardized procedures for handling and processing childcare applications and eligibility reviews. In a recent customer satisfaction survey, 9 out of 10 clients and providers reported they were very satisfied with the call center service they received.
- ³ · Reduced paperwork by standardizing and streamlining the procedures and review processes.
- ³ · Saved 10,000 hours of staff time a year.

Team Name: Region 2 Call Center

Team Members: David Williams, Ellen Overby, Janet Gone, Marcelo Garcia Jr., Martha Barboza, Jeff Pierce, Cindy Steinhorst, Mike Nace, Bill Callahan, Mark Clark

CONTACT: Stephanie Murphy, (509) 225-7932

DSHS Virtual Warehouse Project

The DSHS Surplus Warehouse is the central point in the department for redistributing surplus items. Previously, information about available items was obtained by word of mouth, telephone inquiry, e-mail, or personal visit to the warehouse. Reuse of surplus items was low because only local customers could benefit from existing services.

To improve customer service and the use of surplus items, warehouse staff suggested advertising items on the DSHS Intranet. A digital camera was used to take pictures of all available items. Items were categorized and posted on the warehouse web site within ASD's web pages. The Virtual Warehouse was now on line. Because pictures and descriptions are saved as a Word document in a folder on the web server, the warehouse staff can quickly and easily update information. Customers from almost all state agencies in any geographical region can visit the web page, view the pictures, submit an email request, reserve items, and make delivery arrangements, all on-line.

Results

- 3 · Saved \$23,900 in one month by redistributing 125 pieces of equipment via the Virtual Warehouse to state offices.
- 3 · Reduced staff travel time by 170 hours (125 trips) in one month.
- 3 · Reduced the need for generating 125 purchase orders that saved 750 hours of processing time.
- 3 · Created on-line access to surplus items for customers in all DSHS regions and other state agencies.
- 3 · Increased circulation of reusable items thereby dramatically decreased delivery of unused surplus to General Administration, Surplus Programs.

Team Name: DSHS Virtual Warehouse Team

Team Members: Paul Nicholson, Pete Bedell, Jim Windham, Aaron Stender, Don Dickinson, Darrel Hunter, James Brevick, Kim Hewitt, Richard McRae, Paul Mena, Roger Slack

CONTACT: Paul Nicholson, (360) 753-1892

New Traffic Signal Lights Save Energy and Reduce Costs

Traffic signals use electricity year around. Incandescent bulbs, long used in signals, must be replaced annually. Even with that preventive approach, lamps occasionally burn out unexpectedly causing dangerous situations at intersections. In addition, incandescent lamps generate heat, thereby creating a danger to maintenance workers, who must wear bulky gloves while handling them.

Light emitting diode (LED) signal bulbs have recently come down in price, and at the same time their reliability has improved. LEDs have several advantages: they have a five to seven year life, use up to 85% less electricity, and are currently eligible for rebate from some public utilities. In the northwest part of the state, all 6,200 red and green signal lamps are being replaced with LEDs this fall. Throughout the state, WSDOT is systematically replacing incandescent signal lamps with LED bulbs.

Results

- ³ · Energy consumption reduced by approximately 80% for each signal.
- ³ · Major maintenance of signals reduced from every year to every sixth year.
- ³ · Reduced traffic interruptions caused by maintenance vehicles parked in traffic while workers maintain traffic signals.
- ³ · Energy cost for each traffic signal reduced by about \$800 in the first year, with savings paying for new LED bulbs within 1.5 years.
- ³ · Worker safety improved through reduced exposure to traffic and eliminating risk of handling hot incandescent bulbs.

Team Name: Traffic Signal Replacement Team

Team Members: Kurt Schleichert, Ken Kilseimer, Ken Heale, Jim Newman, Wally Schauer, Mike Beck

CONTACT: Kurt Schleichert, (206) 764-4250

Employment Security Department

Annual Unemployment Insurance Benefit Statements

Employment Security Department (ESD) mails annual statements of Unemployment Insurance benefits to over 300,000 persons in compliance with federal law. In the process, an old-fashion sealed carbon type form was imprinted using an “impact printer” machine. The product was susceptible to becoming smudged and unreadable. Also, the process was cumbersome, time-consuming, and required constant intervention by the Department of Information Services (DIS) technicians to keep the “impact printer” operating properly. Representatives from DIS, ESD, and Campus Mailing Services met to discuss improvements. A cost/benefit discussion led to a suggestion to find alternative equipment or an alternative method of creating the forms. After some research, team members designed and created a new form, which was accepted by the IRS. Now annual statements are produced using modern “flash-form” technology, equipment currently used by ESD in the production of other forms and letters. The readability of the data on the statement is greatly enhanced because it is laser printed on a full page rather than the carbon form’s half-sheet.

Results

- 3 · Saved \$2,500 annually by eliminating printing carbon type forms.
- 3 · Increased customer satisfaction by improving the quality of the new form, increasing readability.
- 3 · Reduced time necessary to produce forms.
- 3 · Improved employee morale by eliminating burdensome processes and preparation for mailing annual statements.
- 3 · Eliminated the need for constant human intervention/monitoring during the printing process, saving DIS 48 staff hours annually.

Team Name: Annual Unemployment Insurance Benefit Statements

Team Members: DIS: Gordon Bowman; ESD: Clark Christine, Judy Carlson, David Karnofski

CONTACT: Dave Karnofski, (360) 486-3220

Employment Security Department

Office of Special Investigations Appeal Improvement

The Office of Special Investigations (OSI) detects and writes approximately 11,500 Unemployment Insurance (UI) overpayment determinations each year. A team was charged to streamline and improve the filing and handling of OSI appeals for the UI TeleCenters, Office of Administrative Hearings (OAH), and OSI. The team met and developed a plan that eliminated mailing OSI determinations to the UI TeleCenters by providing the information that is needed to file an appeal on-line in OSI's Benefit Automated Report and Tracking System (BARTS). The on-line process was tested and the plan has been implemented.

Results

- 3 · Saved 202 FTE hours annually for OSI and UI TeleCenter staff by providing the information on-line, eliminating filing and printing, and other manual tasks.
- 3 · Saved \$1,196 in data processing costs by eliminating printing copies for the TeleCenters.
- 3 · TeleCenters save approximately 16 feet of paper storage space.
- 3 · Improved employee morale by streamlining the process and providing the information on-line, eliminating time intensive and burdensome work.

Team Name: TOAD Team (TeleCenter, Office of Special Investigations, Office of Administrative Hearings, Determination Team)

Team Members: ESD: Norris Aylesworth, Kathy Bilanko, Donna Jackson, Pat Mayhew, Howard Nanto, Kathy Ramoska, Milly Rice, Marla Ross, Pat Williams; OAH: Stephanie Croom Williams, Rica Helberg, Jody Keys

CONTACT: Kathy Ramoska, (360) 438-4169

Integration of WorkFirst and Job Hunter Workshops

Welfare-to-Work, Workforce Investment Act (WIA) Adult, and WorkFirst (WF) Programs at the Lewis County Career Development Center formed a team to review the curriculum being used in the Job Hunter and WorkFirst workshops. This team discovered that the two provided duplicative information to job seekers regardless of what program they were connected with. Having both workshops also created confusion and delays for customers at the front desk, caused difficulty in scheduling for limited classroom space, and limited staff availability to provide other customer services. The team developed a strategy for integrating the WorkFirst workshop and the Job Hunter series. The team used continuous quality improvement tools—they researched, brainstormed, developed, and implemented a plan that combined the technical modules of the two workshops. A schedule was developed that allows rotation of all trained Career Development Center staff to deliver the new integrated workshops.

Results

- 3 · Saved 576 FTE hours annually by integrating and rotating delivery of the job search workshop.
- 3 · Improved customer satisfaction - staff have more time to work with customers on job retention, progression, and other direct customer services.
- 3 · Mainstreamed WorkFirst customers to minimize labeling and help them improve self-esteem.
- 3 · Improved employee morale and job satisfaction by eliminating unnecessary work.

Team Name: WorkFirst Process Improvement Team

Team Members: Melody Braaten, Sue Feist, Greg Wasson, Sandy Crews, Theresa Wilson, Gary Merserau, John Young, Pat Pratt, Aaron Washington, Shirley Cottrell, Carolyn Holt

CONTACT: Melody Braaten, (360) 740-6861; Sue Feist, (360) 740-6866

WorkSource Re-Employment Workshop Scheduling

The process for scheduling customers for re-employment workshops was cumbersome, inefficient, and drained the computer system. The software generated duplicate class rosters, dropped them altogether, or sent “conflict” messages when more staff accessed the system. This created significant problems for customers and fostered a perception of disorganization as correcting problems ate up staff resources. The team developed, tested, and implemented a three-part solution, which avoided reliance on the already heavily used NT (e-mail) server. They switched from using Microsoft Outlook with imbedded Microsoft Word documents to using only Microsoft Excel workbooks with hyperlinks. User permissions on the Excel workbooks were set to allow several users access to the main calendar page while restricting access on individual rosters to a single user. It was also decided to allow Excel workbooks to reside on the local area network.

Results

- 3 · Reduced time to schedule workshops by ten minutes per customer.
- 3 · Increased customer satisfaction by eliminating confusion and delays when scheduling workshops.
- 3 · Saved 694 FTE hours annually by making use of existing technology and streamlining workshop scheduling processes.
- 3 · Improved employee morale by eliminating confusion and delays when scheduling workshops and supporting a professional service delivery environment.

Team Name: Automated Card Review Team

Team Members: Dennis Smith, Angie Hughes

CONTACT: Dennis Smith, (509) 532-3013

Employment Security Department

Integrated Communications

An Employee Communications Committee identified the paradox of too much/too little information arriving as torrents of hardcopy and e-mail. People struggled to get the critical information to their job. The department pioneered a new approach of integrated communications, giving customers/users more control of information received and better ways to interact with others. ESD became the first state agency to link e-mail, a daily electronic newsletter (Morning News), an agency Intranet, and the broader Internet. It improved communications, empowered staff, and enhanced organizational change. Hyperlinks connect the newsletter to event's on the Intranet/Internet with greater detail. Topics on the Intranet discussion site inspire staff participation, producing the most active electronic forum in state government. E-mail hyperlinks are used to make it easy for staff to contact co-workers for more information. The tools assist staff coping with information overload and produce an inexpensive model for other agencies to emulate. The effort was a national winner of the Department of Labor's \$25,000 Customer Service Award.

Results

- 3 · 94% of staff read the newsletter daily and 50% visit the Intranet that often.
- 3 · Monthly Intranet sessions for 12 months doubled from to 40,000 users.
- 3 · In a staff survey, more than 60% gave the Intranet and Morning News the highest satisfaction ratings - overall satisfaction was nearly 100%.
- 3 · Staff listed the electronic newsletter as the most significant source of agency information, outperforming supervisors, staff meetings, and the rumor mill.
- 3 · Narrative comments include: I appreciate the forum and the striving to communicate better...Communication has greatly improved over the last six months; pertinent, timely, and accurate.

Team Name: Integrated Communications Team

Team Members: John Welsh, Karen Davis, Tim Mallon, Bart Rydalch, James Job, Rich Tomsinski, John Watson, Michael Wilson

CONTACT: Michael Wilson, (360) 902-9317

Employment Security Department

Database Contract Improvement

The Employment Security Department (ESD) Contracts Office manages transactions involving personal and purchased services and is the central repository for hard copy and electronic files. Last year, the system was significantly upgraded with a clean up of a contaminated database and improved access for internal customers. Although these customers enjoyed electronic access to the database for the first time, a number of problems were encountered. Without Microsoft Access 97, users could not gain access. Technical support was required by Information Technology Services Division (ITSD) staff at each workstation for installation and maintenance. Each required one to three minutes to load the program and added to further delays. Based on recommendations by a process improvement team, the Contracts Office and ITSD joined the database contractor and developed an Intranet-based Web interface to the contracts database. This Web site is much faster and enables each workstation access to the database in less than three seconds. Customers were provided an Intranet Web page shortcut on their desktop for instant access. Special configurations were not necessary and ITSD support was not required.

Results

- 3 · Saved 295 FTE hours annually by providing customers a database access via an Intranet-based Web site.
- 3 · Reduced access time to the database for customers from three minutes to three seconds.
- 3 · Increased customer satisfaction and improved employee morale.

Team Name: Database Contract Team

Team Members: Brian Kerr, Marsha Phillips, Barney Hilliard, Larry Oline, Arnold Fajardo

CONTACT: Barney Hilliard, (360) 438-4011

Computer-based Staff Schedule Using Microsoft Access

At the Vancouver WorkSource Center District Tax Office, a paper calendar or schedule had been maintained to record and project staff scheduling. This method required daily revisions and redistribution of the schedule due to constantly changing individual needs. The team met, researched, created, and implemented a computer application-based schedule that allows for continuous updating of staff schedules in a weekly format. It allows individual updates and can be accessed by all employees to make changes and maintain a current schedule. The new format offers ease of operation for recording routine schedule changes and the ability to provide brief commentary as appropriate. The schedule is archived weekly to provide a management and time keeping tool for reconciling with employee timesheets. The monitor display can be adjusted to view the maximum number of staff schedules.

Results

- 3 · Saved \$11 annually by automating staff schedules and eliminating paper costs.
- 3 · Saved 32 FTE hours annually by automating the scheduling process.
- 3 · Streamlined the scheduling and eliminated burdensome processes.
- 3 · Provided a management and time keeping tool.
- 3 · Increased employee morale by eliminating burdensome processes.

Team Name: Automated Staff Scheduling

Team Members: Dave Somdalen, Dorothy Virgil

CONTACT: Dave Somdalen, (360) 735-5057

Basic Health Imaging Implementation Becomes State Benchmark

Basic Health (BH) receives 4,000 pieces of member correspondence representing more than 20,000 pages weekly. For years BH relied on dual systems to track and process all correspondence requiring additional staff. This created challenges when attempting to capture workload statistics to measure service levels. A quality improvement team was put into place to examine more efficient ways to process this information. BH began scanning in-coming member correspondence using imaging technology in 1997. Later that same year, BH electronically processed all open enrollment forms using an automated image routing system. BH has been working towards and has achieved 100% electronic routing and processing of all members' correspondence.

Results

- ³ · All member correspondence is scanned upon receipt, the electronic image is routed for processing and the original is destroyed after 60 days.
- ³ · Consolidated units resulted in improved customer service processes, and customers always have access to a cross-trained workforce.
- ³ · New system has created real time production reporting to track processing times and eliminated the need for dual systems.
- ³ · Reduced complexity of the document process allowing .5 FTE to be redeployed.
- ³ · Eliminated 60-day backlog.

Team Name: Imaging Implementation Team

Team Members: Preston Cody, Darla Nelson, DeeAnn Smith, Tristan Marty, Shelby Jorgenson, Terry Townsend, Pam Galloway, Jill Horn

CONTACT: Preston Cody, (360)-412-4361

Alternative Work Schedule Pilot Improves Staff Morale and Customer Service

HCA's Employee Survey (2000) and data from follow up focus groups identified the lack of alternative work schedules for the Basic Health (BH) call center as a major staff morale issue. Facing high call volume and staff turnover all staff worked 8:00 - 5: 00 schedules Monday - Friday to provide coverage for our customers. BH believes that if we take care of our employees we will collectively improve customer service. Starting in January 2001 BH chose to test alternative work schedules for the call center. All staff were allowed to participate and chose either a flex, 9x80 or 4x10 schedule. Staff coverage was ensured by developing a half-hour matrix to plot all staff schedules, breaks and lunches by the team throughout the day. Data was collected daily, weekly, and monthly to document call service level responsiveness, customer wait times, call abandonment and staff adherence to schedule. Data was analyzed and reported to staff and stakeholders continuously through the pilot test and used as the basis for final permanent approval for BH call center.

Results

- 3 · Telephone call service level improved from 68.8% in January 2001 (test start date) to 93.6% in August 2001. Caller average wait time improved from 2.45 minutes to .48 minutes during the same time frame.
- 3 · Staff turnover has decreased significantly from 13 to 0 in a six month period.
- 3 · Productivity increased from an average 66 calls per day per staff in 2000 to 79 calls per day per staff in 2001.
- 3 · Staff morale, communication and teamwork has improved as well during 2001. Sections volunteer to assist the call center to sustain a high level of service and keep "The Customer as The Main Thing."
- 3 · Staff participation in alternative work schedules has improved. Within the call center 76% of all staff are currently on a compressed or flex schedule.

Team Name: Alternative Work Pilot Team

Team members: Nancy Bickford, Teresa Edwards, Cindy McKinzie, Jill Thiery, Karen Griggs

CONTACT: Nancy Bickford, (360) 412-4260

Uniform Medical Plan Reviews Provider Reimbursement and Reduces Uncontrolled Costs

Uniform Medical Plan (UMP) claims costs were growing more quickly than premium revenues. In the past few years, these shortfalls ate into the Public Employees Benefit Board (PEBB) fund balance, leaving inadequate reserves. HCA was forced to increase member premiums in order to keep up with rising costs. UMP was becoming one of the higher-cost PEBB health plans, and the higher premiums were becoming a hardship for many UMP members.

UMP reviewed provider reimbursement data and policies and identified areas of potential waste and uncontrolled costs. Several major areas for improvement were identified. Some of these included: physician charges for drugs and biologicals delivered in the physicians' office; physician charges for services delivered in a facility setting (such as a hospital); and hospital charges for outpatient laboratory, radiology, and therapy services. UMP implemented payment policies to control costs in each of these areas.

Results

- 3 · Average Wholesale Price (AWP) was used to determine payment for drugs and biologicals.
- 3 · A "site of service" differential, based on Medicare policies, was implemented for physicians' services delivered in a facility setting.
- 3 · Fee schedules were applied to hospital payments for laboratory, radiology, and therapy services.
- 3 · Created a tracking system for the difference between actual claims payments using the new tracking system compared to the payments that would have been made under the prior system.
- 3 · Total difference was \$16.1 million cost savings over the past year.

Team Name: Provider Reimbursement Action Team

Team Members: Janet Peterson, Cheryl Mustard, Kathy Francher, Cynthia Ray, Krista Shufelt

CONTACT: Janet Peterson, (206) 521-2013

CD-ROM Access Saves Time and Money

Quarterly, 827,000 accounts receivable and accounts payable records are purged from the Insurance Accounting and Eligibility mainframe computer system and compiled on microfiche. Thirteen HCA staff in accounting stored a copy of the microfiche at their workstation in order to answer customer inquiries regarding account balances, and requests for information. Using the microfiche for the Closed Item Archive Report and Premiums Billed Report was time consuming, costly and required archive storage space. Program Managers asked staff to develop a more efficient process during discussions about business plans for 2002.

The team looked at several options. They recommended scanning the documents and converting to archiving the Closed Item Archive Report and Premiums Billed Report on CD-ROM, which eliminated the need for storing 13 individual sets of microfiche going back to 1994. This action reduced research time by 695 hours annually (6 staff at 10 hours/month). Both reports are stored on one CD-ROM disc that provides quick and easy access to account information directly on desktop computers. This increases the ability to provide quality customer service.

Results

- 3 · Eliminated the need for archiving 13 sets of microfiche.
- 3 · Increased quality of customer service.
- 3 · Increased the accuracy of account audits.
- 3 · Reduced research time to complete account audit.
- 3 · Saved \$6,975.

Team Name: Record Access Action Team

Team Members: Debbie Haeger, Christy Vaughn, Frank Wilson, Doug Reinemer, Romeo Solis, Jeff Crose, Larry Causey, Gordon Bowman

CONTACT: Debbie Haeger, (360) 923-2860

Marine Employees' Commission

"Restricted" Requirement Removal (Really!)

The Marine Employees' Commission (MEC) was handicapped by the time and expense required to send all notices by restricted certified mail (RCW 47.64.260). Mail was often undeliverable due to unavailable addressees, resulting in missed filing deadlines, non-appearance, and scheduling difficulties for our customers (the ferry system and its unions). Because this requirement was an RCW specification, the request to change the law had to go through the legislative bill process.

Results

- 3 · HB 1100, Modifying notice requirements, became effective July 22, 2001.
- 3 · The average cost per piece of service of notice mail dropped from \$7.32 to \$4.12, resulting in 43% per piece cost savings for both MEC and its customers. When service of notice is faxed, per piece cost savings increases to 85%.
- 3 · The frustration of undelivered mail is eliminated.

Team Name: Marine Employees' Commission

Team Members: John D. Nelson, John Byrne, John P. Sullivan, Linda Hoverter, Kathy Marshall

CONTACT: Kathy Marshall, (360) 586-6354

Interagency Advanced Administrative Law Judge Training

It is difficult to find high quality specialized training for Administrative Law Judges (ALJs) and Hearings Officers other than sending people to the National Judicial College (NJC) at the University of Nevada - Reno. A consortium of state adjudicatory agencies has contracted with the NJC in the past years to provide interagency training in Washington at lower cost. This year the Network of Adjudicatory Agencies sponsored our own three-day Advanced Administrative Law Judge in-state training at the Evergreen State College. We reduced costs even further by eliminating NJC administrative costs.

Results

- ³ · In-state training for 55 Administrative Law Judges/Hearing Officers for less than \$5000, compared to at least \$15,000 if conducted by NJC or at least \$50,000 to send people to the NJC campus.
- ³ · Relevant training from presenters, expert on Washington law, including a full day from Court of Appeals Judge Dean Morgan on evidence.
- ³ · Networking between ALJ's and Hearing Officers from 15 agencies who might otherwise have no contact, learning about similarities, differences, and best practices in administrative hearings in different agencies.
- ³ · 21.5 hours of legal education credits for each employee for \$87 each (commercial programs typically cost \$20 to \$50 per credit hour).

Team Name: Network of Adjudicatory Agencies

Team Members: Office of Environmental Hearings: James Tupper (training committee chair); Department of Retirement Systems: Ceil Buddeke; Western Washington Growth Management Hearing Board: Les Eldridge; Department of Social and Health Services: Linda Marousek; Office of Insurance Commissioner: Patricia Peterson; Office of Administrative Hearings: Art Wang

CONTACT: Art Wang, (360) 664-2031

Combined Program Activity Report

The Program Activity Report Forms for the Office of Community Development (OCD) Community Mobilization Against Substance Abuse Program and the Department of Social Health Services Division of Alcohol and Substance Abuse (DASA) prevention program have been combined. Local contractors for these two programs (some of which are the same person), now use the same form to report on their state-funded substance abuse and violence prevention program activities, to their respective agencies. In addition, the form used was developed in consultation with a contracted evaluator who helped OCD build a process evaluation right into the form. As a result, OCD and DASA have the capacity to publish a process evaluation of their program's activities each year.

Results

- 3 · Reduced by 50% the contractor time required to collect, compile and submit program activity information concerning individual substance abuse and violence prevention projects.
- 3 · Computer scannable reporting forms resulted in more accurate, complete, uniform data being submitted by local contractors to OCD and DASA.
- 3 · Scannable forms save OCD and DASA staff approximately three minutes per form. Approximately 822 forms were submitted for the 1998-1999 fiscal year, resulting in a savings of 41 hours (minimum) for OCD and 55 hours staff time for DASA.
- 3 · Contractors can now report on projects with a similar focus using the same format for the two different agencies. This is something contractors had been requesting.
- 3 · Meets a Governor's Council on Substance Abuse goal to develop common evaluation and reporting methods.

Team Name: Community Mobilization Program Staff and DASA MIS Workgroup

Team Members: OCD: Susie Roberts, Marscha Irving; DASA: Earl Long, Fritz Wrede; Developmental Research and Programs Inc.: Jack Pollard, Amy Lofquist

CONTACT: Paula Benson, (360) 725-2804

Hands-On Building Renovation Workshop/Lab

Downtown Revitalization Program staff from Office of Trade & Economic Development teamed up with Certified Local Government staff from Office of Community Development to create a unique learning experience for local partners from across the state. On July 12 and 13, downtown Enumclaw became an outdoor lab for Washington's first-ever "Hands-On Building Renovation Workshop/Lab". Fifteen Certified Local Government and Main Street staff from local programs and the state along with volunteers dispersed into the streets armed with crowbars, trowels, scrapers, and scrub brushes to learn how to tuck-point masonry, remove false facades, and clean paint from brick. Participants took what they learned in the classroom out into the field by tackling some real-life renovation projects, and helped to make a difference in a downtown district.

Results

- 3 · Improved the learning environment and increased the retention of information for customers by providing actual application experience.
- 3 · Engaged local property owners in a process which has spurred on additional private-sector renovations and interest in downtown Enumclaw.
- 3 · Minimal costs to the state for this workshop/lab due to volunteer labor and in-kind support;
- 3 · Created positive exposure for the state and local partner programs.
- 3 · Created an activity that would enable Certified Local Government and Main Street staff from local programs around the state to work together on an activity of common interest and set a precedent for working together again.

Team Members: Susan Kempf, Megan Kelly, Loren Doolittle

CONTACT: Susan Kempf, (360) 725-4056

Fort Worden Interpretive Signing

Fort Worden is a Washington State Park that is rich in history and has a diverse and fascinating natural environment. Since its acquisition as a park in 1973, very few signs have been erected to interpret these unique aspects for the visitors.

With park encouragement, the assistance of an enthusiastic and productive community volunteer committee, and assistance from every division of the agency, an interpretive signing project at Fort Worden was completed. The new porcelain signs consist of Story Points that detail some of the unique stories around the park and Hub signs which incorporate a combination of cultural history, natural history, park information and maps.

This team effort supports Washington State Parks common goal articulated in Strategic Destination # 6: Washington State Parks has the capacity to be recognized as a national leader in the fields of natural and cultural resource management. We will fulfill our obligation to identify, evaluate, protect, and interpret these irreplaceable resources.

Results

- 3 · The Fort Worden Interpretive signs were installed at the park in August, 2001.
- 3 · Park visitors now are able to better appreciate the rich history of the park.

Team Members: Fort Worden Interpretative Masterplan: Mike King, Anne Murphy, Barbara Pastore, Julie Owens, George Thomsen, Jack Hartt, David Bucy, Grant W. Sharpe, Steve Wang, Jim Farmer; Fort Worden Advisory Committee; Project: Larry Fairleigh, Jim Farmer, Steve Wang, Cindy Farr, Jim Ellis, Deborah Petersen, Anne Hersley-Hankins, Thuy Luu-Beams, David Hansen, Mark Bibeau, Andy Gerst, Sanh Ho, Rob Kirkwood, Randy Person, Terri Heikkila, Wayne McLaughlin, Francis Long, Rufino Ignacio; Consultant: Sandra Noel; Writer: David Gordon

CONTACT: Cindy Farr, (360) 902-8623

Executive Information System

Past financial and sales data came from a single source, our business partner G-Tech. Report information was not easily accessible; reporting often became very cumbersome and required software changes at a hefty price. In addition, individuals would have to produce and develop their own tables resulting in an excess of 1100 tables, many of which became duplicates.

The Washington State Lottery has developed a database warehouse that will combine the Lottery's financial and sales data. It has been nicknamed EIS (Executive Information System). The EIS provides for a single data source for financial and sales data that is balanced daily ensuring accuracy. The system will also provide single source computer generated reports with graphs for Executive Management. Daily updates are now fully automated requiring no operator intervention. Data processing has been simplified and accuracy improved. Integration with Agency Financial Reporting System (AFRS) is currently being tested.

The EIS system was accomplished through the temporary hiring of an information consultant and using software developed for the Legislative Transportation Committee saving the agency several hundred thousands of dollars.

Results

- 3 · Creates a single source of sales database information for the agency.
- 3 · Provides the agency with sales information that is reconcilable between Finance, Sales, and General Ledger.
- 3 · Improves the exchange of information between internal and external systems.
- 3 · Fully automates daily updates requiring no operator intervention.
- 3 · Improves the integrity and accuracy of data.
- 3 · Improves agency's ability to accommodate business changes.

Team Members: Ron Robbins, Don Tierney, Mike O'Hern, Bill Funk, Dao Tran

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Problem Gambling Education and Awareness

Washington prevalence data suggests that 53,000 to 138,000 residents can be classified as current problem gamblers. Approximately 2.5 million Americans meet criteria for pathological gambling. Washington State Lottery has developed strong education and awareness programs and adopted a voluntary responsible gaming resolution that outlines steps to address this issue.

Lottery staff brought tremendous energy and experience to planning the 15th National Conference on Problem Gambling in Seattle in June – the most successful conference of its kind. There, radio and television public service announcements (PSAs) produced by the Lottery and its advertising agency debuted.

The response from conference attendees was overwhelmingly positive. The Lottery was asked to make these compelling PSAs available to air nationwide. By collaborating with professionals in the film and sound industries, in-kind services for PSA production were negotiated – valued at more than \$350,000.

Results

- 3 · New, compelling Public Service Announcements to provide crucial education and awareness of problem gambling issues to air nationwide.
- 3 · In-kind services for the production of these announcements were negotiated at a value of \$350,000.
- 3 · The most successful Problem Gambling Conference in the 15-year history attracted treatment providers, researchers, council members, lottery and gaming industry members from around the nation and internationally.
- 3 · Extensive educational materials (promotional flyers, brochures, media kits, sponsorship packets, and web site materials) were created by the Lottery for the Washington State Council on Problem Gambling and the National Council on Problem Gambling.
- 3 · Strengthened partnerships in Washington between the Washington State Council on Problem Gambling, treatment providers, gaming industry members, counselors, and the Lottery. Strengthened partnerships nationally and internationally in the same manner for the National Council on Problem Gambling.

Team Name: National Conference on Problem Gambling

Team Members: Washington State Lottery: Maureen Greeley, Steve Hovelson, Carolyn Hendricks, Julia Hulbert; Publicis: Kevin Kehoe, Pam Hopkins, Kristine Rouse, Dana Lewis, Chuck Snively, Kristin Mackay

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