

Welcome to the 18th 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 18th 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 2210 quality projects, saving the state over \$103 million and collecting over \$80 million in new revenue. As a result of these efficiencies, approximately 1,484,400 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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April 2002 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 first quarter of 2002. 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.

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Electronic Document Image Management System (EDIMS) Department of Retirement Systems	Book 17	54
Assistive Technology and Treatment Center at Fircrest School Department of Social and Health Services	Book 12	62
Online Community Services Office (CSO) Department of Social and Health Services	Book 17	75



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

The following teams were nominated for the Governor's Award for Service and Quality Improvement for the first quarter of 2002. 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
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Plant Managers and Safety Officers Training Team (PMSOTT) Department of Corrections	Book 18	26
Diesel Solutions Department of Ecology	Book 17	19
Combination Examination Process Improvement Team Department of Financial Institutions	Book 17	23
Petitions and Appeals Department of Retirement Systems	Book 17	51
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Multiple Agency Projects

Department of Social and Health Services Washington Family Support Council

Legal Education Audio-Conferences

Budget constraints resulted in cancellation of the annual Training Conference put on by the Washington Family Support Council, of which the Division of Child Support (DCS) is a part. This conference historically provided up-to-the-minute training for DCS' Support Enforcement Officers (SEOs) and Claims Officers, Prosecuting Attorney staff members, all of who are charged with collections that impact the over-all state budget.

DCS, in conjunction with the Washington Family Support Council, turned to audio-conferences as a way to provide some of this training to DCS and Prosecuting Attorney staff members. While not a replacement for the networking and relationship building so important during annual Training Conferences, these audio-conferences provide the opportunity to present training that would otherwise have been missed. The first of five (5) audio-conferences was held in March 2002.

Results

- ❖ The first audio-conference, "Judicial Enforcement of Child Support Orders," garnered more than 130 participants, including 109 DCS staff. This is more than the number of DCS staff who have historically attended the conference.
- ❖ Up-to-the-Minute information was shared with staff who are affected by the changes in referrals from DCS to Prosecuting Attorneys, and the changing role of judicial enforcement.
- ❖ Approximately 23,650 FTE hours will be saved by doing the five (5) audio-conferences this year, rather than holding the two-day training conference.
- ❖ Increased child support collections are anticipated as collection staff are trained on new processes and better ways to do business. The new collection remedy, early enforcement, is expected to increase the number of parents supporting their children over long term basis.
- ❖ The Washington Bar Association granted 1.5 Continuing Legal Education (CLE) credits for the one and one-half hour audio-conference; credits will be requested for future audio-conferences. CLE credits are a requirement for our staff attorneys to practice law in Washington.

Team Name: Legal Education Audio-Conference Team

Team Members: DSHS: Charley Barron, Kathy Ellington, Mary Lou Rough, Bob Withrow, Judy Young; Prosecuting Attorney Staff: Larry Tobiska, Chelan County; Jamie Johnson, King County; Kevin Kelly, Kitstap County; Candis Cochran, Okanogan County; Kurt Hefferline, Skagit County

CONTACT: Judy Young, (360) 664-5063

BRAILLE ACCESS AND PRODUCTION

Access to the printed word is a key element in the ability to gain knowledge, make informed decisions, and provide self-advocacy, thereby allowing a person to actively participate in our society. The Braille Access and Production team, made up of individuals from three state agencies – Department of Printing (PRT), Department of Corrections (DOC) and Washington State School for the Blind (WSSB) – have developed a collaborative team and system that has become a model in access for the blind and is being replicated in numerous states. The initial team began in 1993 between PRT and WSSB. In 1997 DOC was added as an important team member through the addition of training of inmates at the Washington Correctional Center for Women (WCCW). This expansion of the team increases the production of Braille; helps keep costs low, and provides training for inmates.

Results

- ❖ Over 7 million pages of Braille produced for blind consumers since 1993.
- ❖ Blind consumers are able to receive Braille documents in a timely manner.
- ❖ Since July 1, 1997, inmates at WCCW have transcribed Braille worth approximately \$225,000 at a cost of \$12,500. (Much of this has been textbook material for blind children in local school districts.)
- ❖ Timely textbooks for children in Braille.
- ❖ Six inmates have been trained to produce Braille and have passed the state's Braille competency exam.
- ❖ The state of Washington has one of the only systems in place whereby Braille can be produced in a timely manner. Agencies requesting this service can do this directly to the Braille Access Center or through PRT.
- ❖ One inmate has been released from prison and is now providing contracted Braille for the Braille Access Center.
- ❖ Braille Access has received national recognition for the development of this process and production team.

Team Name: Braille Access and Production Team

Team Members: WSSB: Colleen Lines, Judi Sorter, Kandi Lukowski, Catherine Golding; Central Kitsap School District: Kelly Kerr; PRT: George Morton; DOC (WCCW): Belinda Stewart, Hisami Yoshida; Tacoma Community College: Mary Trukositz, Larry Richardson

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

**Department of Social and Health Services
Health Care Authority**

Satisfaction Survey Increases Access to Health Care for Home Care Workers

Recruitment and retention of home care workers is becoming increasingly difficult. Individual Providers are state paid caregivers who meet a crucial societal and human need. They help seniors and people with disabilities stay at home, at low cost to taxpayers. These providers received \$7.18 an hour (at the time of the survey) for providing hands-on personal and household care. In August of 2000, approximately 4% (600 out of 14,000) of the providers had signed up for health insurance through "Basic Health". The legislature appropriated money in 1995 to purchase health insurance coverage for low-income workers who provide care to clients receiving state-funded home care services.

DSHS Aging and Adult Services Administration, in cooperation with the Washington State Health Care Authority, completed a mail-in satisfaction survey of in home care providers about their health insurance needs. Surveys were mailed to all 14,000 Individual Providers including a reminder letter and second survey. Over 6,000 replies were received, approximately a 43% response rate. Based on survey results, over half of those without health insurance coverage had not heard of Basic Health. Of those who had heard of Basic Health but had not applied, 26% did not know how to apply, and 8% thought the application was too complicated. The data from the survey was used to make significant changes in the application process and marketing of the insurance.

Results

- ❖ The application form was simplified and reduced from 11 to 8 pages - a 30% reduction.
- ❖ Community partners and home care providers commented on the customer friendly improvements in the application form.
- ❖ During and after the survey, 386 additional providers applied and are now covered by insurance - a 50% increase in providers enrolled.
- ❖ Previously uninsured home care providers and their families now are covered by insurance.

Team Name: Home Care Providers Mailed Survey

Team Members: DSHS: Bea Alise-Rector, Marietta Bobba, Kathy Leitch, Deanna Rankos, Sue McDonough, Vince Van Der Hyde; OFM: Jane Beyer; HCA: Laura Budsberg, Pamela Galloway, Becky Loomis

CONTACT: Deanna Rankos, (360) 725-2576

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

Joint Agency Collection Project

The offender population contains a significant number of non-custodial parents (NCPs) who have an obligation to pay child support. The challenges facing these clients after release are interconnected...success in finding employment and making appropriate child support payments is related to leading a life of responsibility and staying out of prison. Offenders frequently have difficulty finding and sustaining employment after release, often seeking 'cash' employment or return to illegal activities to support themselves while avoiding their child support obligation. Additionally they may have inappropriate child support orders, which over time result in excessive child support arrearages and unmanageable support payments.

The multi-agency project's goal is to increase child support payments to the children of offenders by seeking an accurate child support order, reducing accumulated arrears (if possible), and providing employment assistance upon their release from prison. NCPs are contacted while they are still incarcerated, via a jointly developed video, which is shown in Department of Corrections (DOC) institutions. The video invites NCPs to contact DSHS' Division of Child Support (DCS) via a contact letter available in the corrections institutions. Once contacted, DCS evaluates the child support case, recommends appropriate actions for the NCP, and provides necessary documentation to initiate the actions. Additionally, DCS determines whether the NCP is eligible for employment assistance upon release from prison and provides a connection to Employment Security Department (ESD) for services.

Results

- ❖ Incarcerated NCPs learn of options available to them after they are released.
- ❖ Increased contact from incarcerated non-custodial parents regarding their child support obligation.
- ❖ ESD matches Welfare-to-Work eligible NCPs with available employment resources in the community to which they will release.
- ❖ To date more than 600 inmates, who would have otherwise continued to ignore their responsibility, have sent a request to DCS for advice about their child support case.
- ❖ Improved communication between DCS, ESD, and DOC, thus increasing knowledge of each other's programs, and improving working relationships.

Team Name: Joint Agency Collection Project

Team Members: DSHS: Dawn DeLong; ESD: Jess Wilson;
DOC: Janet Frances

CONTACT: Dawn DeLong, (360) 664-5064

**Office of Administrative Hearings;
Department of Social and Health Services**

Certified Mail Costs Eliminated in Division of Child Support Cases

In 1998 custodial parents became recognized "parties" in child support hearings and have an equal opportunity to participate in hearings with responsible (non custodial) parents. Since 1998, Office of Administrative Hearings (OAH) has all child support notices of hearing, dismissal orders, and initial orders sent to the custodial and responsible parents by both certified mail and first class (regular) mail. A significant number of certified notices and orders are returned to OAH by the post office.

As a result of data collection efforts and meetings with Division of Child Support (DCS) on the subject, it was determined that certified mail could be eliminated without adverse consequences to the parties involved in these cases. DCS is in the process of amending its rules to eliminate the requirement of certified mail. Sending the notices and orders by first class mail will result in substantial cost and staff time savings to DSHS, who currently reimburses OAH for the costs of sending certified mail related to child support appeals.

Results

- ❖ Reduced annual postage costs for DCS.
- ❖ Significantly reduced processing time for mailings for OAH.
- ❖ Increased efficiency in handling the remaining caseload.

Team Members: OAH: Cheri Keller, Jan Grant; DSHS: Ellen Nolan

CONTACT: Jan Grant, (360) 664-8717

Employment Security Department Office of Administrative Hearings

Filing and Scheduling of Appeals and Documentation

ESD Unemployment Claims TeleCenters filed 891 annual claimant appeals for the Office of Special Investigations (OSI). The Office of Administrative Hearings (OAH) was having difficulty meeting their required U.S. Department of Labor (DOL) standards for timeliness, due to wasted time going back and forth between TeleCenters and OSI before reaching OAH. A team was charged to streamline the process by decreasing costs and increasing the efficiency of appeals. OSI began filing its own appeals and sending documentation directly to OAH. This allowed OSI to resolve some claimant issues that might eliminate the need for a hearing. This reduced hearing costs, aided the prompt scheduling of hearings, and improved customer service.

Results

- ❖ OAH now meets U.S. DOL standards by scheduling appeals timely.
- ❖ Reduced the number of appeals by 282, saving 985 staff hours.
- ❖ TeleCenters cut 7 minutes per appeal, saving 187 FTE hours annually.
- ❖ During the test period 18% of claimants resolved overpayment issues without a formal appeal hearing, saving 211 staff hours for OSI.
- ❖ Providing all documentation for timely appeal hearings, saved OAH 297 staff hours, resolved claimant's overpayment issues, and improved customer service.

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

Team Members: 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

Single Agency Projects

Efficiencies to Maintain Our Top-Notch Standards

Recent changes to state law were implemented to encourage Washington's 8,000 certificate holders to convert their CPA certificate to a CPA license. As a result, the Board experienced a ten-fold increase in applications. To ensure we continue to meet our 5-day turnaround standard, we:

- (1) Empowered employees processing the applications to identify ways to cut down processing time,
- (2) Determined the minimum essential information required to process an application,
- (3) Revised procedures to ensure the first review of the application is 100% accurate,
- (4) Eliminated certain second level reviews deemed not critical,
- (5) Consolidated similar procedures, and
- (6) Cross-trained staff to handle temporary fluctuations in the number of applications.

Results

- ❖ Ensured continued high-level customer service through rapid processing of applications.
- ❖ As a result, the agency has been able to process a 1000% increase in applications without having to request an increase in overall staffing levels.
- ❖ Improved employee satisfaction (empowered to make process changes).

Team Name: Process Review Team

Team Members: Lori Mickelson, Michelle Paulsen, Robin Atkinson, Sandra Shoemaker

CONTACT: Sandra Shoemaker, (360) 664-9192

Board of Industrial Insurance Appeals

Mini-Macros for Deny Orders

New Appeals Specialists (NAS) for the Board analyze Department of Labor and Industries microfiche records and prepare detailed memoranda to Board judges for each appeal where jurisdiction is defective and the appeal must be denied. Previously, the assigned judge then drafted an Order Denying Appeal from scratch, with no capacity to recycle the New Appeals Specialist's effort into the order.

A set of word processing macros are now used by the New Appeals Specialists to produce draft orders for the most common types of jurisdictional problems. The judge may then approve the order as drafted, or redraft the order, taking full advantage of the preliminary information compiled by the New Appeals Specialist.

Results

- ❖ Saved approximately 200 New Appeals Specialist hours per year in drafting recommendations, as they now have electronic forms to complete for each type of order. The draft orders denying appeal prepared by the New Appeals Specialists now serve a dual purpose as memoranda to the judges.
- ❖ Saved approximately 300 judicial hours per year, as they no longer have to draft deny orders from scratch, only make corrections to the draft orders when needed (a substantial number need no corrections).
- ❖ Substantial improvement in quality of recommendations due to enhanced consistency in drafting recommendations by NAS and prepackaged legal analyses. Training tools for implementation of the improvement serve as desk manuals for New Appeals Specialists on relevant legal authorities.
- ❖ New Appeals section personnel developed and implemented the macros. By learning to more fully use resources available through Word, reliance on Information Services staff expertise is reduced.

Team Name: New Appeals Mini-Macro Team

Team Members: John Ellsworth, Lillian Carr, Ann Roseth, Ray Alvarado, Laura Anderson, Kathy Balzer, Lynnette Cody, Alice Dawson, Danny Jimenez, Carolyn Symons, Cher Tebbs, Esther Marriott

CONTACT: Carroll Rusk, Jr., (360) 753-6823, extension 141

Board of Industrial Insurance Appeals

Eliminate Initial Mediation Carbonless Status Sheets

At the time files were initially assigned to mediation judges at the Board of Industrial Insurance Appeals, carbonless status sheets were generated. A support staff person had to separate the status sheets and match each one to the appropriate file (an average of 175 files per week). Hearings schedulers used the status sheets to make a handwritten record of events, which were then entered in the computer system.

The Board implemented BESS (Board Electronic Status Sheets) by the end of 2001, which substantially reduced the duplication of efforts by staff in inputting data into the computer system. One result of that change is that the schedulers now input data directly into the computer system, which produces an electronic status sheet. This eliminated the need for the initial carbonless status sheets.

Results

- ❖ Reduction in use of carbonless paper for status sheets.
- ❖ Time savings for support staff person who separated the status sheets and connected them to the appeal files.

Team Name: Mediation Status Sheet Team

Team Members: Pam Crowley, Elizabeth Hyde, Cindy Blocher, Sheila Barnes, Michele Weaver, Debbie Gadman

CONTACT: Pam Crowley, (360) 753-6823, extension 175

Department of Agriculture

C2P2

Fruit & Vegetable (F&V) staff used to produce over 500,000 Shipping Permits annually. Domestic shipments for many commodities require a Shipping Permit. Data was entered by the shipper and then entered again by F&V staff. Errors and omission of data were common, as were billing errors as the data is also used to bill shippers for their participation in the program.

With the development of the Certificate of Compliance and Permits Project (C2P2), shippers can now download Shipping Permits via the Internet. They complete the document and send it to F&V electronically where it is downloaded into a database. Data entry for F&V staff has been significantly reduced. Errors and omissions have virtually been eliminated. Customers have access to the data pertaining to their company and can use it to analyze production and generate reports, and commissions and associations have the data they need in a timely and accurate manner.

Results

- ❖ Duplicate data entry has been eliminated on over 500,000 Shipping Permits annually.
- ❖ Accurate invoices are automatically generated. Customers receive correct invoices.
- ❖ State-sponsored commissions and associations use the data to generate assessment revenue. They now have immediate and direct access to this data.
- ❖ Shippers can access data pertaining to their company directly from their office. They can sort the data a number of ways and generate their own reports.
- ❖ Staff time used for data entry has been reduced by over one FTE and this time is available to perform other work.

Team Name: C2P2

Team Members: Bob Gore, Jim Quigley, Bob Gonzales, Rex Richardson, Debbie Hacker, Jill Kunz, Brandy Thompson, Kim Gohl

CONTACT: Bob Gore, (360) 902-1827

Remote Access for PCs

Washington State Department of Agriculture (WSDA) has a significant number of employees working in locations throughout the state (such as from homes, cars, and temporary offices). Not all of these locations are currently connected to the agency Local Area Network (LAN), nor would it ever be technically or economically feasible to do so. Some employees did not have connection to the LAN and therefore did not have access to email or current data. Other employees had only infrequent access to email and current data, making it necessary to return to main offices to complete their work (e.g. submit data, produce certificates, etc.).

WSDA, in partnership with Citrix, Inc., has installed software allowing employees secure computer access to their work PCs from any location having a telephone or SCAN line. Employees can now access their own files, documents, and data from remote locations with response time almost as fast as if they were at their desks. Additionally, a proof-of-concept effort is underway to allow secure remote access via the Internet and by means of any Internet Service Provider.

Results

- ❖ Provides secure remote access for employees from any location with telephone or SCAN capability.
- ❖ Work is stored directly on the agency's LAN eliminating the need to transfer files to disk or CD when working at a remote location.
- ❖ Provides a way for employees in remote locations to have access to Inside Washington, the state's Intranet.
- ❖ Provides true "telework" functionality by allowing users at remote locations to work effectively "off-site."
- ❖ Eliminates the use of previous software and services that charged connection and per minute line charges.
- ❖ The use of this software, combined with a full business analysis, has the potential to replace the current methods of replicating data to multiple locations.

Team Name: Citrix Remote Access Team

Team Members: Robin Bourgois, Noel Brooks

CONTACT: Gary Maciejewski, (360) 902-2004

Improvement in Lumber Inspection

Lumber is inspected and certified before it is exported. This process was done on an as needed basis, often with very short notice. This caused delays for the exporters waiting for an available Plant Services Inspector to certify the shipment. Plant Services staff found a better way.

Now, lumber companies are inspected on a weekly basis and inspections are performed for all lumber that will be exported. The required phytosanitary certificates are produced by Plant Services staff and sent to the exporter in overnight mail. Staff saves time performing inspections, and industry no longer has to wait for an inspector before they ship their product.

Results

- ❖ Two Plant Service Inspectors have reduced their time by half for inspecting and certifying lumber.
- ❖ The time saved by performing weekly inspections is used to perform other work.
- ❖ Complying companies can get phytosanitary certificates within 24 hours of notifying the department of a pending shipment.
- ❖ Billing is easier to track.

Team Name: Plant Services Team

Team Members: Greg Bertrand, Gary Whitwer, Tom Dabalos, Sarah Lawrence, Donna Smith, Tom Wessels

CONTACT: Tom Wessels, (360) 902-1984

Department of Corrections

Notary Service

In a prison institution, staff provides notary services for inmates to have their documents notarized. At Airway Heights Correction Centers (AHCC), the process was cumbersome and inmates frequently complained. There was no set schedule for inmates to follow to receive notary services. Staff would often cancel notary services because they were unable to leave their post for this additional duty. Notary staff was unsure what items could be notarized. The staging area, the area where new inmates to the institution and outgoing inmates are processed by correction staff, medical staff, records staff and property staff, would become backed up with additional inmates waiting for notary services, creating some chaos.

A team looked at the issue and made some recommendations for improvement. The location of the notary services was moved to the Law Library. The Law Librarian was designated as the main notary available to all inmates two hours every week. Scheduling times are clearly designated. Additional notary staff was added to provide back up to the Law Librarian and notary services for staff. All notary staff are kept current on notary information, practices and training.

Results

- ❖ Inmate complaints reduced by 100% on this subject.
- ❖ Reduction in staff time by not having to respond to inmate grievances on this subject.
- ❖ Reduction in staff time by no longer scheduling and monitoring inmate call-outs for notary services.
- ❖ Reduction in paperwork. Inmates no longer submit request for notary services in writing.
- ❖ Inmates have immediate access to notary services. Their documents are submitted to parties and the court in a timelier manner.

Team Name: Notary Team

Team Members: Annette Hillman, Kerry Weis, Amy Goude

CONTACT: Amy Goude, (509) 244-6845

Video Arraignments Inside Prison

It is often necessary to transport an inmate to and from a County Courthouse for arraignments. The trip from Clallam Bay Corrections Center (CBCC), is approximately 120 miles. It is dangerous for the public and staff when an offender is outside the secure confinement of the facility. The transportation of an offender in and out of confinement increases the potential for the introduction of contraband into the facility, as well as the possibility of an escape attempt.

A transport is a major expense, not only in staff time, but money. Depending upon an inmate's custody level, the escort requires a minimum of two escort officers. If the offender is problematic and/or a "high profile" offender, it could require up to five escort officers. These escorts often incur overtime.

CBCC worked with Clallam County Courthouse and developed a video arraignment system. This system allows the court procedure to be held by video at CBCC. Both parties are able to interact verbally and visually, while the offender stays within the confinement of a secure prison facility.

Results

- ❖ In the past six months, reduced the cost of overtime by an average of \$508 per month.
- ❖ In the past six months, saved an average of 75 FTE escort hours per month.
- ❖ Maintains the security of staff and the public by confining the offender(s) to the facility.

Team Name: Video Arraignment Pilot Team

Team Members: Department of Corrections: Richard Morgan; Clallam County Commissioner: Mike Doherty; Clallam County Sheriff: Sheriff Joe Hawe; Clallam County Central Services: Dave Meyer, Director; Clallam County Central Services: Stan Osterbauer

CONTACT: Sandra Carter, (360) 963-3201

State Issue Clothing Repair

The Washington Corrections Center for Women is responsible for issuing clothing to all inmates incarcerated at the institution, i.e., coats, pants, shirts, coveralls, robes, nightgowns and kitchen frocks. There was no means to repair state issued clothing at the institution. When clothing was ripped or torn, it was either discarded or cut up and used for rags. This caused the institution to incur unreasonable replacement costs. There was no feasible alternative to repairing the clothing.

A team reviewed the problem and implemented a clothing repair program. The team solicited industrial sewing machines from a private organization that donated the machines to the institution. Procedures were written, guidelines were put into place, and inmates were trained to operate the sewing machines. From October 9, 2001 to March 31, 2002, 803 articles of clothing were repaired. Replacement costs of these articles would have been \$9,600. Labor and material costs (supplies) were \$330. Additionally, this project saved the institution in staff time spent in the inventory and ordering of clothing, preparation of paperwork, shipping and receiving merchandise, and the delivery of the articles to the units.

Results

- ❖ Saved \$9,270 in replacement costs within the first two quarters.
- ❖ Saved an average of five FTE hours per week within the first two quarters.

Team Name: Sewing Project Team

Team Members: Annette Hillman, Kerry Weis, Amy Goude

CONTACT: Gloria Ludwig, (253) 858-4200, extension 542

Network Offender Payroll Program

At Ahtanum View Corrections Center, collecting, compiling, and archiving Offender Payroll data was done using a paper-based system. There were three officers responsible for keeping track of offender work hours, rate of pay, and ensuring the information was turned in to the Office Assistant Senior for accounting purposes. Additionally, there was no consistent way of recording and archiving the payroll data so that it could be easily retrieved if needed. This process generated a staff usage of approximately five hours a week to accomplish this payroll task.

A team was formed to develop a paperless system that would increase accountability of payroll data, while decreasing errors in recording payroll information. Local IT staff assisted in getting the Offender Payroll Program onto the facility shared drive so those recording and using the data could access the information in a more efficient and accurate manner. One officer now handles the payroll program. This officer inputs the offenders work hours for the current week. The payroll program breaks down the data into weekly hours worked, monthly hours worked and rate of pay for the week and month. The data is backed up on floppy disk as well as the shared server for archiving.

Results

- ❖ Reduction in recording errors by 96%.
- ❖ Reduction of 10 monthly staff hours involved in the payroll process.
- ❖ Increased archiving capability.
- ❖ Payroll data collection is on time 99% of the time.

Team Name: Network Offender Payroll Team

Team Members: Michael Hanratty, Michael Vizarro, Nicki Martinez

CONTACT: Michael Hanratty, (509) 573-6369

Cellular Phone Cost Comparison Analysis

The Correctional Industries (CI) program in the Department of Corrections has historically maintained high cellular usage that had been reflected in high overhead cost for a less than satisfactory statewide communication system. CI has at least 18 transportation vehicles moving around the state and several work crews on job sites on any given day. Additionally, over a dozen sales accounting executives statewide, and numerous management staff all have needs for dependable communication to provide the maximum level of customer service and efficiencies in operation.

A team was asked to evaluate efficiencies and cost factors to determine a process to provide better communication service at an affordable price. CI consolidated all their users to a single account. By having paging, cellular, and direct connect all on one device, communication between the Sales/Marketing staff, Transportation, and Business offices has greatly improved. This system enables last minute changes to be instantly communicated, resulting in prompt delivery of our services and better customer service. With the direct connect feature, CI is always able to communicate even when the phone lines are flooded or down. The system provides CI with a more effective and efficient global communication system while saving approximately thirty-five thousand dollars annually.

Results

- ❖ Annual savings of approximately \$35,000.
- ❖ Paging, cellular, and direct connect using one device.
- ❖ Accessible communication during emergency conditions.
- ❖ Improved customer service.

Team Name: CI Cellular Phone Team

Team Members: Sharie Arnold, Shelly Dale, Thomas Beierle, Kenneth Mensching, Terry Petersen, David Wattnem, Melanie Dooley, Roy Syrovoy

CONTACT: Sharie Arnold, (360) 753-9618

Department of Corrections

Correctional Officer Achievement (COACH) Program

The Department of Corrections had no structured On-the-Job-Training (OJT) program for Correctional Officers (COs). The only training newly hired Correctional Officers received was from the basic academy. New staff learned the daily tasks and functions of the job by watching experienced employees but no documentation of performance was in place.

Since 1997, the Correctional Officer Achievement (COACH) program has been in place. Newly hired Correctional Officers are now provided a comprehensive, year long structured OJT program, that encompasses 20 functional areas, and nearly 90 job specific tasks. New staff receive training from Field Training Officers (FTOs), who are certified through the State Board of Community and Technical Colleges. At the completion of the Structured OJT Program, COs receive college credits, and these credits can be applied towards an Associate of Applied Sciences Degree, Correctional Specialists, offered through Peninsula College. FTOs also receive college credit towards this degree by completing the Practitioner-Instructor course and lab work.

Now all newly hired Correctional Officers are participating in a nationally recognized, leading Structured OJT Program. At the end of the COACH Program training, Correctional Officers possess the experience and training equal to five years under the old system, and have earned nearly one-third of the credit needed to earn a college degree.

Results

- ❖ 24,949 college credits issued to staff for the completion of COACH.
- ❖ 1,778 college credits issued to FTO's for the completion of Practitioner-Instructor/OJT training. These staff are Correctional Sergeants.
- ❖ 803 Correctional Officers have completed the COACH Program.
- ❖ 411 Correctional Sergeants have completed the FTO Training Course.

Team Name: COACH

Team Members: Dr. Cheryl Young, Philip Young, Dan Pacholke, Jim Blodgett, Tomas Tithian, James Nozawa, Paul Collins, James Dunivan, Richard Hills, Scott Holder, Lori Linenko, Steve Seely, Alan Suan, Monty Renick

CONTACT: Dan Pacholke, (360) 664-0509

Too Many People on the Boat

All staff and visitors travel to McNeil Island Corrections Center (MICC) by passenger boat. The passenger boat was becoming increasingly crowded. This increased safety risks for staff on those boats. With the addition of staff from the Special Commitment Center added to the Island, the passenger loads on the popular shift boats were reaching the legal limits. The need to purchase a larger passenger boat was discussed. The cost for a larger boat is approximately \$2,000,000.

A team reviewed the issue. As a solution, the traditional eight-hour work shifts for MICC staff (8:00-4:00, 4:00-12:00, 12:00-8:00) were adjusted to 6:30-2:30, 2:30-10:30, and 10:30-6:30. Additional adjustments were made in the starting/ending times of other eight-hour shifts. The boat schedule was aligned to work with the adjusted shift hours. This resulted in better distribution of the number of workers arriving on the Island at any given time.

Results

- ❖ Eliminated the need to purchase a large passenger boat. Cost avoidance savings equaled \$2,000,000.
- ❖ Increased by 100% the number of staff available during the first inmate movement period of the day.
- ❖ Decreased number of odd-hour shifts. This reduced the problems associated with filling odd-hour shifts when vacancies occur, improving staffing coverage and some overtime costs.
- ❖ Allows for the elimination of the 10:45 count. Elimination of “down time” in the Industries Work Compound caused by this count translates to approximately \$20,000 annually in gained inmate production.

Team Name: Custody Staff Schedule Change Team

Team Members: Julie Baker, Greg Benjamin, Rick Bottoms, Larry Cervantes, Gary Clark, Jim Cooper, Charles Darling, Willie Dixon, Gregory Duncan, Scott Frakes, Cynthia Gay, Wayne Gay, Curtis Hoffman, Rick Jordan, Rose Mattison, Corrina McElfish, Alice Payne, Jane Robinson, Marcos Rodriguez, Thomas Skjervold, Tom Suss, Paul Temposky, Eleanor Vernell, Michael Walls, Earl Wright, Charles Lyons

CONTACT: Scott Frakes, (253) 512-6620

Plant Managers and Safety Officers Training

The Department of Corrections (DOC) did not have adequate procedures for damage assessments following an earthquake. This was a difficult situation for our prison facilities. After an earthquake someone who is knowledgeable about structures is required to go through and evaluate the condition of each of our buildings before anyone can re-enter the building. Keeping offenders and staff out in the yard until the buildings could be assessed created serious security issues for the prison facilities.

The Plant Managers and Safety Officers Training Team (PMSOT) was formed. Consistent procedures for assessing and processes for reporting natural disaster damages were developed. Training was designed which was tailored to the plant manager's needs for post-disaster assessments in our correctional facilities.

On February 28, 2001, the 6.8 Nisqually Earthquake rocked the Puget Sound Region and much of the state. Before the PMSOT, no facilities had the capability to conduct in-house assessments (0%). After the Nisqually Earthquake, every affected facility had an assessment done by in-house staff (100%). Those assessments enabled offenders and staff to re-enter buildings in a timely manner, ensuring the security of our prison facilities. The assessments also resulted in the following measurable results.

Results

- ❖ DOC was one of the first state agencies to submit preliminary damage assessment reports to begin the process of damage repair through the Federal Emergency Management Agency (FEMA).
- ❖ DOC had a 100% success rate; every FEMA project worksheet the Department submitted was approved.
- ❖ This totaled a return of \$1,972,890 for costs of damage repairs.

Team Name: Plant Managers and Safety Officers Training Team

Team Members: John "Pete" Colean, Willie Dixon, Mark Graham, Dwight Hollar, Rick Howerton, Dwight Johnson, Steve Judy, Steve Masse, Cheryl McKinney, Shawn Mill, Kent Nugen, Bill Phillips, Kathleen Stewart, Jim Tooley, Mike Tupper, Leroy Wallace, Joy Wellman

CONTACT: Kathleen Stewart, (360) 586-5632

Sewage Grinder/Sewage Outflow Meter

The Washington Corrections Center for Women (WCCW) received numerous complaints from the City of Gig Harbor regarding the high number of bulk items their sewage treatment plant was receiving from our facility. Types of bulk items included plastic bags, clothing items, etc., which offenders would flush down the toilets. This caused equipment malfunctions for the City. In addition, since WCCW did not have a sewage outflow meter, the City was basing sewer charges on the amount of incoming water the facility received. Since not all incoming water eventually exits via the sewage system, we were being overcharged.

As a result, WCCW installed a sewage grinder to grind all effluent before it reached the City sewage treatment plant. WCCW also installed a sewage outflow meter to accurately account for the volume of sewage being sent to the City for treatment.

Results

- ❖ Reduced the complaints from the City regarding bulk items in our effluent, which caused them mechanical problems, by installation of a sewage grinder.
- ❖ Reduced WCCW's sewer charges by approximately \$4,000 per month due to installation of the sewage outflow meter.

Team Name: Sewage Grinding Team

Team Members: Dianne Doonan, Steve Judy, Dick Eckley, Paddy Hescoock, Joy Wellman, Linda Curtis

CONTACT: Dianne Doonan, (253) 858-4616

Too Much Garbage

The Washington Corrections Center for Women generates a significant amount of garbage, requiring numerous dumpsters to be located throughout the facility. Much of the disposed material takes up volume, but not necessarily much weight. Dumpsters filled up quickly and resulted in nearly 25 hauls per month to empty the containers. Haul charges are based on the volume in the containers, not the weight of the material.

A team looked at the issue and identified that there was a significant cost savings to be achieved. As a solution, two 20-yard self-contained trash compactors were purchased to replace most of the dumpsters.

Results

- ❖ Reduced monthly garbage expenditures by approximately \$3,000 per month.
- ❖ Reduced the physical volume of material being added to the landfill through compaction.

Team Name: Trash Compactor Committee

Team Members: Dianne Doonan, Joe Herwick, Dick Eckley, Paddy Hescocock, Santos Lamas, Linda Curtis

CONTACT: Dianne Doonan, (253) 858-4616

Department of Corrections

VA/OJT Program for Correctional Officers

The Department's Veterans Administration/On the Job Training (VA/OJT) program allows eligible veterans to collect their Montgomery GI Bill benefits while attending a structured on-the-job training program to learn the essential skills of a Corrections Officer. This unique partnership (between DOC, the Federal Department of Veteran's Affairs [VA], Washington's Department of Labor and Industries [L&I] and Higher Education Coordination Boards State Approving Agency) had been run by individual facilities until June 2000. The turnover of training program staff and lack of clear policy guidelines/expectations led to increasing inconsistencies in practice. Eligible staff were not being notified of program benefits and how to apply. Multiple individuals were designated as "certifying officials," often without training – leading to improperly maintained official files, inadequate verification of hours worked and training documentation. In a 1999 program audit, the regional VA office contemplated decertifying the program if administrative changes were not made.

In June 2000, DOC began a performance improvement process to strengthen the implementation of this program. We updated our program policy, centralized program certification of eligibility, created "marketing" pamphlets and conducted assist visits with facility performance coordinators. We also established a system of internal audits to ensure appropriate record keeping procedures are maintained including the tracking of VA/OJT hours worked.

Results

- ❖ Over the past two years, approximately the same number (120) of employees participated in the program as compared to the previous six years (124).
- ❖ 70 employees completed their 3,000 hours (18 months) of on-the-job training while drawing Montgomery GI Bill educational benefits in the past two years.
- ❖ 95% of applications are certified without delays caused by partially or improperly completed forms; up from 68% a year ago.
- ❖ During a 2001 audit, official files were evaluated as "excellent." The inspector noted all administrative concerns found in the previous audit had been addressed.
- ❖ A March 2002 L&I compliance review found no deficiencies in program administration.

Team Name: VA/OJT Team

Team Members: Peter J ("PJ") Braun, Susan Lawson, Michele Wood, Julius Van Skike, Jim Sandstrom, Janet Gaines, Laura Soto

CONTACT: Peter J ("PJ") Braun, (360) 753-0387

Recycling Pays

Ecology was paying a local recycling hauler approximately \$6,000 each year to collect our recyclables (paper, aluminum, glass, cardboard and packaging materials). Through a new contract recently negotiated with a different recycling company, Ecology will not have to pay to have our recyclables picked up. Ecology invited General Administration to a meeting with the new recycling hauler. As a result, General Administration will be switching recycling service for the Capital Campus with a projected savings of \$2,000 to \$3,000 per month.

Results

- ❖ Ecology projects to save \$6,000 per year.
- ❖ The recycled paper will go directly to a paper mill for the production of recycled paper products.
- ❖ General Administration is moving forward with switching their recycling services to take advantage of cost savings for the Capitol Campus area.

Team Name: Ecology's Recycling Committee

Team Members: Jim Bill, Alex Coleman, Maylee Collier, Chad Fisher, Shelly McClure, Dolores Mitchell, Dianne Stefan, Steve Strope

CONTACT: Steve Strope, (360) 407-6089

Stormwater Management Manual for Western Washington

Stormwater is the water that runs off surfaces such as rooftops, paved streets, highways and parking lots. It can also come from hard grassy surfaces such as lawns, playfields, and graveled roads and parking lots. In general, untreated stormwater is unsafe. It contains toxic metals, organic compounds, bacteria and pathogens. In addition, stormwater can change stream channels affecting aquatic species such as salmon.

Stormwater is the leading contributor to water quality pollution in urban areas. New federal Environmental Protection Agency rules require additional water quality protection from stormwater pollution. Through a collaborative process, Ecology revised its Stormwater Management Manual for Western Washington and is offering training to local government in meeting the new federal rules.

Results

- ❖ About 1,000 local, state and federal government employees and private consultants in Western Washington will have received training by mid-May, 2002 on the revised guidance manual.
- ❖ The revised Stormwater Management Manual has been made available on both the Internet and a compact disk (900 compact disks have been given to local government and another 1,000 copies will soon be available for free).
- ❖ The Manual comes in five volumes and is over 1,000 pages. The CD allows the user to easily search for pertinent information and download forms to their computer. Printed copies of the manual cost \$57.25 each from the Department of Printing. Although the printed version is still being purchased, the time saved in the ability to do an online search for information is invaluable.
- ❖ Ecology collaborated with many stakeholders in the development of the revised manual. This resulted in a manual that is both comprehensive and user-friendly.

Team Name: Stormwater Management Team

Team Members: Lisa Austin, Tony Barrett, Stan Ciuba, Foroozan Labib, Donna Lynch, Ed O'Brien

CONTACT: Ed O'Brien, (360) 407-6438

Reducing Air Pollution in Spokane

More than 11 tons of air pollution have been kept out of Spokane's air over the past five months thanks to a program that helps low-income car owners either repair their emission system or replace their malfunctioning cars. The vehicle-emissions repair program (VERP) was initiated in October 2001. The VERP program pays for repairing the emission system of cars that otherwise would not have been fixed because of the owners' financial hardship. The VERP program is a joint effort of the Spokane Neighborhood Action Program, Ecology, Spokane Air Pollution Control Authority and Avista. Creative funding opportunities are being used to support the program.

Results

- ❖ More than 11 tons of air pollution have been kept out of Spokane's air between October 2001 and March 2002 as a result of 62 vehicles entering the program and being either repaired or replaced.
- ❖ Of the 62 vehicles, 55 were repaired and either passed the emission test or exceeded the program emissions improvement target of 50% (average was 70% improvement). Seven vehicles were un-repairable, three of which were replaced through the vehicle re-purchase aspect of the program.
- ❖ During the 2001 energy shortage, Avista entered into an agreement to temporarily operate the company's turbines to create more energy. Avista agreed to provide funding for the VERP program to offset the excess air pollution produced by its turbines.
- ❖ The VERP program is expected to operate for at least two years. At the end of the two years, most motor vehicles in the emission test area will have been tested and repaired.

Team Name: Vehicle Emissions Repair Program

Team Members: Paula Dunlap, Ken Gamble, Dave Pavlin, John Poffenroth; Spokane Neighborhood Action Program: Jan Smith, Larry Stuckart; Spokane County Air Pollution Control Authority: Eric Skelton; Avista: Pam Kish, Joe Kurriss, Doug Pottratz

CONTACT: Ken Gamble, (509) 456-3282

Off-site Monitoring of Banks Results in Efficient and Effective Use of Resources

The Department of Financial Institutions, Division of Banks, examines and supervises banks chartered in the State of Washington. Between examinations, the financial condition of a bank can change significantly. In the past, all institutions were assigned to field examiners for off-site monitoring which was conducted on at least a semi-annual basis.

Off-site monitoring responsibilities have been centralized under the Case Manager position and have been revamped to provide for more efficient use of time and resources. Specialized software has been added for more efficient off-site monitoring and identification of adverse trends. If adverse trends are identified, appropriate follow-up may be warranted to determine the cause of the deterioration. The Division will then take pro-active measures to minimize problems and potential losses.

Results

- ❖ Single point person allows for consistency and allows that person to have an overall picture of the safety and soundness of the financial institutions regulated by the Division of Banks.
- ❖ Early identification of potential problems allows for more risk based examinations increasing the effectiveness of staff efforts.
- ❖ Exams are coordinated and staffed appropriately based on monitoring results.

Team Name: Off-site Monitoring Team

Team Members: Karen Beller, Mike Abe

CONTACT: Gloria Papiez, (360) 902-8820

Upgraded Tracking System for Information Technology Support Desk Improves Service to Internal Customers

A new web based version (Track-It 4.0) software was implemented to improve communications, responsiveness, and to reduce the number of phone calls involved with reporting and resolving information technology related problems.

The old software required that the Information Services (IS) support staff regularly check to see if any requests had been entered. This, in many cases, could be several hours after a service request was entered into the system. There was no automatic notification or escalation of service requests. The IS Coordinators would, in many cases, follow up a request with a phone call to make sure the request was received. Once a request was closed, there would also be a lag in the follow-up to notify the requester that the problem had been closed.

Using the new software, each Division enters requests for IS using the web-based software. The request is entered and the IS's support staff is automatically paged and emailed letting them know that a request has arrived. If the request is not closed within three days the system automatically escalates the problem to another technician. Once a request has been closed an automated response is sent back to the request originator notifying them that the request has been closed and allowing them to also look at the resolution.

Results

- ❖ Improved Customer Service.
- ❖ Reduction in the time it takes to notify the IS Support staff of a need for service.
- ❖ Automated follow-up on closed requests.
- ❖ Reduction in follow-up phone calls.
- ❖ Automatic escalation of open requests.

Team Name: Track-It Team

Team Members: Mark Cornish, Patrick McKee, Chris Turcotte, Patty Brombacher, Tina Philippsen, Micheal Anders, Gloria McVey, Amber Harris, Pauline Yale

CONTACT: Gloria Papiez, (360) 902-8820

Central Stores Invoice Clean Up

Central Stores is a self-supporting program within General Administration that sells over 2,000 commodities – such as office and janitorial supplies – to state agencies and other public organizations. The program spent about \$100,000 annually printing and mailing 68,000 invoices. Central Stores staff, based in Tumwater, spent five hours per week retrieving printed invoices from the General Administration building and delivering them to the agency's Consolidated Mail Service (CMS) in downtown Olympia. The format of the invoice form caused reading errors by the automated equipment at CMS that inserted the bills into envelopes. The errors increased handling time by CMS, causing higher mailing costs charged to Central Stores.

Central Stores, CMS and General Administration's Information Systems program worked cooperatively to streamline the process. Information Systems reformatted the invoice so the CMS equipment could process it more accurately. Central Stores installed a printer at its warehouse, eliminating the need to print invoices at the General Administration building. The print room in the General Administration building was closed and a full-time position was eliminated. Information Systems created a computer program making it possible to e-mail 20,000 of the invoices.

Results Achieved

- ❖ Saved \$58,545 by eliminating one full-time position in the printing room.
- ❖ Saved \$21,600 annually for printer maintenance costs at the General Administration building.
- ❖ Saved \$14,886 annually in postage and handling costs, paper and envelopes.
- ❖ Saved 260 staff hours annually.

Team Name: Central Stores Invoice Clean Up Team

Team Members: Sue Michalak, Diane Taylor, Robin Japhet, Tom Stidham, Robert Jacobson, Keith Kawamura, Jay Tornay, John Conley, Hien Dang, Corey Larson, Gordon Bowman

CONTACT: Corey Larson, (360) 902-7444

Change the Authority to Pay Process

State agencies that lease space through the Division of Real Estate Services (DRES) often hire private contractors to make improvements or alterations to work areas. Agencies are required to obtain approval for the work from DRES to ensure compliance with state standards. Authorization for final payment to the vendor must also be obtained from DRES. An Authority-to-Pay form is completed by DRES and forwarded to the client agency.

The payment approval process within DRES was cumbersome, with paper changing hands many times. An architect typed a work order requesting completion of the authorization form. The front desk person typed the form and assigned a tracking number. An administrative assistant obtained a manager's approval and sent the form back to the front desk person to copy and mail.

The department streamlined the process by eliminating the work order request form and having the architect complete the authorization form. After managerial approval, the Authority-to-Pay form is sent to the administrative assistant for a tracking number and mailing. Copies of the form are sent to the vendor, the client agency, the DRES project architect and placed in the DRES lease file.

Results Achieved

- ❖ Saves 50 hours of staff time annually.
- ❖ Vendors receive faster notification of payment approval.
- ❖ Agencies receive faster payment authorizations.

Team Name: Change the Authority To Pay Process

Team Members: Rich Shimizu, Catherine Fahoum, Rick Newton

CONTACT: Rich Shimizu, (360) 902-7371

New Mail Reader

Consolidated Mail Services (CMS) annually processes more than 60 million pieces of mail for the State of Washington. The United States Postal Service gives the state a postage discount because of the large volumes and for all mail that is “readable.” “Readable” mail is when the Optical Character Reader/Bar Code Reader can recognize an address and assign a barcode, which speeds delivery. The postal discount increases the more “readable” mail CMS sends.

The “reader” equipment at CMS recognized addresses on 85 percent of state mail. If the equipment cannot “read” an address, CMS staff must manually key the information and send the envelope back through the “reader.” If it is still unreadable, customers pay CMS for the extra labor costs and the full postal rate instead of the discounted one.

CMS bought a new “reader” in 2001 that recognizes 92 percent of addresses on state mail. The new equipment saves money for customers on postal rates and reduces surcharges for manual work.

Results Achieved

- ❖ CMS customers save \$164,000 in postage annually.
- ❖ CMS did not fill 3.04 FTE vacant positions saving \$116,000 annually.
- ❖ Customers receive their mail faster due to the shorter processing time of “readable” mail.

Team Name: New Mail Reader Team

Team Members: Martin Peters, Bjarne Nilssen, Kathy McComb, Howard Cox, Paul Schubert, Sher Dotson, Doug Howell, Jenene Huston

CONTACT: Martin Peters, (360) 664-9619

Tracking Accountable Mail

Consolidated Mail Service (CMS) processes about 100,000 pieces of “accountable” mail annually. “Accountable” refers to certified, express, and registered mail. It requires tracking from the sender to the recipient through the federal and state mail systems. CMS used handwritten carbon copy tracking slips for the mail. Filling out the slips was time-consuming and costly. CMS had to rely on customers to return their copy of the slip. The process took even longer when the U.S. Postal Service moved from a 9-digit tracking number to a 20-digit bar coded tracking system.

CMS streamlined the cumbersome process by converting to an electronic tracking system. Now, a CMS staff person scans the barcode on “accountable” mail and the information enters a database. A delivery driver picks up a printout with the barcodes along with the mail. The driver, using a handheld device, scans the mail and barcode list upon delivery. Upon return to the CMS facility, the delivery information – time, place, barcode tracking number and, sometimes, a signature – is downloaded into the tracking system database. With the automated tracking system, CMS knows exactly where and what time any given item is delivered.

Results Achieved

- ❖ Saved \$10,752 annually in reduced staff time.
- ❖ Saved 1,404 staff hours annually.
- ❖ Redirected staff time to sorting more mail earlier.
- ❖ Created training opportunities for staff.
- ❖ Saved \$1,586 annually on printing costs.
- ❖ Offers customers new tracking options.
- ❖ Faster tracking of mail for customer inquiries.

Team Name: Tracking Accountable Mail Team

Team Members: Sher Dotson, Doug Howell, Kristty Redding, Mike Vant, Nick Loughed, Howard Cox, Ken Zugner, Ron Anderson, Dale Abersold Jr., Neil Tuggle, Doug Rohr, Martin Peters, Mary Ann Kohler, Tom Roper, Carol Jean-Lewis Gray, Janet Kelley, Joey Rivera, Patrick Maguire, Marilyn Fergueson, Gary Epping, Quan Nguyen, Pepito (Joey) Viray, Duane Murphy, Bob Knittle, Jim Bradley, Kym Angel, Gary Ames, James Poole, Jon Saeger, Allen Elliott, Kari Mueller, Jeff Ashbach, Travis Pratt, Mark Abersold, Ken Marquart, Sandra Watson, Sarah Bass, Mike Simpson

CONTACT: Sher Dotson, (360) 664-9617

Automate Basic Book for Electrical Inspectors

Labor and Industries (L&I) maintains directories listing Washington's 100,000 registered construction, plumbing and electrical contractors, which are used by the agency's 140 electrical inspectors to verify contractor-registration status during inspections. Verifying registration status helps protect the public by ensuring professional competency and helps protect consumers against potential fraud. Unfortunately, the contractor-registration directories were only available in paper form, making them bulky and inconvenient to use. Also, they were generally a month or more out-of-date due to the process required to create and distribute paper directories.

An electronic version of the directories was created to run on inspectors' hand-held computers, allowing them to access needed information in seconds and easily update the information weekly.

Results

- ❖ Eliminated the need for electrical inspectors to carry paper contractor directories (3.5 inches high, printed double-sided) while inspecting by making the information available on their hand-held computers.
- ❖ Electrical inspectors have access to up-to-date contractor-registration information while performing inspections.
- ❖ The electronic directory is a more flexible reference tool, permitting multiple search functions not possible with a paper directory.
- ❖ Electrical inspectors overall save about 7,280 hours per year in time spent looking up registration status.

Team Name: Automate Basic Book for Electrical Inspectors

Team Members: Thomas Wolfe, Roger Washburn, Pete Schmidt, Sunghee Seong

CONTACT: Thomas Wolfe, (360) 902-5996

Bulk Print Waste Eliminated

Labor and Industries produces a number of bulk print jobs automatically on a daily, weekly, monthly or quarterly schedule. Printed materials include customer bills and documents, as well as internal management reports. The system dedicated to these print jobs was outdated and inefficient. Paper jams, paper refills and resets requiring manual intervention caused the interrupted print job to cancel and restart, wasting large amounts of paper, ribbon and toner.

A work team was formed to eliminate the waste. The team updated the technology and changed the system to process print jobs concurrently.

Results

- ❖ 512 hours per year, a 10 percent savings in staff time to manage bulk print jobs.
- ❖ 10 percent savings in printer paper - \$700 per year.
- ❖ 5 percent savings in printer toner cartridges and ribbons - \$160 per year.
- ❖ Bulk print jobs now take 30 to 50 percent less time to complete.
- ❖ Improved internal and external customer service. Internal customers receive bulk print jobs up to 50 percent faster, providing more time to better serve external customers.

Team Name: BARR Printing

Team Members: Marv Clarambeau, David Karakas, Carin Quigley, Pasha Naini, Jerry Swenson, Khoi Hua, Randy Sanford, Dan Miller, Cesar Castanares, Sandi Foster, Pam Christensen, Sheila Rogers, Cherrie Imbao, Jim Palmer, Bruce Santy

CONTACT: Marv Clarambeau, (360) 902-5998

Data Warehouse MIPS Extraction

The Department of Labor and Industries maintains a large database that staff use for analyzing trends, initiating improvements and monitoring and reporting progress. Updating the agency's Medical Information Payment System (MIPS) data each month was horribly time consuming. The process took 17 hours to complete and required 83 minutes in mainframe computer time purchased from the Department of Information Services. During the monthly updates, 170 tapes were used to temporarily store the data for safekeeping.

To simplify the process, the team created computer programs to extract only current monthly activity. The new program allowed us to update the MIPS data rather than replacing it monthly.

Results

- ❖ Reduced monthly MIPS data extraction time by from 17 hours to 2.4 hours; an 86 percent reduction.
- ❖ Reduced mainframe computer usage for MIPS data extracts by 88 percent – from 83 minutes to just 10.
- ❖ Reduced temporary data storage needs by 74 percent; from 170 tape cartridges to 45.
- ❖ Reduced from 222 million records to 62 million records the amount of MIPS data extracted each month. That is a 72 percent reduction.

Team Name: Data Warehouse MIPS Extraction Team

Team Members: Melinda Darmody, Ed Armstrong

CONTACT: Melinda Darmody, (360) 902-6404

New Recruitment Process Invites Diversity

The candidate pools for Washington Management Service (WMS) positions at Labor and Industries did not reflect the diversity of Washington's civilian workforce. Labor and Industries worked with the Department of Personnel to improve the recruitment process. The goal: provide a diverse pool of 10 qualified candidates for the Human Resources Manager position within 90 days.

The team identified strategies to publicize the job in 10 new markets, which led to 1,000 e-mail postings for the job announcement. The team also created methods for screening, testing and processing applications.

Results

- ❖ Created and sent to applicants an electronic presentation of the life of Thurston County, information about Labor and Industries and a description of the position.
- ❖ Documented a replicable system for recruiting and screening applications that can be used in future recruitments.
- ❖ Received 72 applications for the position. Twenty-three received a second screening.
- ❖ Submitted 12 qualified diverse candidates to the hiring manager for final selection.

Team Name: Operations Breakthrough Team

Team Members: Lisa Benavidez, Melissa Greathouse, Barbara Collier, Katie Gerard, Crystal Hart, Karen Kalkwarf, Maura Quiggle, Jason Sterling, Renee Terry, Refernell Thompson, Mike Walsh, Debbie Yantis

CONTACT: Debbie Yantis, (360) 902-5718

Reducing Print Costs

To manage workers' compensation claims most efficiently, Labor and Industries turns paper documents into computer files. However, there are some occasions (such as a court case) when a paper copy of these documents is essential. Because of the way our computer system was set up, when a paper copy was needed, it was usually most practical to print the entire claim file. This wasted paper, ink and staff time to create and sort documents that weren't needed.

Now the computer system is programmed to print paper copies of needed documents by type or time period.

Results

- ❖ Annual paper savings of \$2,900.
- ❖ Annual printer ink savings of \$7,000.
- ❖ 3,250 staff hours saved by not having to sort through and discard unneeded copies.

Team Members: Marc Abraham, Ann Evans, Buck Riley, Maya North, Jim Hancock, Guy Baker, Thomas Thomas, Kathy Whisler, Rick Wickman, Susan Sill, James Stockdale, Beth Cruz

CONTACT: Marc Abraham, (360) 902-5979

Teaming Up to Save Time and Cover More Territory

Labor and Industries' safety inspectors confirm that employers are providing safe workplaces for their workers by conducting worksite inspections. In central Washington, ten inspectors are responsible for a 27,211 square-mile area, with several inspectors covering large areas unassisted.

When the department launched two major safety emphasis initiatives, the inspection staff was reorganized into teams to ensure that all safety compliance responsibilities were met. Three teams were created with a senior inspector assigned as a lead for each team. This allowed one team to cover the special orchard pruning initiative inspections and another team to cover framing in construction inspections. The third team conducted both pruning and framing inspections in sparsely populated areas of the region

Results

- ❖ Pruning inspections during January and February 2002 increased 127% compared to the same period in 2001 (from 18 inspections to 41 inspections).
- ❖ Allowed senior inspectors to develop leadership skills.
- ❖ Provided more time for the unit supervisor to conduct one-on-one field visits with the inspection staff.
- ❖ Provided an opportunity for inspectors in outlying areas of the region to team with other members of their unit

Team Name: Region 5 WISHA

Team Members: Curtis Cargile, Rick Gastelum, Veronica Gottschalk, James Hess, Jeff Krausse, Tim McMinn, Claudia Sealock, Will Self, Don Witt, John Wanamaker, Supervisor

CONTACT: Tom Hughes, (509) 886-6552

Data Warehouse Update Project

The department maintains a large database in what is known as the “Data Warehouse.” Each month the data warehouse is updated. Until recently, extracting the data from the agency’s systems and loading it into the warehouse took 48 hours, preventing other work from being done during that time.

Computer programs were written reducing the time needed to extract, transfer and load the data, reducing system down time on update weekends by 54 percent.

Results

- ❖ Reduced the total monthly data warehouse update process time from 48 hours to about 22 hours.
- ❖ Computer systems are no longer tied up during the entire data warehouse update, so they are available for other work.
- ❖ Reducing the time it takes to do the update frees a staff member from spending the entire weekend on the project, allowing them to perform more of their work during normal business hours.
- ❖ Reduced mainframe computer usage by two-thirds during data warehouse updates.
- ❖ Reduced computer network line usage for data warehouse updates by 28 percent.

Team Name: Data Warehouse Technical Team

Team Members: Judy Malamphy, Maureen McNamara, Nopadol McNiel, Thuy Ha, Paul Huynh, Greg Wilkins, David Karakas

CONTACT: Maureen McNamara, (360) 902-6302

On-line Training Registration System

The registration and tracking of employee training used to rely on a paper-based system – a very labor-intensive process – resulting in delays in registration processing, missed training opportunities, and an incomplete record of training in Department of Licensing (DOL). Registrations were hand entered into two data bases, and many activities simply not recorded.

Staff throughout the state (63 locations) now submit and track the status of training requests on-line via the automated training registration system. Training profiles are available on-line, ending the need for paper copies. Agency training data is now uploaded to Department of Personnel (DOP) for inclusion in the employee's training profile.

Supervisors now have access to on-line training profiles of staff – an aid in the development of training plans. Employees can better access their training profiles, so they can better plan their professional development. Redundant registration/tracking systems developed in work units have been eliminated, resulting in better use of staff time to support training initiatives and responding to customer requests. The new system also helps the Agency ensure that employees complete critical/required training in a timely manner.

Results

- ❖ Employees receive prompt notice on enrollment, better enabling them to manage their schedules and workload.
- ❖ The “Wait List” feature enables the Agency to better understand the demand for training, and thus the needs of the staff.
- ❖ Training profiles now will include ALL training – not just DOL or DOP training.
- ❖ Training requests are now traceable – and not lost.
- ❖ Eliminated the needs for “FORMS” associated with the old system – about \$1040 per year in cost savings.

Team Name: Automated Registration Team

Team Members: Deb Beckett, Mark Bortel, Jim Counihan, Greg Gurske, Krik Kaiser, Wendy Kalat, Sherry Moe, Hung Quach, Charlie Serna, Larry Weniger

CONTACT: Greg Gurske, (360) 664-1519

Disabled Persons ID Card Processing Improvement

The Disabled Persons (DP) identification cards and applicable information were being processed every week and sent to customers on an 8-1/2 X 3-2/3, fully laminated card, imaged on one side and printed on both sides. Department of Licensing and Moore Business Forms (our business partners) began brainstorming how this process could be streamlined and costs reduced.

By printing the DP ID cards every other week, rather than weekly, half of all set-up charges were saved. Since the customer receives a receipt that has always functioned as "temporary proof" until the ID card is in their possession, no impact on the customer is created.

In addition, additional cost savings were realized by changing the ID card size from being 8-1/2 X 3-2/3, fully laminated, imaged on one side and printed on both sides to having a generic insert measuring 8-1/2 X 3-3/4, 24 pound paper, and printed in one color on both sides.

Results

- ❖ \$4710 in annual savings from printer's set-up charges reductions.
- ❖ \$3775 in annual savings from paper savings from changing the ID card size and lamination procedures.

Team Name: DP ID Card Processing Improvement Team

Team Members: Bob Turcotte; Moore Business Forms: Jay Krahn, Adele Kraft

CONTACT: Bob Turcotte (360) 902-3716

Copy Center Streamlining Recycled Paper Process

The Department of Printing (PRT) orders approximately 116,000 reams of white 8½x11, 8½x14, and 11x17 recycled laser copy paper annually. Historically, PRT's 14 Copy Centers each ordered, received and paid for their paper. In the effort to economize, PRT researched alternative paper brands, distributors, and purchasing procedures. As a result of this team's efforts, PRT changed paper brands and vendors, which will save PRT an estimated \$24,000 in paper costs over the next year. In addition, the team centralized the paper ordering process. PRT now orders all Copy Center paper once per month, and the new vendor delivers and invoices to one central location. The new paper ordering process will also save PRT an estimated 72 FTE hours per year.

Results

- ❖ Saves PRT an estimated \$24,000 in paper costs over the next year.
- ❖ Saves PRT an estimated 72 FTE hours annually by streamlining the paper ordering process.
- ❖ PRT supports and generates revenue for a Washington based manufacturer and distributor.

Team Name: Copy Center Streamlining Recycled Paper Process

Team Members: Oliver Hurd, Larry Krembs, Doug Dow, Bridgett Martinez

CONTACT: Oliver Hurd, (360) 570-5037

Department of Printing

Fast Forward

In the course of business, state agencies build and maintain many mailing lists. National studies indicate that approximately 17% of the population moves every year, and mailing lists quickly grow obsolete. State agencies need correct addresses to ensure accurate and prompt mail delivery. The Department of Printing (PRT) uses FastForward to electronically update mailing lists. FastForward uses the US Postal Service change-of-address database, which contains 26 million names. If a mail recipient has moved within the last six months and filed a change of address card with the post office, the address is automatically updated. With FastForward, state agencies also receive a discounted first-class pre-sort rate and save up to 7 cents per piece in postage. During the past two-year period, PRT processed nearly 1.5 million address records using FastForward. With an average savings of 7 cents per piece, PRT saved customers approximately \$103,000. In addition, PRT updated 40,000 addresses, saving additional postage and handling costs of approximately \$1 per address. Total combined savings for other state agencies is estimated to be \$143,000.

Results

- ❖ With an average of 7 cents per piece, PRT saved approximately \$103,000 in postage costs.
- ❖ PRT updated 40,000 addresses, saving additional postage and handling costs of approximately \$1 per address.
- ❖ PRT automatically updates customer databases with information filed with the US Postal Service.

Team Name: FastForward

Team Members: Chad Perschon, Sharie McCafferty, Steve Freymond,
Doug Dow

CONTACT: Chad Perschon, (360) 570-5063

Department of Printing

A New Look

The previous version of the Department of Printing (PRT) website provided general information about PRT. Through customer feedback, PRT learned that some customers had difficulty accessing information and services. This team totally redesigned the site to make it fast, informative and easy-to-use. State agency customers and citizens worldwide can order publications, videos, and other products from the online General Store. New features include a product catalog with descriptions and pictures; shopping cart and order status; links to assigned Customer Service Representatives; online samples; credit card payments; downloadable forms; online cost estimates. Customers receive prompt service and fast turn-around times. State agencies can focus on their core business. The site design also features the new PRT logo and URL (www.prt.wa.gov).

Results

- ❖ Improved customer service through easier access to information and online services.
- ❖ Customers are able to order publications, videos, and other products online.
- ❖ Customers are able to download forms, request estimates, and access their Customer Service Representative.

Team Name: Web Design

Team Members: Ron De Rose, Erica Woodruff, Kelley Kellerman, Shannon Gaither, Sharie McCafferty

CONTACT: Sharie McCafferty, (360) 570-5062

Shop Floor Data Collection

The Department of Printing (PRT) invoices customers based on costs for labor and material. Historically, PRT employees manually recorded costs on timesheets and material logs. Employees then entered costs into a computer system, which updated the production schedule and accounting information. This process delayed access to current information by approximately 24-hours. In order to accurately respond to customer inquiries regarding job status, PRT employees sometimes needed to manually locate print jobs in process. This team implemented an automated system using data collection software and bar code scanners to record time, material and production status of all jobs. The new process saves PRT approximately 150 FTE hours per year by eliminating data entry of production costs, as well as the need to manually locate print jobs in process.

Results

- ❖ Saves approximately 150 FTE hours per year by eliminating data entry of production costs and manual status checks.
- ❖ Provides PRT employees immediate information regarding production details, costs, and schedules for better customer service.
- ❖ Enables PRT to produce customized reports by employee, job or department activity.

Team Name: Shop Floor Data Collection

Team Members: Shannon Gaither, Mary Henderson, Jolaine Swanda, Kathy Paterson, Mel Caldwell, Steve Freymond, Sharie McCafferty

CONTACT: Sharie McCafferty, (360) 570-5062

Online Manual Improves Service to Customers

The Department of Retirement Systems (DRS) manages 13 statewide retirement plans serving over 522,000 members - active, inactive and retired. Each retirement plan is complex and governed by its own laws and rules. Retirement Services Analysts (RSAs) provide the day-to-day direct service to customers. They must know or have ready access to procedures and information necessary to accurately and consistently administer retirement laws. Historically, analysts maintained paper manuals for the plans they managed. Desk manuals were difficult to keep current with the many changes in procedures or laws. Staff needed easy to access to current resources.

The Retirement Services Online Operations Manual was successfully implemented as a one-stop resource for staff. The manual is located on the agency's intranet and can be quickly accessed with just a few clicks. It is organized into key customer service areas and provides access to agency policies and procedures, forms and essential documents. The manual improves customer service by providing a consistent and accurate resource for staff work across all retirement systems and plans. It was developed with input from veteran staff and improves the transfer of knowledge to newer staff. Training preparation has been simplified by reducing the number of printed documents needed. The online manual is a living document and is regularly reviewed. Periodic changes are made centrally to ensure all staff have access at the same time to the most current information.

Results

- ❖ Increases the consistency of administering retirement laws for all systems and plans by providing a one-stop resource.
- ❖ Improves customer service by reducing staff time needed to respond to customer inquiries.
- ❖ Provides accessibility to current retirement administration information to all agency staff.
- ❖ Eliminates the need and costs to produce multiple training manuals and/or reference documents to new staff.
- ❖ Allows the materials to be shared with stakeholders and customers using electronic medium.

Team Name: Retirement Services Online Manual Project

Team Members: Zan Johnston, Brad Andrews, Rita John, Dennis Gustafson, Sandra George, Kari Kurtz, Denise Oster, Lesa Terry, May-Lisa Baldwin, Ellen Ellis, Lucille Christenson

CONTACT: Zan Johnston, (360) 664-7049

Online Self Audit Program Expands Service to Employers

The Department of Retirement Services (DRS) is responsible for conducting employer audits for nearly 1,300 employers. DRS auditors monitor employers' compliance with retirement laws and statutes and help identify discrepancies in reporting employee wage information, and employee and employer contributions. With only five auditors to conduct up to 120 audits per year, an employer can expect ten years or more between formal audits. Employers have asked for a tool to help them effectively manage retirement administration to supplement the formal audit process.

The Employer Support Services unit launched the Employer Self Audit Program (ESAP), a new online interactive Web based application. This user-friendly application is available to employers 24-hours a day, seven days a week and provides employers step-by-step instructions to guide them through their own self audit or prepare for a formal audit. The program contains clear and easy-to-follow instructions, interactive forms, charts and links to applicable retirement statutes and codes. Employers can use the ESAP as a tool to train new employees on retirement administration and as a resource for their daily work. ESAP is also accessible from the agency "Frequently Asked Questions" Web page.

Results

- ❖ Provides 24-hours a day, seven days a week Internet access for employers to self-audit to ensure compliance with retirement administration requirements.
- ❖ Provides employers with accessible references and tools to help them process employee retirement information accurately and correct errors when they occur.
- ❖ Employees benefit from improved accuracy of employer reporting of retirement contribution and employee wage information.
- ❖ Provides employers a new tool to train employees on retirement administration.
- ❖ Supplements DRS' ability to provide accurate compliance services without additional resources.

Team Name: Employer Self Audit Program (ESAP)

Team Members: Michelle Hardesty, Shirley Toner

CONTACT: Michelle Hardesty, (360) 664-7172

Closing Agreement Form and Process Enhancement

Previously, closing agreements were directed to accounting staff in Financial & Employee Services (F&ES) or Taxpayer Account Administration (TAA). Closing agreements were often not monitored for completion or timeliness and when processing the closing agreements, the intent and language was not always clear.

New standard closing agreement procedures were drafted and a “Closing Agreement Account Adjustment Detail” form was developed. TAA, F&ES and Compliance staff, as well as the Appeals Division and the Attorney General’s (AG) office use this document. An access database was also developed to track the receipt, referral, monitoring and completion of closing agreements.

A stakeholder meeting was held to implement uniformity of the closing agreement process

Results

- ❖ Approximately 400 hours of staff time is saved each year. (The average savings is 2 hours per closing agreement. For more complicated closing agreements, the average savings can be dramatic savings of up to 30 days.)
- ❖ The new Closing Agreement Database and “Closing Agreement Account Adjustment Detail” form simplifies business for customers and employees; creates a more efficient way of doing business; and strengthens relationships between our external customers and internal stakeholders

Team Name: Tax Assessment Team

Team Members: Sue Meldazy, Tracye Fralick, Tamara Acosta, Randi Johnson, Phoebe Hein, Jan Bianchi, Diana Brown, Julie Castro, Betty Klug, Evelyn Czapiewski, Lynette Williamson, Mike Neff; Attorney General: John Dzedzic

CONTACT: Tamara Acosta (360) 902-7015

IT Learning Program Savings

Continuous technological change drives the need for Information Technology (IT) Training and Education. Within the Department of Revenue (DOR), an Information Technology Blended IT Learning Program provides learning solutions for our staff in support of the Agency's vision, mission, and Strategic Business Plan; ensures the efficient use of our available applications and software; and provides DOR staff with the skills required to leverage our available technology.

IT learning activities are designed to meet specific requirements and maximize training dollars by delivering targeted training. Previously, when people needed classes, they would sign up for outside courses that could cost thousands of dollars per person and travel could be involved. Today we deliver these activities at our Tumwater Facility, and in so doing, eliminate travel time and cost. Additionally, instead of sending staff to a service provider learning activity at their standard rate, we have created agreements with providers to train up to sixteen people instead of twelve, saving more money.

Results

- ❖ Cost avoidance savings of approximately \$140,000 between January and June 2002.
- ❖ Since the learning activities are scheduled at the Agency's IS Tumwater Facility, it eliminates travel time and expenses.
- ❖ By providing our IT technical professionals with continuous learning opportunities, we create an environment where IT technical professionals want to work. This reduces staff turn over and lessens the expense and time of training new staff.
- ❖ By creating a custom, highly targeted learning experience that satisfies specific needs, we are continuously improving the efficiency and effectiveness of the Agency's Information Services technical staff.
- ❖ The training evaluation process ensures consistent quality, relevance, and value of the IT Training.

Team Name: Information Services Division Learning Team

Team Members: Connie Rossi, Steve Desselle, Bret Bretthauer

CONTACT: Connie Rossi, (360) 902-8829

Appeals Retrieval & Tracking System and Imaged Document Management System

The Appeals Division hears tax appeals, issues written decisions and publishes determinations. The Division was challenged with the task of reducing the time it takes to resolve tax appeals without sacrificing quality of the final product. The solution involved creating two systems - Image Document Management System (IDOCS) and the Appeals Retrieval & Tracking System (ARTS) - to improve storage, tracking and retrieval of case information.

IDOCS and ARTS were fully operational April 1, 2002, providing staff the ability to gather and share information, and customers the ability to track an appeal from the initial filing through publication of the decision. Over the next two years, the division expects to reduce the effort and time required to resolve tax appeals, provide ongoing status reports to taxpayers and other Divisions, and further streamline the appeals process.

Results

- ❖ The Image Document Management System (IDOCS) and the Appeals Retrieval and Tracking System (ARTS) were fully operational April 1, 2002.
- ❖ All Division members can now track appeals case status, including publication status of specific determinations, and respond quickly to inquiries from both taxpayers and other divisions.
- ❖ Every document submitted to the Division will now be imaged – this significantly reduces the incidence of “lost files!”
- ❖ More efficient systems will save the divisions approximately 2088 hours/year.
- ❖ Improves customer service by providing status reports to taxpayers and other divisions.

Team Name: Appeals ARTS/IDOCS Project

Team Members: Chris Coffman, Lisa Faker, Jackie Danyo, Susan Price, Tom Sampson, Dennis Mickey

CONTACT: Chris Coffman, (360) 570-6150

ELF Payment and Process Enhancements

Early implementation of an Electronic Filing (ELF) pay-by-check option involved sending in a check with the paper tax return, and filing the return detail online. Initially, keying the paper return as a pay-by-check payment voucher caused internal processing issues with data entry. Additionally, the process was confusing to the tax filer. This problem was resolved by developing an OCR readable payment document that the taxpayer prints using the ELF application. The taxpayer then attaches the check to the payment document and mails it to the Department. This process eliminated the need to mail an Excise Tax return to the ELF filers.

An additional process enhancement addressed filing requirements for manufacturing and extracting businesses by enabling the ELF process to include the Manufacturing Credit Schedule (MATC) as a part of the application.

Results

- ❖ 8,000 fewer monthly return packets mailed - saves \$10,560/year in printing and postage costs.
- ❖ 6,000 fewer quarterly return packets mailed – saves \$2,640/year in printing and postage costs.
- ❖ Implementation of Manufacturing Credit Schedule (MATC) brought several hundred manufacturing businesses to ELF.
- ❖ Reduced manufacturing credit schedule (MATC) errors.
- ❖ Reduced data entry keying - saves 1,056 hours/year.

Team Name: ELF Program Enhancement Team

Team Members: Bev Albritton, Cathy Cheatam, Phil Christophers, Wanda Corke, Pat Dain, Bertha Ferris, Angelynn Greene, Tom Gruver, Debbie Haller, Leif Holmes, Tiffany Johnson, John Judkins, Pam McAferty, George Miller, Cheryl Moss, Marie Pannkuk, Annette Parbon, James Petit, Robert Petteys, Elizabeth Roberts, Kristine Rompa, Larry Schmitt, Rick Scott, Alan Tadlock, Deborah Taylor, David Tevis, David Tradewell, Linda Tran, Nettie VanHorn, Debbie Vankirk, Sue Wells, Billie Young, Debbie Young, Renee Alexander, John Garrison, Thuy Nguyen, Gary Dubuque, Bob Bulgrien, Bryon Schabell, Marc Morley, Betty Adams, Carolyn Scott, Bret Bretthauer, Gregg Gallwas, Joyce Fouts, Sue Nelson, Anita Duemig-Fairbanks, Kim Asbach, Minh-Hanh Nguyen, Alyson Chase, Mike Gowrylow, Janet Shimabukuro, Jennifer Smith, Sherree Christiansen Hempstead, Jason Dunnagan, Chris Donahue

CONTACT: Debbie Young, (360) 902-7045

Electronic Filing and Electronic Funds Transfer Enhancements

Previously, the taxpayer registration for Electronic Filing (ELF) and paying of the Combined Excise Tax return via ELF was a lengthy, cumbersome paper process. Many potential ELF filers would quit prior to completing the registration process.

New and improved registration processes for electronic filing and payment using electronic funds transfer (EFT) payment were designed and implemented. Multi-step paper based processes were replaced with streamlined, online Internet processes. Pre-assigned authorization codes, which allow access to ELF and EFT registration processes are now printed on all returns mailed to taxpayers. This allows a taxpayer to register via ELF immediately, rather than waiting for a multi-step process to complete.

Results

- ❖ Shortened EFT registration from 3 days to 1.
- ❖ Shortened ELF registration from several weeks to same day.
- ❖ Reduced TAA staff effort to support old registration processing saving 2112 hours/year.
- ❖ Reduced mailing and postage costs by \$3500.

Team Name: Online Registration Team

Team Members: Bev Albritton, Cathy Cheatam, Phil Christophers, Wanda Corke, Pat Dain, Bertha Ferris, Angelynn Greene, Tom Gruver, Debbie Haller, Leif Holmes, Tiffany Johnson, John Judkins, Pam McAferty, George Miller, Cheryl Moss, Marie Pannkuk, Annette Parbon, James Petit, Robert Petteys, Elizabeth Roberts, Kristine Rompa, Larry Schmitt, Rick Scott, Alan Tadlock, Deborah Taylor, David Tevis, David Tradewell, Linda Tran, Nettie VanHorn, Debbie Vankirk, Sue Wells, Billie Young, Debbie Young, Renee Alexander, John Garrison, Thuy Nguyen Gary Dubuque, Bob Bulgrien, Bryon Schabell, Marc Morley, Betty Adams, Carolyn Scott, Bret Bretthauer, Gregg Gallwas, Joyce Fouts, Sue Nelson, Anita Duemig-Fairbanks, Kim Asbach, Minh-Hanh Nguyen, Alyson Chase, Mike Gowrylow, Janet Shimabukuro, Jennifer Smith, Sherree Christiansen Hempstead, Jason Dunnagan, Chris Donahue

CONTACT: Debbie Young, (360) 902-7045

Forest Tax GIS Application Makes Tax Reporting Easier

To report the forest excise tax, taxpayers must know what Stumpage Value Area (SVA) and Haul Zone (HZ) their harvest is located in. To identify their SVA and HZ, taxpayers have had to request a copy of a large SVA/HZ map or call Forest Tax staff to identify their SVA and HZ for them. Now the SVA/HZ map is accessible on the Department Web site via a GIS (Geographic Information System) application. This application allows taxpayers to identify their SVA and HZ by either zooming-in on a statewide map or by entering their harvest's legal description.

Results

- ❖ New Geographic Information System (GIS) saves 15 staff hours/year on Stumpage Value Area and Haul Zone related phone calls.
- ❖ The new system can potentially eliminate all errors by taxpayers if they (taxpayers) use the electronic means to locate Stumpage Value Areas and Haul Zones.
- ❖ Improves customer service by providing a simple and fast means of identifying Stumpage Value Areas and haul Zones.
- ❖ Saves Forest Tax \$480/year by not having to print and mail large maps in poster tubes.
- ❖ It will be easier to make updates when Stumpage Value Areas or Haul Zones change due to shift in log market locations.

Team Name: Forest Tax GIS Stumpage Value Area and Haul Zone Team

Team Members: An-Hung Dang, Gary Dubuque, Julie Hoke, Randi Johnson, Laurence Reeves, Heather Rein, Robert Smith (retired), Steve Vermillion

CONTACT: Laurence Reeves, (360) 753-7224

Senior Citizen Property Tax Deferral Program Improvement

The Senior Citizens Deferral Program was developed in 1991 as a DOS-based computer application. This application resided on an older computer accessible by only one person and did not allow for the updating of legislative changes or tracking of refunds. It could not interface with the State Treasurer's office (a co-partner in maintaining related information), and provided little ability to automate processes (such as issuance of letters and refunds). In January of 2002, the old system was converted to a new processing platform, which includes electronic management of files (eliminating the need to retain paper documents) and enhanced functionality.

Results

- ❖ Consolidated user interface for easier navigation and usability by multiple individuals.
- ❖ Future legislative changes can be accommodated.
- ❖ Increased flexibility with the accounting system allows for better refund tracking.
- ❖ Provides improved interfaces to the State Treasurer's information.
- ❖ Seventy-five percent of correspondence is automated using mail-merge capabilities saving 276 hours a year.

Team Members: Mary Skalicky, Peri Maxey, Valerie Torres, Mark Bachmann, Wes Thurmond, Mint Vu

CONTACT: Peri Maxey, (360) 570-5868

Telecommunication Savings

When the IS division acquired a new phone system for the Linderson Way facility in Tumwater, estimates suggested a need for two T-1's (telecommunication lines) to accommodate all incoming and outgoing calls. More recently, a team was formed to re-evaluate the requirements and review past usage records. Upon completion of the study, the team concluded the capacity (two lines each carrying 24 voice channels) could be reduced by half. The division has not experienced any problems with this reduction and has been able to save money in the process.

Results

- ❖ Reduced the division's monthly telecommunication bill from the Department of Information Services by approximately \$784 per month or \$9,408 per year.
- ❖ The reduction of T-1 lines maintains needed capacity while simultaneously providing better alignment with the actual requirements.

Team Name: Telecommunication T-1 Study

Team Members: Dave Grant, Jim Kolts, Tom Reslock

CONTACT: Dave Grant, (360) 586-7969

Oil Spill Tax Return and Special Notice Form Redesign

Revenues from the Oil Spill Tax Program are dedicated funds. All related revenue, penalties, and interest require exception processing by Cash management and Taxpayer Account Administration (TAA). Two events – failure of an archaic data entry system and fund processing issues associated with integrating the Oil Spill Tax and the Combined Excise Tax Return (CETR) – necessitated the development of interim processes.

The first interim process included the redesign of a four-page Oil Spill Tax Return as a one-page simplified return. Additional processes included the revision of a special notice; development of an Excel spreadsheet for tracking of the tax and communication to stakeholders; and internal process improvements that enabled related Oil Spill tax assessments to be issued by the Audit division instead of TAA. Efforts continue for future integration of this program with the CETR report process.

Results

- ❖ Simplified Oil Spill tax reporting for the tax filer.
- ❖ Streamlined the Oil Spill Audit process.
- ❖ Reduced time spent entering data by 120 hr/year.
- ❖ Revisions of a special notice increased communication with stakeholders.

Team Members: Debbie Young (sponsor), Billie Young, Cynda Johnson, James Petit, Seawillow Rolly, Pat Moses, Anne Solwick, Judy Bandoock, Anita Duemig-Fairbanks, Heather Mattingly, Dana Lynn, Jenny Smith, Bret Bretthauer, Joyce Fouts

CONTACT: Cynda Johnson, (360) 902-7102

Appeals Revocation Hearings by Telephone

Administrative Law Judges (ALJs) hold hearings under the Administrative Procedures Act to determine whether the initial revocation of a business license should be upheld or reversed. Live-recorded testimony is taken under oath from the taxpayer and a revenue agent. After an appeal is filed, administrative staff must schedule a hearing within a few days and the ALJ must hold the hearing so that a written order is issued within 21 days of the Notice of Appeal. Oftentimes, the ALJ would travel great distances at considerable cost only to find the taxpayer did not appear for the hearing. Even when the taxpayer did appear, the hearing generally did not exceed 30 to 45 minutes. Now, ALJ's hold telephone hearings that are initiated from the Olympia office reducing time and travel expenses.

Results

- ❖ Travel expenses reduced by approximately \$2,500 annually.
- ❖ Taxpayers are informed about the telephone hearings and most elect to appear by telephone at the field office along with the revenue agent.
- ❖ Administrative law Judges (ALJs) may now handle an increased number of revocations.
- ❖ Approximately 300 hours will be saved annually by ALJ's not having to travel.

Team Name: Revocation Appeals Procedures Team

Team Members: Jan Bianchi (Manager); ALJ: Rex Munger

CONTACT: Rex Munger, (360) 570-6149

Call Center with an Interactive Voice Response System

The Taxpayer Service's division was using a very mature and unreliable Call Center System based on the Novell network architecture. The strategy was to purchase a complete call center system including telephones, PBX (Private Exchange Branch), ACD (Automatic Call Distributor), IVR (Interactive Voice Response) and fax services based on a Microsoft NT platform to replace and improve the existing system. Improved call tracking and reporting, a more streamlined call flow, and professional voice talent for the life of the system are inherent benefits of the new system.

Results

- ❖ A consistent, fully operational IVR (Interactive Voice Response) system has generated increased taxpayer satisfaction as evidenced by 20% fewer hang-ups and a 52% increase in automated Account Changes.
- ❖ More efficient handling of paper and fax routines saves 2088 hours/year.
- ❖ Immediate notification of system errors. System is designed to automatically notify the appropriate person via page or e-mail based on severity of problem.
- ❖ The new phone system is designed for expansion and application enhancements. Desktop faxing capability was purchased for the entire agency and the PBX system can support additional telephony projects with the agency.
- ❖ The new IVR system provides the ability to gather voluntary survey information from callers.

Team Name: Call Center improvement Team

Team Members: Vikki Riffe, Don Dahl, Lynnea Hansen, Judy Wells, John Wack, Linda Miller-Baldwin, Tom Reslock, Julian Soh, Mike Neff, Jim Kolts, Tremaine Smith, Gary Dubuque

CONTACT: Lynnea Hansen, (360) 486-2116

Partnership for a Drug-Free Washington

The impact of alcohol and drug abuse is an ongoing problem for the State of Washington. As part of its efforts in the area of substance abuse prevention, DSHS coordinates a group of media professionals and corporate partners known as Partnership for a Drug-Free Washington. In 2001, in coordination with the national sponsor, Partnership for a Drug-Free America, the statewide group helped to develop and then facilitate public service announcements throughout Washington. These included radio and television messages for youth and parents, and a 5' x 6' sign in Safeco Field with a prevention message for parents reaching many of the 3.5 million people visiting Safeco Field annually.

Results

- ❖ Over 25,000 television Public Service Announcements were aired in 2001, including some sponsored by Campbells Soup, Voicestream Wireless, and Wendy's Restaurant.
- ❖ 700 radio Public Service Announcements were aired in 2001.
- ❖ The 5' x 6' sign is posted in Safeco Field with a prevention message for parents.

Team Name: Partnership for a Drug-Free Washington

Team Members: Partnership for a Drug-free America: Teri Christensen; Elgin DDB Advertising: Sydney Hunsdale; KCPQ TV; KTWB TV; KSTW TV; KIRO TV; KOMO TV; KNDO TV; KNDU TV; KSKN TV; KXLY TV; KVNI 1080AM; ESPN 630AM; KXLY 99.9FM; KZZU 92.9 FM; KEZE 96.9; KHTQ 94.5 FM, DSHS/DASA

CONTACT: Deb Schnellman, (360) 438-8799

Visions - Recovery House Program for Youth

In order to develop more accessible community-based chemical dependency AND mental health services for youth, a DSHS funded youth residential treatment center developed a recovery house program for adolescent girls with both severe chemical dependency and mental health issues. Using a successful partnership with the DSHS funded local Regional Support Network; SeaMar Visions Adolescent Treatment program of Bellingham now provides services to female youth with co-occurring disorders in a secure setting. The six-bed program focuses on building skills that will increase success at recovery. By creating and integrating mental health care with addiction treatment, this facility helps the community avoid the costs related to unnecessary psychiatric hospitalizations and juvenile justice recidivism.

Results

- ❖ Patients with complex problems are better served in their own community with a seamless, integrated continuum of care.
- ❖ Community cost of over \$100,000 related to hospitalizations and incarceration are avoided.
- ❖ Risk reduction of the circumstances some young women find themselves including unwanted pregnancies and violent situations.
- ❖ The program received the Exemplary Service Award for Direct Services from the North Sound Regional Support Network.
- ❖ Between August 2001 and April 2002, 15 patients successfully completed the program.

Team Name: Visions Recovery House Project Team

Team Members: SeaMar: Rogelio Riojas, David Jefferson, Andrea Harding;
North Sound RSN: Chuck Benjamin; Whatcom County Council: Ward Nelson;
DSHS: Stephan Bogan

CONTACT: Stephan Bogan, (360) 438-8089

AASA Teamwork Enhances Client Choice and Independence

Aging and Adult Services is committed to providing services that enhance an individual's life, in a setting that is the least restrictive, preferred, and most cost effective.

This project developed Nursing Facility Relocation Resource Teams in both Pierce and Kitsap County for Region 5 Home and Community Services. Teams worked together with nursing facility staff, clients, and families to increase successful relocation of clients with difficult and complex care needs into independent living situations. The teams' work increased consumer choice, increased relocations to less restrictive levels of care, improved quality of life for clients, and reduced the costs of care. The teams also identified new community services and resources to serve these difficult to relocate clients.

Results

- ❖ Teams increased the number of clients relocated to less restrictive settings by 20% and saved \$96,960 by assisting the placement of clients into Adult Family Homes.
- ❖ The team successfully discharged many "hard to relocate" nursing facility residents who had complex care needs.
- ❖ The project improved communication and coordination between staff, families, and community stakeholders.
- ❖ Increased quality of life for clients and reduced costs of care to preserve clients' estates as well as saving taxpayer dollars.
- ❖ The team researched and identified new resources to aid in discharge.

Team Name: Nursing Facility Relocation Resource Team

Team Members: Eva Valdez, Shiela Toby, Sue Seablom, Patricia Bekemans, Donna Purdy, Stacy Graff, Debbie Mark-Corpolongo, Jay Santiago, Pete Luzi, Mark Torgeson, Carol DeMers, Vicky Gawlik, Cheryl Allen

CONTACT: Deanna Rankos, (360) 725-2576

Know It All – Find It All Desk Reference

Currently business managers from all parts of the Aging and Adult Services Administration (AASA) have to access, know and use too much information in too many places to be efficient. Information was diverse and located in many places and manuals.

A team of business managers consolidated complex information, forms and instructional materials needed to do their jobs. The team developed a working desk reference that integrated and made readily available information that is needed on a daily basis. The desk reference eliminates wasted time researching and searching through various documents, manuals and websites.

This manual will be used statewide by all AASA business managers. In addition, work is underway to put the manual on the AASA website so that business managers can access current information by going online.

Results

- ❖ An estimated 1,000 hours are saved statewide for staff using the reference manual.
- ❖ Information, directions, standards and forms are organized and located in one easy-to-use reference book.
- ❖ The manual is user friendly so others can also locate and use the information in absence of business manager.
- ❖ Staff morale has increased, as duties were made easier and more efficient.

Team Name: Regional business Manager Desk Reference Team

Team Members: Leslie Edwards, Jennie Wilson-Beard, Robin Ford, Joyce Korevaar, Kathy Mullica, Myrna Pannoni, Grace Corbit, Teri Comstock, Mark Kelley, Cheryl Allen, Vicky Gawlik

CONTACT: Deanna Rankos, (360) 725-2576

Re-inventing Child Welfare Service Case Management

The Children's Administration, Child Welfare Service (CWS) Program provides both placement prevention and permanency planning services to children and families when parents are unable to safely care for their children. CWS social work requires intensive case management for both the parents and the children, and can sometimes overwhelm a single assigned CWS worker. These social workers are consistently challenged with how best to prioritize and balance the extensive service and support needs of parents while also ensuring children's needs are met. As a result, children residing in out-of-home care may not be visited by his/her social worker as frequently as desired and services such as Early Periodic Screening and Development Testing, physical and mental health assessments, and/or treatment may also be delayed.

A CWS Unit located on the coast in Aberdeen, Washington developed and tested an innovative case management model to improve service delivery for both children and parents. The CWS Unit carries cases as a team. Social workers either have a specialized caseload of all parents or children. All cases are staffed so the entire unit will be familiar with each case. As a result, children, parents, caregivers, and service providers are receiving improved service delivery. With this approach, more than one social worker can provide information on a case when contacted by customers.

Results

- ❖ Achieved 100% compliance with completion of Early Periodic Screening & Development Testing and annual physical examinations for children.
- ❖ Face-to-Face visits between children and social workers increased from once every 90 days to every 30 days; a threefold increase.
- ❖ Increased foster parent satisfaction regarding social worker participation in children's lives and response to foster parent concerns.
- ❖ Increased comprehensiveness of children's written individual safety and service plan.

Team Name: Aberdeen Extreme Team

Team Members: Nancy Timms, Karen Papp, Terri Navarre, Dorothy Delateur, Melissa Wittmayer, Sean White, Karen Furth-Fletcher

CONTACT: Anita Jones, (360) 902-7868

Client Safety Improved

The Division of Developmental Disabilities' (DDD) Region 4 State Operated Living Alternative (SOLA) faced a serious concern related to inaccurate dispensing of clients' medications. A Quality Improvement team was chartered to design and implement a preventative system that would support and maintain a "zero-error" goal to prevent wrong dose and double dose errors.

The team began systematic problem solving by establishing a baseline for medication errors; analyzing the data from the DDD Incident Reporting (IR) database, and review of other medication management systems. The analysis indicated medication error severity ranged from minor documentation errors to a client receiving incorrect medications. The team began the root cause analysis. They determined that medication forms, storage systems and documentation systems needed to be standardized. They also determined that medication errors needed to be defined by type, to allow for quick evaluation and timely, appropriate corrective action. After developing a comprehensive training curriculum, standardizing forms, standardizing storage systems and documentation procedures, the team piloted the new preventative system. The new "zero-error" preventative system has now been established throughout the Region 4 SOLA.

Results

- ❖ Increased client safety by reducing medication errors by 56%.
- ❖ Achieved the "zero-error" goal in the categories of wrong medications and double doses.
- ❖ Eliminated the need for backup personnel to administer medication, saving 2,132 hours of staff time and \$1,812 per year.
- ❖ Developed a comprehensive training curriculum and trained everyone in Region 4 SOLA.
- ❖ Standardized medication forms, storage systems and documentation procedures.

Team Name: Medication Delivery Improvement Team

Team Members: Marna Farrel, Kristi Flynn, Cheryl Leonard, Gayle Turner, Nancy Hammil, Ted Hancock, Debra DeKruif (Facilitator)

CONTACT: Debra DeKruif, (206) 545-6725

SEMS Imaging System Speeds Up Process

The Division of Child Support (DCS) faced several challenges in document management, not the least of which was the fact that many people handled each document in the course of processing. Manual payment processing, currently at 180,000 payments per month, was labor-intensive and inefficient. County Clerks send copies of all child support orders to DCS, as required by statute. Each had to be physically handled and processed. Staffs were also wrestling with the workflow restriction that paper imposed on the organization.

The Support Enforcement Management System -- Imaging System (SEMS-IM) has made a significant difference in time and labor associated with payment and other document processing. SEMS-IM allows county clerks to remit court orders electronically. DCS has expanded to imaging numerous other types of documents, e.g. case correspondence, returned support disbursement checks, and archiving closed cases. Over 800,000 digital images are processed each month with numbers steadily increasing.

Results

- ❖ Improved customer service, as more payments are processed faster allowing funds to reach families faster. This has been achieved without the need for additional staff, although payment numbers have more than doubled since 1997.
- ❖ DCS staffs statewide, and counties under contract, have instant access to these digital images.
- ❖ Increased staff productivity due to less handling of paper documents, freeing time for other essential duties.
- ❖ Faster receipt of child support orders for DCS staff and faster processing for County Clerk staff. For example, copying and forwarding court orders was a full-day process for one County Clerk in the past; with imaging, it has become a five (5) minute process.
- ❖ Staff members perceive an increase in their safety, as they need not touch original payment documents once they have been imaged.

Team Member: Steve Spitzer, Reginald Lee, Janis Lobe, Tom Kendrick, Sandy Lee, Francia Thomas, Nancy Mathieson, Ellen Wahlen, Scott Fulton, Cindy French, Norm Russell, Paul Gronka, Steve Wathne, Kelley Romeo, Lynnise Larsen

CONTACT: Steve Spitzer, (360) 664-5361

Child Support Internet Payment Service

The Division of Child Support (DCS) collects and distributes over 250,000 payments per month worth approximately \$50 million. Processing these payments is a time-consuming, labor-intensive operation. A large staff is required to manually process the payments to meet the federal time requirements.

The Child Support Internet Payment Service (CSIPS) allows individuals and employers to remit child support payments using electronic funds transfer by using an internet site that allows total control and flexibility to the user.

Results

- ❖ Decreased payment handling frees staff time to process the paper child support payments.
- ❖ Improved Customer Service. Response from users of this free service has been overwhelmingly positive.
- ❖ Payments are processed to cases, and thus out to families, more quickly.
- ❖ A quick and easy method to make child support payments. On-line instruction is available to new users, allowing them to quickly grasp the concepts and begin using the program.
- ❖ A safe method to remit child support payments, via 128-bit encryption from the client's browser to the application server.

Team Name: CSIPS Team

Team Members: Kelley Romeo, Sandra Lee, Wendy Cole-Deardorff, Lynnne Larsen, Rod McNeil, Paul Gronka

CONTACT: Kelley Romeo, (360) 664-5404

Vortex Generators: Antarctic Technology Meets Highway Safety Needs

Stretches of highway in central Washington are covered in winter by drifting snow or year-round by drifting sand. At locations near Vantage and Mansfield, a technology designed for use in Antarctica has proven successful in all but eliminating these hazards. Triangular "vortex generators" were placed on stands beside the roadway. These plastic-covered aluminum frames, made at minimal expense by students at Cascade High School in Leavenworth, pivot in the wind and redirect airflow, preventing drifting.

A webpage has been developed in response to inquiries from several states:
<http://www.wsdot.wa.gov/regions/NorthCentral/Maint/MaintenanceProgram/vortex/vortex.htm>

Results

- ❖ For the sandy stretch on SR 243, combined annual overtime and equipment costs reduced by \$6165.
- ❖ Safety is improved because the roadway is consistently clear of hazardous drifts, as opposed to the previous situation when plows only periodically removed them.
- ❖ Maintenance crews can spend their time on other high priority safety needs such as clearing snow from mountain passes or repairing guardrail or roadway surfaces.
- ❖ Transferability: this success demonstrates the technology can be used for varying purposes and in other locations.

Team Name: Snow and Ice Team

Team Members: Linn Pinkie Glessner (Team Leader), Tyler Miller, Robert Guerrero, Al Steele, Dan Gates, Mike Stanford, Bob Olin, Darrell Anderson, Debbi Achord, (Facilitator)

CONTACT: Debbi Achord, (509) 667-2841

Educational Partnership Enriches DOT and Washington Tribes

Department of Transportation (DOT) employees needed more information about how to deal in an effective and legal way with the twenty-nine federally recognized Tribes in Washington state.

A training course was developed, focused on the DOT's work, to help employees understand Tribal treaties and the requirements they place on the agency's construction and maintenance activities.

The course was created with ten Washington Tribes and was presented 48 times between October 1999 and April 2002. Each class was presented by a DOT instructor in partnership with a local tribal member who acted both as instructor and a classroom resource.

Results

- ❖ 422 DOT employees have taken this four-hour course as of April 2002.
- ❖ Geographic Information Service (GIS) information and other materials are now being shared, saving DOT work crews time in addressing potential Tribal issues in local areas.
- ❖ DOT employees have learned about Washington's 1989 Centennial Accord and increased effective efforts to meet the Accord's requirements.
- ❖ Presenting classes together has facilitated increased local communication and positive relationships between Tribal staff and DOT offices.

Team Name: Tribal Relations Improvement Team

Team Members: Gary Demich, Mark Ellis, Mike Horton, Mara Cohen; Quinault Tribe: Joe DeLaCruz, Jennifer Scott; Puyallup Tribe: Chester Satiacum; Tulalip Confederated Tribes: John McCoy

CONTACT: Mara Cohen, (360) 704-3254

Maintenance Training Service Improvements

Maintenance workers in field offices have to keep up-to-date on safety and maintenance-related training. To meet the demand, more classes were needed. Also, supervisors wanted a simple way to track employees' training status and plan ahead for classes. After a statewide need was established, DOT's Eastern Region assigned a trainer for a pilot project to meet the Region's demand. Class frequency increased at once. The trainer teamed up with a web designer to build an intranet website that displays names and training status of each employee, by work group. Training status is coded using traffic signal colors: green if current for 9 months or longer, yellow if current for 3 to 9 more months, and red if within 2 months of expiration.

Results

- ❖ Supervisors can easily see who needs which classes and schedule training to keep certifications current.
- ❖ Current certification for key safety and maintenance-related courses for 230 Eastern Region employees increased from 48% in 1999 to 79% in 2000, and reached 97% at the end of 2001.
- ❖ A second cycle of service improvement has begun, addressing many other needed courses, and measuring service improvements across the agency.

Team Name: Maintenance Training Pilot Team

Team Members: Mike Sacco, Jon Hansen

CONTACT: Mike Sacco, (509) 324-6541

Change Order Processing Time Speedier, with Fewer Steps

Getting approval of change orders for DOT construction projects was too time consuming and caused delays that added to project costs.

A group of Central Washington University Masters Degree students facilitated an effort to improve change order processing. They discovered that improved project planning, better forms, fewer levels of review, and clearer standards for change orders would speed things up.

These improvements have been piloted in the Olympic Region of the DOT, linking all seven project offices in new, more effective ways.

Results

- ❖ All regional construction offices are now using improved communication practices regarding their change orders, which has led to combined actions and sharing of best practices.
- ❖ A standardized process for processing change orders is in place.
- ❖ Return of change orders for rework the first time they are submitted has decreased from 45% to under 15%.

Team Name: Change Order Process Improvement Project

Team Members: Henry Gertje, Dale Keonitzer, David Garlington, Doug Hitchcock, Gary Conner, Mike Gunter, Pamela Clover

CONTACT: Henry Gertje, (360) 753-3633

A Triple Win: Public Safety, the Environment and Local Businesses

The Department of Transportation didn't have the resources to meet the vegetation maintenance needs of local businesses along the Interstate 5 corridor near Fife. This area is the gateway to Pierce County, and the "front yard" of many businesses that belong to the Fife Chamber of Commerce. To beautify their highway-facing "yards", businesses were unwittingly violating environmental laws and regulations by hiring private companies to bring vegetation management up to their requirements.

After a visit by DOT maintenance staff to Mary Byrne, owner of Nissan of Fife, a groundbreaking agreement was developed, creating legal permits to allow private firms access to the DOT right-of-way. Now, DOT staff oversees these contracts, and vegetation maintenance in the corridor has improved, bringing unforeseen benefits along with the planned-for results.

Results

- ❖ Workers along the roadside are properly trained to stay safe near freeway traffic.
- ❖ Wetlands in the right-of-way are properly preserved, and no permit violations have occurred since implementation of the agreement.
- ❖ There has been a 52% decrease in the crime rate in this area, including property crimes, physical assaults and vagrancy.
- ❖ Driver safety has improved – in several instances motorists received emergency assistance because improved roadside visibility allowed local merchants to see and help them.

Team Name: Tacoma DOT/Fife Chamber of Commerce Vegetation Maintenance

Team Members: Mike Evans, Duke Stryker, Casey McGill; Fife Chamber of Commerce: Mary Byrne

CONTACT: Mike Evans, (253) 983-7550

Check Printing Efficiencies

The Veterans Estate Management Program (VEMP) acts as fiduciary/payee for approximately 600 clients. The VEMP prints on average of 2,500 checks per month and has been using an antiquated dot matrix printer. The processing time for printing 2,500 checks each month averages around 25 hours using one staff member to oversee the printing process. Malfunctions with the printer have been frequent and have resulted in damaged/destroyed check batch runs, adding an additional 10 hours to the process.

A check-writing software program was found that would interface well with the current accounting program. VEMP's needs could be better served through the use of a laser jet printer that uses blank, secured paper rather than pre-numbered, pre-printed check stock. Since implementing the new check-writing software, the monthly print time has been reduced to approximately 5 hours. The malfunctioning rate has also declined tremendously, realizing average savings of approximately 10 hours in staff time.

Results

- ❖ Check processing time went from 25 hours to 5 hours.
- ❖ Increased availability of estate managers to manage their caseloads.
- ❖ Malfunctioning of equipment has been eliminated, saving 10 hours of staff time.
- ❖ Increased security of cashable items by using blank secured paper.

Team Name: Veterans Estate Management Program

Team Members: George Barnes, Jim Green, Mac Harris, Barbara Logan, Ben Pineda, Jerry Quintus, Dick Venesky

CONTACT: Dick Venesky, (360) 725-2164

County Continuum of Care Coalition

The Veterans Community Services Coordinators (VCSC's) are each assigned a U.S. Congressional District which includes between 60,000 and 80,000 veterans. Essential to the success of the outreach is networking with all the community service providers within each assigned service delivery area through a group called the county Continuum of Care (COC) Coalition. The Coalition provides referral services to homeless persons. It also provides an opportunity to meet on a regular basis with multiple community service providers to discuss a variety of issues including affordable and low income housing as well as housing for people with disabilities. It provides a forum to discuss the role of Department of Veterans Affairs (DVA) and the VCSC program. Their agencies can realize a cost savings by referring veterans to our agency for possible federal veterans benefits as well as DVA's programs and services. Four VCSC's tracked their number of contacts through the coalition in each assigned county, total mileage saved, and staff time saved for the first quarter of the year (January, February, and March) with the following results.

Results

- ❖ Saved 931 staff hours for the quarter.
- ❖ Made 651 service provide and program contacts.
- ❖ Saved a total of mileage travel of 32,509 miles.
- ❖ Provides a link with the community service providers and veterans community service coordinators.
- ❖ Share best practices among their counties as well as with other VCSC's.

Team Name: Veterans Community Service Coordinators

Team Members: Lynda Reese, Cherise McArthur, Lonnie James, Jerry Pfannenstiel

CONTACT: Richard F. Stewart, (360) 478-4565

New Wheelchair, Medical Cart and Hoyer Lift Cleaning Initiative

The Nursing Care Facility (NCF) custodians found themselves short-staffed on certain days and not able to perform all required tasks such as cleaning and disinfecting patient wheelchairs, scooters, staff medical carts, hoier lifts, hampers, etc. This ad-hoc scheduling system led to a backlog of unclean medical equipment.

A process action team (PAT) was created to develop a plan that reorganized required cleaning tasks with a recurring maintenance schedule for each NCF wing. This plan took into consideration when residents least used their chairs, as each wheel chair is fitted for a particular resident. After interviewing residents, the PAT established evening as the best time to clean their chairs. The plan established a swing shift custodian position using existing resources to regularly perform tasks the day shift staff wasn't able to complete. It assured consistency of custodial tasks, such as thoroughly cleaning or power-washing all NCF wheelchairs every 14 days and all NCF medical carts every 60 days. An additional medical cart was required to allow one of the existing medical carts to be replaced each time it was required to undergo "deep cleaning." The Plant Department had a broken medical cart that was rebuilt in-house, which included reworking the wiring, repairing the locks, wheels, etc. This cart, after being repaired, was deemed suitable by the Nursing Staff for use on a temporary basis. We established regular equipment cleaning times for all swing-shift NCF wings so they know which wing's equipment will be cleaned on a particular night, which reduces confusion and wasted effort.

Results

- ❖ Established an evening custodial position from within existing resources that created a highly efficient and effective equipment cleaning scheduling system.
- ❖ Increased resident satisfaction by having their wheelchairs cleaned.
- ❖ Allowed for tasks to be completed in a qualitative manner consistently.
- ❖ Enhanced infection control exposure efforts having clean and disinfected equipment.
- ❖ Provided a balanced workload schedule for cleaning critical NCF medical equipment.

Team Name: Custodial/Nursing Care Swing-Shift Process Improvement Team

Team Members: Donn Lewis, Jan Nestegard, Patricia Palmer, Margaret Conley, Helen Hurgo, Judy Ross, Norma McDonald, Laurie Moore, Cheri Phelps, Toksun Slagel, Michelle Rhyns, Karen Bryan, Cathy Mercado, Sharon Rinehart, Bill Arthur, Michael Yandle, Greg McKernan, Jim Fitzgerald

CONTACT: Donn Lewis, (360) 893-4509

Recycle Pop Can Program

The Washington Soldiers Home and Colony conducts on-going group meetings with the residents. During a group meeting, the residents and a Recreational Specialist were brainstorming on ways to raise money for resident activities. The idea was born to start a pop can recycling program throughout the campus. A staff person organized with the Custodial Department the placement of the recycle boxes in the buildings. The Home has a therapeutic incentive program (TIP) to provide therapy for residents wanting to engage in certain work activities on campus. A Recreational Specialist created a TIP job for the recycle program and developed a job description for a resident that met the profile. This resident is responsible for collecting and crushing the cans. Staff also located a recycle station in the community. The Home received donated can crushers. Flyers were distributed throughout the campus explaining the program to staff and residents. A special resident fund (called the recycle fund) for future income was created by the Business Office to monitor revenues. The spirit of this fund is to provide money for recreational events that residents' deem appropriate and is now overseen by the Home's Resident Council. The program has generated \$1,572.

Results

- ❖ Residents participate and claim ownership in a community program.
- ❖ Creation of a TIP position for a resident to provide meaningful work.
- ❖ Residents generated \$1,572. for the residents use.
- ❖ The aluminum cans are being recycled which improves the environment.

Team Name: The Recycle Pop Can Program

Team Members: Danny O'Neil (Resident), Kris Elliott, Nita Breedan, Shannah Rongen

CONTACT: Shannah Rongen, (360) 893-4567

Walla Walla Claims Improvement Process

A performance review of the costs associated with providing claims services in the Walla Walla community was conducted in early 2000. This evaluation confirmed the average cost per veteran contact to be \$69 and the average cost per claim to be \$140. As a result, services were reduced from 5 days to 3 days a week and offered during peak times. This resulted in a 24-hr workweek versus an 80-hour week. Staff was reduced and hours of availability were adjusted accommodating the need at peak times. Costs for providing claims services have been reduced by 63% and services to the local community have been increased by 20%. This downsize has maintained the same quality of service while optimizing efficiencies by providing services when needed.

Results

- ❖ Outreach and partnerships were developed through training seminars conducted for Veterans Organizations in the Walla Walla region.
- ❖ Costs per interview were reduced 93% (\$69 to \$5) by reducing staff and adjusting the availability of services.
- ❖ A cost per claim was reduced 63% (\$140 to \$15) by lowering the operational costs and increasing the number of clients being served.
- ❖ Client contacts and services have been increased 20%.

Team Name: Veterans Services Contracts and Grants Section

Team Members: Jim Rising, Alex Deluao, Ric Price, Willie Slusarski, John Waterbrook, Jim Irwin, Jimmy Grissom, Lee Henson

CONTACT: Jim Rising, (360) 725-2188

WPLEX Performance Improvements

The WorkFirst Post-Employment Labor Exchange (WPLEX) Program was established to help WorkFirst participants get a better job, increase earnings, and become independent from welfare. At first, WPLEX only measured the number of customers provided information and referrals. There was no way to sort WPLEX's performance related to client wage progression, exit from welfare, or skill enhancement from community colleges. Due to unclear WPLEX benefits, service delivery partners infrequently accessed the program. A team of partners and WPLEX staff used project management tools to improve measurements and promote services. They reprogrammed the system—changing intervals of customer contact, improving staff training, increasing communication with partners, and developing a new business outreach strategy. The coordination of WPLEX services blends with local service delivery systems to provide a continuum of job retention and wage progression for WorkFirst customers.

Results

- ❖ Increased number of clients receiving wage progression services by 55%.
- ❖ Annual earnings for WPLEX clients increased by 48% third quarter of 2001.
- ❖ 45.14% increase in clients contacted by WPLEX.
- ❖ 12.15% of WPLEX clients returned to welfare vs. 19.58% for entire caseload.
- ❖ 5.8% increase in enrollment in job training at community and technical colleges.

Team Name: WPLEX Performance Team

Team Members: Ed Clark, Mike Berkshire, Juli Murrain, Sandra Ross, Treva Selvin, Sandy Miller, J'Neil Lee, Juanita Booker, Scott Clay-Poole, Bonnie Ross, Lola Barkley, Barbara Paine; DSHS: Rick Krauss, Lynette Tracy; North Seattle Community College: Sue Nelson; Highline Community College: Rebecca Rhodes

CONTACT: Mark Brown, (206) 766-7235

Employment Security Department

WorkFirst Clothes Closet

The Vancouver WorkFirst Unit helps support one of the largest populations of welfare clients in the state with required job search activities. In July 2001, their funding for clothing allowances was cut from \$450 to \$200 for welfare recipients and to \$25 for food stamp clients. Concerned that with that reduction, the "A" Team brainstormed ideas for continuing to supply clothing resources to their job seekers. They reached consensus to create an inventory for a professional clothing closet. Each team member donated \$5 towards the purchase of some 50 outfits from a local thrift store and accepted clothing donations from co-workers and others. The "A" Team prepared closet space and made items available to clients. One team member even donated holiday crafts for a sale that added another \$380 towards future purchases. Now, when a participant requests a clothing voucher, staff takes them to the closet to meet their needs immediately. Many staff are themselves resale shoppers and encourage clients to stretch allowance dollars there first.

Results

- ❖ Even though clothing allocations dropped from \$102,000 to \$38,000 for six months, the Clothes Closet closed the gap and met participants' needs.
- ❖ Team kept support service spending within allotted budget for the year.
- ❖ The closet inventories 200+ items, serving 30+ customers weekly.
- ❖ Project maintains a collective sense of commitment and caring for team's purpose to serve customers with quality resources.
- ❖ Professionally dressed clients help team reach WorkFirst placement goals.

Team Name: The "A" Team

Team Members: Lucy Amie, Jan Baur, Charla Bollman, Eka Frimpong, Karen Harmon, Dorothy Hertz, Michelle Hurdle-Bradford, Molly Jeannet, Holly Parkin, Joe Smith, Bill Tatum, Marie Wodaegge, Rod Carpenter, John Reavis, Colleen Hankins

CONTACT: Jan Baur, (360) 735-4967

Work Search Verification Process

By law, claimants receiving unemployment benefits are required to regularly search for work by contacting employers, maintaining a work search log and submitting it to their Local Employment Center (LEC). The log is then forwarded to the Unemployment Insurance (UI) Performance Audit Unit for verification. The Audit Unit was wasting time attempting to decipher incomplete and/or unreadable logs. Additionally, some LEC offices weren't always conducting the required interviews and forwarding documentation. The team gathered baseline data, flow-charted the process and brainstormed solutions, ultimately deciding to conduct a pilot project using four offices. After key LEC staff were identified and afforded classroom and one-on-one training, the team designed a new, user-friendly work search log form.

Results

- ❖ Quantity of verifiable logs increased 350% within six weeks of the training.
- ❖ Where training occurred, the processing time for work search verification logs decreased 20% (from an average 32 days to 26 days).
- ❖ Streamlined the process with a new, "customer-friendly" form.
- ❖ A new reporting process was developed to accurately reflect work production.
- ❖ Communications improved between the Audit Unit and LECs.

Team Name: Work Search Verification Process Improvement Team

Team Members: Joy Harris, Mary Kirker, Barbara Flaherty, Karen Malo

CONTACT: Mary Kirker, (360) 438-3101

Job Hunter Workshop Scheduling Improvement

Problems were occurring with the Job Hunter Workshop enrollment process. Only one person at a time could access the Job Hunter Excel sign-up spreadsheet. Staff who were blocked from using the spreadsheet had to write down client information and transfer it over later. Then they would many times discover that classes had been filled to capacity. At the same time, data input staff were receiving stacks of Job Hunter Workshop sign-up slips. Customers would depart the office believing they were scheduled for a particular class. When the class would show full, staff then had difficulty contacting the clients to reschedule. Employees were continually apologizing for the inefficiencies and for causing disruption for customers. The team chose to create a self sign-up link on the go2worksource.com web site. Customers are now able to manage their own registration information. The system automatically tells registrants when classes are full and saves everyone concerned time and frustration.

Results

- ❖ Saves an estimated 720 staff hours annually.
- ❖ Improves customer service and client registration rates.
- ❖ Increases awareness of go2worksource.com web site.
- ❖ Promotes client self-sufficiency and job seeker accountability.
- ❖ Relieves frustration and releases staff to spend more time on improving other aspects of customer service.

Team Name: WorkSource Town Plaza, Suite 15 Labor Exchange Team

Team Members: Iris Van Buren, Jerry Bloss, Yvette Hoyt, Bruce Nimmo, Clarenica Gaines, Diana Neild, Michelle Blake, Jose DeGuzman, Catherine Nelson, Thyda Lim, Loretta Robertson, Marianne Jones, Cathi Smith, Almir Karic, Melissa Pruitt, Scott Meleskie, Fred Robertson

CONTACT: Yvette Hoyt and Bruce Nimmo, (360) 735-4976 and (360) 735-5062

Got A Minute/Tiene Un Minuto Customer Survey

A customer satisfaction survey existed, but it was not being used with any frequency or consistency. Some data had been collected, but there was no process for reviewing the data or for implementing suggested improvements. The Quality Council created a new survey, developed a process for distribution and collection and bi-monthly reviews of the data. Suggestions for improvement are then discussed and task lists generated. Surveys are located strategically around the office and all partners have surveys in both English and Spanish at their desks. Customers also have the option to request follow-up contact by a WorkSource staff person.

Results

- ❖ Resource Center equipment was relocated to provide greater convenience.
- ❖ Improvements were made to material displays.
- ❖ Space was provided for a children's play area.
- ❖ Employee awareness of customer service issues have increased.

Team Name: WorkSource Sunnyside Quality Council

Team Members: Elma Aguilar, Dorothy Bristow, Kathy Charvet, Scott Crimin, Gilbert Garza, Rhonda Marquez, Beverly Patterson, MaryLou Rodriguez, Pablo Villarreal

CONTACT: Dorothy Bristow, (509) 836-1125

WorkFirst/WorkSource Job Hunter Integration

Job Hunter job search workshops used to be presented in separate office locations for WorkFirst and WorkSource customers. To meet the department's objective for integrating these services, staff designed a schedule of workshops for both audiences at the WorkSource Center. A process was created for client referral and participant attendance. The Job Hunter modules are now scheduled twice a month, with both WorkFirst and WorkSource staff sharing presentation responsibilities.

Results

- ❖ Participation rates have increased 15%.
- ❖ Completion rates have increased 10%.
- ❖ Staff save an average of 7 hours monthly in workshop presentation.
- ❖ Staff developed a better process for participant referral to modules and for reporting participant activity.
- ❖ Module facilitators plan schedules at monthly meetings and debrief issues.

Team Name: Job Hunter Integration Team

Team Members: Max Ramirez, Juanita Ramirez, Olivia Mendoza, Yesenia Rodriguez, Kim Chapman, Josie Arteaga, Alfredo Cardenas, Maria Adame

CONTACT: Dorothy Bristow, (509) 836-1125

Automated Records Disbursement Team

The Forms and Records Team is responsible for processing licensee records that must be sent to the Washington State Records Center. Forms and Records processes over 2,400 files annually. In the past the inactive file data was typed onto a tracking form. For each file, State Records Center requires the following data to be maintained: (1) Box number, (2) Bar code number, and (3) Date and time the file was sent. When an inactive file was requested within the Agency, a staff member would have to manually look through these tracking forms to locate the specific record/file. This process was time consuming and out dated.

The Team came up with the idea of automating the means of tracking the inactive records. A new process was developed utilizing the bar code labels already present on the records and the bar code label placed on the State Record Center box. The scanner links each record to the appropriate box and in turn establishes a list on the computer that covers all of the information needed for processing. When an inactive record is now requested within the Agency, a staff member is only required to input the name to access information requested from the State Records Center.

Results

- ❖ Automated the process, eliminating paper records; supporting the paperless office initiative.
- ❖ Reduced processing time, saving nearly 100 hours to direct towards support of other agency needs.
- ❖ Increased the efficiency of locating records and improve services to the Record Center customers.

Team Name: Automated Records Disbursement Team

Team Members: Rodney Joubert, Kim Nary, Kim Malmin, Loren Husted, Ruth Zamora, Fred Wilson

CONTACT: Rodney Joubert, (360) 486-3529

Redesign of Activity Report

Financial Reporting Services (FRS) annually processes over 10,550 financial activity reports. These reports were distributed as multi-part forms. Each form costs the agency 33 cents. Any required revisions to the forms required old forms to be discarded and new forms purchased.

The team redesigned the form to save money and reduce reporting errors. The form has been changed to a single page, saving \$2,300 annually. The new form is also preprinted with the actual license fee included, requiring less calculations to be made by the licensees and greatly minimizing errors. In addition, a Helpful Hints section was added to the back of the form to address the most common reporting mistakes. This is updated quarterly and addresses the most common previous quarter's errors. With these changes, as well as the addition of constrained print fields there has been a significant decrease in licensee reporting errors.

Results

- ❖ Annual cost savings of \$2,300 by eliminating multi-part forms.
- ❖ Single page form allows the agency to produce the forms in-house.
- ❖ License fee reporting errors have been reduced by 68% and overall reporting errors by 34% - fewer errors decreases processing time and allows staff to seek additional efficiencies.
- ❖ Improved service to licensees - customized forms, helpful hints.
- ❖ Statutory changes are reflected immediately with no added costs.

Team Name: Financial Reporting Services Team

Team Members: Kathy Mills, Delores Motz, David Allison, Cameron Baker, Joelene McCoy, Loren Husted

CONTACT: Kathy Mills, (360) 486-3473

Improved Mailing Process

Employees in the Basic Health call center receive over 1,200 calls per day. Many of the callers need informational or enrollment materials sent to them. The task of preparing mailing packets prevented call center staff from answering calls. The process was transferred to the Health Care Authority's Program Support section. Call center staff provide information on the packets to be mailed via the Internet, which processes each mailing. The new procedure provides faster response and enables staff to track quantities of materials mailed.

Results

- ❖ Saves the call center 100 hours per month. The time is used to answer additional phone calls.
- ❖ Improved customer service. Packets are now sent out on a consistent basis.
- ❖ No additional FTE's were required to implement the change.
- ❖ Staff can effectively track quantities of materials mailed each month for better management of inventory.

Team Members: Preston Cody, Melissa Bell, Alesia McKoy, Cindy McKinzie

CONTACT: Preston Cody, (360) 412-4361

Tour Planner CD ROM for Tour and Receptive Operators

Washington State Tourism was spending roughly \$25,000 a year to purchase binders, collect and copy information, and assemble and mail large 6" binders of tour planning information to domestic and international tour and receptive operators. In addition, a staff person had to spend many hours assembling and packaging the binders for delivery. As a result, the Office decided to change from a cumbersome and labor-intensive binder format to a CD ROM.

Results

- ❖ Cost savings of more than \$18,000 in production costs.
- ❖ More effective and representative piece has been well received by the tourism industry and operators.

Team Name: Media and Travel Trade Program

Team Members: LeAnn Miljour, Kelly Jones, Carrie Wilkinson-Tuma

CONTACT: Carrie Wilkinson-Tuma, (360)-725-5069

Licensing Vendors and Contractors

The State Fire Marshal's office issues annual licenses to persons importing, selling, manufacturing or displaying fireworks. It also issues licenses to those installing, designing or maintaining fire sprinkler systems. As the number of individuals requesting these licenses nearly tripled over nine years, the two licensing processes became increasingly complex and time consuming. In addition, certain cross-checking steps which ensured payment of some licensing fees had become nearly impossible to execute.

After receiving a bid to improve the process, a team of Washington State Patrol Fire Protection Bureau employees decided they could do it themselves. The decision was made to consolidate and computerize the two programs, and to develop desk manuals for use by new staff. From the previous staffing of two full-time and two part-time employees, consolidation has allowed for one full-time employee to move to new, high-demand duties. In the first year of the program's new cross-checking capabilities, 21 contractors who hadn't paid the \$1,500 fee were identified and funds recovered. Quarterly reconciliation of the licensing program now takes several hours instead of several days.

Results

- ❖ \$30,000 in unpaid licensing fees were identified and collected with the new cross-check capability.
- ❖ One full-time staff position was reassigned to other duties within the bureau.
- ❖ The time to issue a fireworks stand license was reduced by 50%.
- ❖ New licensing staff will get up to speed more quickly with new desk manuals.
- ❖ The \$15,000 contractor expense has been avoided.

Team Name: Fire License Consolidation Team

Team Members: Larry Glenn, Humberto Rodriguez, Cathy Nicholson, Joanne Bracy

CONTACT: Larry Glenn, (360) 705-5770

Form Letters Save Hundreds of Hours

Individuals send copies of court orders to the Washington State Patrol to have criminal records updated. Common requests are to have records sealed, destroyed, expunged, vacated or added to. Once a request has been addressed, the Criminal Records Division (CRD) notifies the requesting party of the change. However, processing these individual notification letters was time consuming. Several trips up and down the line of signature authority meant each letter had to be handled six times which might take up to three weeks. That cumbersome process created backlogs of court orders, appeals, and other incoming documents. Customers complained and, with the inefficient use of their time, employees' morale suffered.

A team of CRD customer service specialists decided that form letters were called for. They created new notification documents using check boxes to identify the action taken. They also developed new procedures and systems to monitor changed workloads and to track customer complaints. Instead of handling a letter six times, staff now handle it only three times. The average time it now takes to process a letter is down by 70%; the time to process a court order is down by 45%. Complaints from customers are down and employee morale is improved.

Results

- ❖ Staff processing time of 1,122 hours per year is saved.
- ❖ Court order processing time is reduced from 110 days to 60 days.
- ❖ Fewer customer complaints are being received.

Team Name: Court Order Form Letters Team

Team Members: Elaine Hale, Marilyn Cox, Ronnie Wilson, Gloria Flanagan

CONTACT: Elaine Hale, (360) 705-5103

Western Washington Growth Management Hearings Board

Peer Review Panel Recommendations

Our regular client surveys had yielded only a five to ten percent return with comments on only our administrative hearings. Many of the respondents were not familiar with fair hearing requirements. To improve our hearing process and administrative performance, we needed a comprehensive assessment. We assembled a Peer Review Team of seven qualified individuals familiar with both hearings process and policy and administration. There were former chief judges, land use attorneys, local government counsel, college faculty members, and agency directors with experience in administrative law, urban planning, legal administration, personnel and training, budgeting, and policy development.

After an eight-month review of our hearings and administration, we received a report giving us high marks for performance, but making several significant suggestions for improvement.

Results

- ❖ An assessment of fairness, efficiency, and professionalism in our hearings.
- ❖ An assessment of clear strength in our administrative efforts.
- ❖ A recommendation that we develop a uniform decision format for final orders.
- ❖ A recommendation for emphasis on improving our information systems.
- ❖ A recommendation to preserve institutional memory during personnel transitions by developing desk manuals.
- ❖ A recommendation for a contingency reserve and for a Legislative change allowing *pro tempore* Board members.
- ❖ A recommendation that the rotating Board coordination duties be retained at the Western Board instead of rotating each biennium among the three Boards. This recommendation was implemented in March 2002 by the Joint Boards.
- ❖ Washington State Network of Adjudicatory Agency adoption of the peer review process for its own 16-agency membership.
- ❖ An invitation from the Governor's Small Agency Cabinet to present the peer review process as a method of agency self-assessment.

Team Name: Peer Assessment Team

Team Members: Les Eldridge, William H. Nielsen, Nan A. Henriksen, Mary Anderson, Gregory Nelson, Shawn Bunney, George O. Darkenwald, Carolyn Dobbs, Richard Dorsett, Bill Harrison, Mark McLaughlin, Dick Merchant

CONTACT: Les Eldridge, (360) 664-8966