

# Governing For Results<sup>7</sup>



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

July 1999

Dear Fellow Citizens:

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

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

Since the first publication of *Governing for Results* in December 1997, state agencies have reported results from over 1000 quality improvement projects.

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

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

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



A handwritten signature in black ink that reads "Gary Locke". The signature is written in a cursive, flowing style.

Gary Locke  
Governor

## **Welcome to the Seventh Edition of *Governing for Results***

*Governing for Results 7* is the seventh edition of highlights on quality improvement projects under way in Washington State Government.

The projects reported here have already produced tangible results, including new revenue generation, resources and dollars saved, and streamlined processes providing better and quicker service.

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

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

Since the Executive Order was issued, Washington state agencies have reported over 1000 quality projects, saving the state over \$54 million. As a result of these efficiencies, approximately 488,000 staff hours have been saved and redirected to other work or eliminated the need for overtime. In addition, these efforts have produced over \$20 million in new revenue.

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

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



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

<b>Team Name/Agency</b>	<b>Book Edition Number</b>	<b>Page Number</b>
Abuela Project Department of Agriculture and WSU	Book 6	2
Portfolio Management Team Department of Information Services	Book 6	35
Master License Service Team Department of Licensing	Book 2	29
Liability Reinsurance Program Pollution Liability Insurance Agency	Book 5	83
Improving Medication Distribution At Western State Hospital Department of Social & Health Services	Book 6	64
LifeBook Project Department of Social & Health Services	Book 6	73
Veterans Incarcerated Program (VIP) Team Department of Veterans' Affairs	Book 4	42

[This Page Intentionally Left Blank]

# TABLE OF CONTENTS

## **Board of Accountancy**

---

- 1 Moving Quality to the Next Level – the State Board Goes International

## **Board of Industrial Insurance Appeals**

---

- 2 De-consolidation of Files

## **Department of Agriculture, Washington Hop Commission**

---

- 3 Hop Grading Services Are Improved

## **Department of Community, Trade and Economic Development**

---

- 4 ECEAP Communication Methods

## **Department of Corrections**

---

- 5 Consolidation of Visitor Process  
6 Arresting Dangerous Felons  
7 Too Many Cards

## **Department of Ecology**

---

- 8 Relaying Air Monitoring Data via Telecommunication Lines  
9 Reducing Wastewater at Basin Frozen Foods  
10 Publications Available On-Line  
11 Working to Improve Water Quality Near Everett  
12 Cleaner Boating on Puget Sound

## **Department of Employment Security**

---

- 13 Access Gets a Yab-ah Dab-ah Doooo!  
14 A Ballad of Address  
15 Trust Fund Refunds  
16 Improvement's No Oversight  
17 Hot Links to Jobs

## **Department of Financial Institutions**

---

- 18 Uniform Franchise Offering Circular Distribution
- 19 Financial Analysis Streamlining in Fraud Investigations

## **Department of Fish and Wildlife**

---

- 20 Employee Orientation
- 21 Game Trails – Washington Hunting News

## **Department of General Administration**

---

- 22 Consolidated Mail Service Outgoing Billing Project

## **Departments of General Administration and Information Services**

---

- 23 Electronic A-19 Project

## **Department of Health**

---

- 24 Child Health Materials Arrive Faster, Cheaper
- 25 A Shorter Sunrise

## **Department of Information Services**

---

- 26 Videoconferencing Saves Time & Money
- 27 Disaster Recovery Tape Reduction

## **Department of Labor and Industries**

---

- 28 Automation of Forms Cuts Production Time in Half
- 29 New System Increases Employer Consultations
- 30 Letter Reduces Number of Unregistered Employers

## **Departments of Licensing**

---

- 31 East Spokane Breakthrough
- 32 Hit the Road

## **Department of Personnel**

---

- 33 Employee Survey Results Processing

## **Department of Printing**

---

34 Job Ticket Processing

## **Department of Retirement Systems**

---

35 COLA Improvements Save Time for Employers and Staff

36 Share Prices Automatically Loaded on the Web

## **Department of Revenue**

---

37 Control Database

38 Automated Travel Reimbursements

39 Accounts Payable Imaging and Workflow System

40 Revenue on the Road

41 Claim Form Revision

42 Taxpayer Accounts Receivable Integrated System (TARIS)

## **Department of Social and Health Services**

---

43 Foster Parent Re-Licensing Project

44 Focused Intervention Saves Lives and Money

45 Improved Nursing Facility Case Management

46 “Exceptional Rate” Improvement for Adult Family Homes

47 Relative Care Search

48 “Fast Track” Access to Long-Term Care Services

49 Record Retention Revision Saves Time and Space

50 “Portfolio” Brings Helpful Information to Nursing Home Residents

51 Improved Long-Term Care Application Process

## **Department of Transportation**

---

52 National Environmental Policy Act & Transportation Decision-Making

53 Real Estate Acquisition Team (REACT)

## **Departments of Transportation and Ecology**

---

54 Careful Construction Practices Protect Water Quality and Salmon Habitat

## **Department of Veterans’ Affairs**

---

55 Extra! Extra! PTSD Program Raises Veterans’ Standards of Living



## **Environmental Hearings Office**

---

56 Mediation Program Helps Settle Cases

## **Liquor Control Board**

---

57 Notification of Violation, with a Proposed Penalty, is Efficient and Effective  
58 Liquor License, Added Endorsements, is Streamlined for Customer Service

## **Office of Administrative Hearings**

---

59 Development of Special Case Manual

## **Office of Financial Management**

---

60 Hello SAAM!

## **Office of Minority and Women's Business Enterprises**

---

61 Reduction of Directory Costs

## **Parks and Recreation Commission**

---

62 Entrepreneurial Budgeting System  
63 Internal Defensive Driving Instruction to Reduce Accidents

## **Puget Sound Water Quality Action Team**

---

64 Automated Contract Documents

## **Utilities and Transportation Commission**

---

65 Improved Pay Phone Rules Good for Consumers

## **Washington State Library**

---

66 "Never a Borrower or a Lender Be" – Unless You can Do it Quickly

## **Washington State Lottery**

---

67 Dedicated Power Circuit for On-Line Terminals

## **Washington State Patrol**

---

- 68 Annual Report
- 69 Washington Access to Criminal History (WATCH)

## **Washington Traffic Safety Commission**

---

- 70 Grant Request Solicitation via Internet
- 71 Native American Traffic Safety Gains

## **Western, Eastern, and Central Puget Sound Growth Management Hearings Boards**

---

- 72 Keyword Digest Allows Quick Review of Board Precedents

[This Page Intentionally Left Blank]

## **Board of Accountancy**

---

### **Moving Quality to the Next Level – the State Board Goes International**

Promoting quality beyond Washington's borders, board members and agency staff are participating in multiple international and national initiatives. Focusing on eliminating unnecessary barriers to the international practice of accountancy, the agency participated in drafting the World Trade Organization's international trade agreement on the regulation of accountancy. Board members and agency staff are actively involved in national committees chartered to do the following:

1. Reduce the regulatory burden on CPAs wishing to practice across national and international borders.
2. Undertake a national survey to identify exactly what the public expects from organizations regulating CPAs.
3. Ensure continuing education rules evolve to accommodate changes in the techniques by which professionals are educated.
4. Computerize the professional entrance exam, offer the exam more than twice a year and make the exam more accessible to international candidates.
5. Identify how regulators can proactively respond to future changes in the profession.

### **Results**

- ★ Foster international goodwill, cooperation, and remove barriers to economic vitality.
- ★ Washington's CPAs are represented in international negotiations concerning their profession and their livelihood.
- ★ Enhance client services by making professional entrance exam more accessible.
- ★ Keeping pace with changes in the profession ensures a constant focus on protecting the public.
- ★ Understanding the public's expectations supports appropriate regulation.

**Team Name:** International Focus

**Team Members:** Orphalee Smith, Rufino Moraleja, Dana McInturff

**CONTACT:** Dana M. McInturff, (360) 586-0163

## **Board of Industrial Insurance Appeals**

---

### **De-consolidation of Files**

Individual files are set up for each appeal; but for purposes of presenting evidence more efficiently during the hearing process, appeals are often consolidated. Upon completion of the hearing, the judge may determine that one or more of the consolidated appeals should be settled or dismissed and must be separated for purposes of issuing separate orders. Until recently, when the appeals were disposed of by separate orders, the files were de-consolidated and the "lead file" was photocopied in its entirety, taking up staff time and adding unnecessary paper to the Lektriever filing space.

Now, where one appeal is settled or dismissed and the files are de-consolidated, the lead file will not have to be photocopied and duplicated for these files. Instead, the file will have a flag indicating the docket number of the leading file and where the complete file can be located. In the event a file has post final order activity such as a motion or request to set attorney fees or interest, the hearing secretary responsible for the file at the time of de-consolidation will photocopy the file.

### **Results**

- ★ Reduction in processing time.
- ★ Reduction in photocopying costs.
- ★ More efficient use of Lektriever space.

**Team Name:** Hearings Secretaries Team

**Team Members:** Beth Johnson, Danielle French, Darlene Langa, Anita Carter, Yvonne Baptiste, Karen Tillis, Jan Toth, Lisa Shannon.

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

## **Hop Grading Services Are Improved**

Hops are an agricultural product used to flavor and preserve beer. Washington produces about 70 percent of the U.S. hop crop. The Department of Agriculture's chemical and hop laboratory in Yakima grades the hop harvest from August to October. Hops are graded for quality by measuring leaf, stem, and seed content, using methods established by the U.S. Department of Agriculture (USDA).

The laboratory's goal is to issue a certificate for each lot within 24 hours of receipt of the sample at the lab, six days a week.

In cooperation with the Washington Hop Commission, USDA and other Northwest producers of hops, laboratory staff implemented an industry suggestion to reduce steps in the grading process and to harmonize our grading process with European standards. A portion of the former grading process required manually passing a sample of dried hops over a series of three different-sized sieves and through a suction apparatus. This was replaced with a mechanical step allowing one sieve to be used.

### **Results**

- ★ Save one-third of the hours previously required to process the hops.
- ★ The USDA manual was revised to change the process throughout the U.S.
- ★ Since the new process is faster, lab staff focus more efforts on faster turnaround time and customers get their grades when they want them.
- ★ Washington hops compete better in international markets.
- ★ Using mechanical shakers means employees will experience less physical stress on their hands and arms.

**Team Name:** Hop Grading Team

**Team Members:** John Flemm, Paulette Wetch, Raymond Andrews, Gary Meyers, Royal Schoen

**CONTACT:** Bill Brookreson, (360) 902-1810; Gary Meyers, (509) 225-2626

## **Department of Community, Trade and Economic Development**

### **ECEAP Communication Methods**

There were several obstacles to fast, effective communication between the field and Community, Trade and Economic (CTED) staff. Memoranda, draft contracts and other documents from CTED headquarters staff to contractors have traditionally been faxed with a follow-up hard copy. This required substantial handling and unnecessary delay. Another problem was that customers would often have to determine the appropriate staff person to whom e-mail should be directed, or await forwarding to the appropriate person. Additionally, many decisions needed input from contractors, but meetings could not be held frequently enough or at low enough expense to accomplish this. Several electronic methods of communication have now been implemented. All documents and spreadsheets between CTED and contractors are in Office 97 format.

### **Results**

- ★ Memos can now be faxed to a group list from the desktop.
- ★ Electronic memos, spreadsheets and documents are e-mailed to contractors, alleviating the need for mailing/handling and postage.
- ★ E-mail can be received and routed appropriately through a central e-mail address.
- ★ Memos can be published to our web site.

**Team Members:** Vince Chavez, Barbara Frost, Cheryl Bayle, Kathryn Querry, Pama Joyner, Maryanne Deuyour, Cinque Finnie, Michael Zimmerman, Susan Dunlap, Ed Yonamine, Joyce DeShaye, Garrison Kurtz

**Contact:** Garrison Kurtz, (360) 753-4106

## Department of Corrections

---

### Consolidation of Visitor Process

McNeil Island Corrections Center (MICC) is located on an island. Inmate visitors were required to park at Western State Hospital (WSH) and board a bus, which took them to the boat dock. Visitors were processed in for visiting at the dock, prior to boarding the boat to the island. If the visitors inadvertently brought unauthorized items, they would be turned away and required to return to the WSH Depot. Due to the bus/boat schedules, the visitors would not have sufficient time to take care of contraband and/or attire issues and would miss visiting for that day. Complaints regarding the processing method used for visitation were received and often resulted in letters from inmate visitors to the Governor and the Secretary of Corrections.

A Process Improvement Team was formed to develop proposals for improving Public Access. Surveys were sent to visitors and meetings were scheduled between MICC Visit staff and inmate visitors. A proposal to consolidate the visiting process so that all processing would be completed at the WSH Depot was implemented and customer service training was provided to visiting staff. Inmate visitors were surveyed for three months and reported they were extremely satisfied with the new processing method.

### Results

- ★ Sixteen (16) hours of staff time was redirected from responding to complaints to the offices of the Governor and (Department of Corrections) DOC Secretary to other essential duties.
- ★ Realized actual savings of \$8,000 in first 40 days.
- ★ In a three-month time period, complaints to the Governor and DOC Secretary were reduced 100% (from 8 to 0).
- ★ Procedure streamlines the operation, reducing the number of steps required to process an inmate visitor from 33 to 10.

**Team Name:** MICC Visit Consolidation Team

**Team Members** James Allen, Rick Bottoms, Ruby Carlisle, Scott Frakes, Edward Jones, Cora Lewandowsky, Pamela Maddess, John Ott, John Sepanek, Belinda Stewart, Debra Thomas, Kimberly White, Earl Wright

**CONTACT:** James Allen, (253) 512-6633, ext 1210



## Department of Corrections

---

### Arresting Dangerous Felons

In Whatcom County there was no single law enforcement agency with responsibility for locating felons who had Bench Warrants issued. Offenders with felony bench warrants were arrested only if the offender was stopped by law enforcement for investigation of traffic violations or new crimes. It was common knowledge that many offenders on bench warrant status continued to live in the local community, simply avoiding police and the Court.

The Department of Corrections (DOC) met with local law enforcement agencies in Whatcom County and initiated a multi-agency approach to locate and apprehend offenders with warrants. They reviewed each offender on bench warrant status and determined priority according to risk to the community. Methods to share information and a process for serving warrants on the offenders were also developed.

### Results

- ★ Project implementation resulted in nine arrests in the first quarter (previously “0” arrests).
- ★ Seven of the apprehended offenders (41%) had been identified as "highest risk" to the community.
- ★ 40% of arrests were made by a member of the Whatcom County Task Force, all of which were initiated by DOC Community Corrections Officers.
- ★ Partnership with the Bellingham Herald Newspaper provides a “most wanted” weekly newspaper article.
- ★ Partnership with TCI cable provides a “most wanted” video which airs on local television twice a month.
- ★ Partnership with Western Washington University has resulted in the development of a “most wanted” web page.

**Team Name:** Whatcom County Task Force

**Team Members:** Thad Allen; Alan Cheesman; Winston Engels; Gregg Freeman; Bruce Johnson; Eric Petersen; Lt. John Billester, Lynden PD; Sgt. John Brand, Blaine PD; Assistant Chief Dave Doughty, WWU PD; Chief Chris Haugen, Sumas PD; Lt. Dac Jamison, Bellingham PD; Lt. Wendy Jones, Whatcom County Jail; Lt. Jeff Parks, Whatcom Co. Sheriff’s Office; Chief Eric Ramstead, Everson PD; Lt. Rance Sutton, Lumni Law & Order; Sgt. Mike Wetsch, Ferndale PD

**CONTACT:** Bruce Johnson, (360) 738-6157

## Department of Corrections

---

### Too Many Cards

Inmates at Airway Heights Corrections Center were being issued a separate "special needs" card for their medical diet, medical equipment, religious diet and recreation weight room privileges. Thus, some inmates had as many as five different cards, including their identification badge.

Badge-making equipment and materials were located in multiple departments throughout the facility. The cards were being typed on a typewriter. There were too many different cards and too many different staff making "special needs cards" for their section.

A "Special Needs Cards" was designed which includes medical diet, religious diet, medical information and weight room privileges all on one card. The unique design is unmistakable for any other ID.

A computerized "word" file with the Special Needs Card template was created. The inmates' Department of Corrections (DOC) number is used as the file name. Each week, information from the different departments is entered into the inmate card files. The new cards for the week are printed out in one area, laminated and distributed to either the medical department or the religious/recreation departments.

### Results

- ★ Inmates now carry one "special needs card" instead of multiple cards.
- ★ Allows Food Service Department to easily identify special diets and ensure religious and medical diets do not conflict.
- ★ Reduced Recreation staff time for making cards from 48 hours per month to 4 hours per month.
- ★ Reduced Medical Diet Department staff time from four hours per month to two hours per month.
- ★ Custody staff can easily identify life-threatening medical concerns for inmates. The information is located on the Special Needs Card.

**Team Name:** Inmate Special Needs Cards

**Team Members:** David Bon, Annette Enfield, Cindy Greenslitt, Diana Hoffman, John Isles, Bill Jacobs, Shelle Johnson, Joseph Kimball, Therese' Stewart, Diane Ward.

**CONTACT:** Cindy Greenslitt, (509) 244-6845

## **Relaying Air Monitoring Data via Telecommunication Lines**

Ecology's air monitoring system consists of 80 remote air pollution monitors and computers located strategically throughout the state. A main computer in Lacey was linked via multiple phone lines and phone companies, to the remote monitors. The main computer "calls" the remote monitors once each hour, 24-hours per day for pollution data.

Through persistence in working with the various phone companies, staff determined the amount of our billings that were attributable to the air monitoring lines. Staff then investigated our telecommunications network design and determined it would be more cost effective to piggyback air monitoring data onto the agency's wide area network.

### **Results**

- ★ Projected savings of \$19,000 per year after a one-time investment of \$10,000.
- ★ Reconfiguration of the system permits the collection of more field data.
- ★ The new system has proven to be more stable and reliable.

**Team Name:** Air Monitoring Phone Lines

**Team Members:** Curtis Carpenter, Carolyn Heath, Bob Hunt

**CONTACT:** Curtis Carpenter, (360) 407-6845

## **Reducing Wastewater at Basin Frozen Foods**

Basin Frozen Foods, a manufacturer of frozen shredded hash brown potatoes, desired to expand their business in a time and place where water is a scarce and valuable commodity. They were informed their water use and discharge to the City of Warden's wastewater treatment plant could not increase.

When Ecology became aware of their situation, a team of staff assessed the business practices at Basin Frozen Foods to look for ways to economically reduce their water use and discharge. Based upon implementation of Ecology's recommendations, the business can reduce their water use and discharge for future expansion opportunities.

### **Results**

- ★ Projected savings of 121,500 gallons of water per day (a 70% reduction).
- ★ Projected annual savings of \$10,770 for the company.

**Team Name:** Basin Frozen Foods

**Team Members:** Ecology: Christa Colouzis, James DeMay, James Hanley, Linda Pang; Basin Frozen Foods: Rich Tolman, Kevin Webber

**CONTACT:** Christa Colouzis, (425) 649-7143

### Publications Available On-Line

Ecology manages the distribution of over 1,700 agency publications to staff and the public. Paperwork on each publication was manually submitted to the publications office where information was entered into a stand-alone data tracking system.

Staff collaborated on streamlining this process by allowing publication coordinators throughout the agency direct input into a shared database, increasing the accuracy and timeliness of tracking publications. In addition, summaries and full text of all publications are now available on-line and are directly linked to the related 149 rules and regulations Ecology administers.

### Results

- ★ Streamlined tracking process.
- ★ Increased public access to publications, including rules and regulations.

**Team Name:** BiblioMaker

**Team Members:** Steve Barrett, Troy Dennis, Laurie Dumar, Michael Sosnow

**CONTACT:** Michael Sosnow, (360) 407-6112

## **Working to Improve Water Quality Near Everett**

Kimberly-Clark's Everett pulp and paper mill needed to replace and upgrade its existing wastewater discharge system into Port Gardner and the shallow East Waterway around Everett. In a separate effort, the City of Everett had been working with Ecology to reduce their pollution discharges from the municipal sewage treatment plant into the Snohomish River.

Discussions between Kimberly-Clark and Everett lead to an agreement to combine their efforts in a shared project that will mutually benefit both and lead to a reduction in pollution in the shallow waterways around Everett. Completion of the project is scheduled for 2004, but this agreement was a major milestone.

### **Results**

- ★ The City's treated wastewater will be routed to Kimberly-Clark where it will be used for non-contact cooling in their manufacturing process.
- ★ Projection of between 8 to 14 million gallons per day of wastewater will be reused in the Kimberly-Clark mill before discharge, thereby conserving fresh water.

**Team Name:** Working to Improve Water Quality Near Everett

**Team Members:** Ecology: David Wright; City of Everett: Robert Waddle; Kimberly-Clark: Chris Isenberg

**CONTACT:** David Wright, (425) 649-7059

## **Cleaner Boating on Puget Sound**

It is estimated that 50,000 boats are permanently moored in Puget Sound and thousands more are trailered-in for occasional use. The combined impact of individual actions involving oil, sewage, detergents, paints, strippers, thinners, solvents, trash and the introduction of exotic species are some of the pollution problems associated with marinas and boating.

Ecology staff developed a technical assistance strategy to familiarize boatyards with new permit regulations and marinas with best management practices to reduce pollution. Boatyards and marinas were surveyed nine months later to see if the strategy was effective.

### **Results**

- ★ 87% stated they were more familiar with the best management practices and regulations.
- ★ 97% have an increased understanding of sampling and monitoring requirements.
- ★ 96% indicated the technical assistance visit was helpful.
- ★ 68% felt they were better prepared to respond to an oil spill.

**Team Name:** ShipShape

**Team Members:** Ecology: Bernard Brady, Patricia Jatczak, Harry Johnson, Miles Kuntz, Scott Lamb, Chuck Matthews, Laura Schleyer, Paul Stasch;  
Puget Soundkeeper Alliance: Pat Buller-Pearson; Cadranell Yacht Landing:  
Molly Cadranell

**CONTACT:** Paul Stasch, (360) 407-6446

## Department of Employment Security

---

### Access Gets a Yab-ah Dab-ah Doooo!

An assessment by the Employment Security Department discovered that there were some problems making labor market information accessible to employers, job seekers and the general public. Requests for information assistance to the Labor Market and Economic Analysis (LMEA) 1-800 number had increased nearly 60% in a nine-month period. A team was charged to expand electronic approaches to get labor market information into the hands of its users as broadly as possible. After internal reviews, surveys and focus groups, the team chose to post WILMA, the Washington Interactive Labor Market Access, on the LMEA Internet site and provide 17 additional enhancements, including a “*Job Seeker News*” publication, a non-agricultural data series and individual county profiles.

### Results

- ★ Customer usage of self-service electronic products has more than doubled.
- ★ Calls to LMEA’s 1-800 number requesting assistance decreased by 10.5% during fiscal year.
- ★ Productivity, measured by cost per customer access, reduced by half.
- ★ Service improvements accomplished without staffing increases.
- ★ Customer satisfaction surveys and focus groups for electronic information users are now regular components of LMEA business processes.

**Team Name:** Electronic Labor Market Information Process Improvement Team

**Team Members:** Don Ayers, Gary Bodeutsch, Ann Leal, Tim Norris, Joe Racek, Cinda Sackrison

**CONTACT:** Gary Bodeutsch, (360) 438-4804



### A Ballad of Address

Employment Security's Benefit Payment Control Unit (BPC) collects benefit overpayments made to Unemployment Insurance claimants. The team had a process in place for locating correct addresses for undeliverable billings. Implementation of a new automated system changed that process, resulting in a backlog of over 8,000 invalid addresses for overpaid accounts. A team came together to identify opportunities for improvement, reduce the backlog and develop a new process for locating valid addresses. Using brainstorming and polling, they tested several theories and found a solution. Now when billings are returned, an Employer Locate Letter is sent to the claimant's last employer requesting that person's most recent address. This has minimized billings being misdirected to invalid addresses.

### Results

- ★ Bulk mail postage annual savings estimated at \$2,106 (costs associated with re-sending bills to invalid addresses).
- ★ Decreased backlog of addresses requiring correction by 56% to date.
- ★ Improved billing and collection process through automation.
- ★ Added \$49,528 to the Unemployment Insurance Trust Fund through increased collections of cases involving invalid addresses.

**Team Name:** Benefit Payment Control Unit

**Team Members:** Leovy Cabrera, Robin Hedden, Frank Hruby, Pat Kirk, Mary Kirker, Renee O'Hara, Pari Sherkat

**CONTACT:** Pat Kirk, (360) 902-9770

## **Department of Employment Security**

---

### **Trust Fund Refunds**

When the Unemployment Insurance (UI) Tax Administration team became aware of Labor & Industries (L&I) intention to refund over \$200 million in dividends from Workers' Compensation to 130,000 employers, they brainstormed how to use this news to benefit the Unemployment Insurance Trust Fund. They teamed up with L&I and ESD's Information and Technology Services Division (ITSD) to develop a method for employers receiving refunds and also in arrears on UI tax payments to ESD, to pay up their UI accounts. The team developed procedures, then cross-matched employers receiving a refund and owing UI taxes. L&I now transfers funds directly to ESD after receiving the required legal notification.

### **Results**

- ★ Returned \$13,729 to the UI Trust Fund, which would otherwise be outstanding debt.
- ★ Collections accomplished electronically without staff expense at the District Tax Office or Administrative Office.
- ★ Reduced amount of employer tax liability.
- ★ Increased cooperation and data sharing between agencies.

**Team Name:** UI Employer Tax Administration Team

**Team Members:** Phillip Fecteau (ISTD), Kathy Kimble (L&I), Kurt Malizio, Jim Schodt, Dale Zimmerman (UI Tax)

**CONTACT:** Dale Zimmerman, (360) 902-9614.

### Improvement's No Oversight

ESD's Employment & Training Division had two teams responsible for oversight functions: one for monitoring and one for audit resolution. Their activities were independent with little or no coordination between one another. Grantees and sub-contractors were being contacted multiple times by both teams while the teams' workloads were increasing. Without the resources to complete audit resolution processes, major risks were revealed to the agency. The teams were asked to merge and consolidate. Using team and CQI tools, they mapped their processes and developed a new approach, combining monitoring and audit resolution tasks into one process. They determined program review priorities—targeting high-risk areas, reviewed and clarified policies and developed templates and forms to simplify data collection. By automating the review process and using laptop computers for on-site reviews, they reduced the staff time necessary to complete the monitoring and audit resolution functions.

### Results

- ★ Saved 2,088 staff hours.
- ★ Improved the quality of compliance reviews by targeting risk areas.
- ★ Improved customer relations by reducing the number of contacts.
- ★ Increased the quality of corrective actions based on data collected in the reviews.
- ★ Increased data gathering efficiencies by using templates and laptop computers.

**Team Name:** Oversight Workgroup—Audit Resolution, Evaluation and Regulatory Improvement

**Team Members:** Dorothy Carey, Rudy Salazar, Robert Isom, Monica Tanner, Brigid Spellman, Marc Blegen

**CONTACT:** Marc Blegen, (360) 438-4652

### Hot Links to Jobs

Lynnwood Unemployment Insurance (UI) customers were redirected to the King County TeleCenter in February 1999 for handling of their claims via telephone. This change in service delivery reduced the number of customers coming into the Job Service Center (JSC) for re-employment services. In an effort to help the unemployed discover new opportunities, the Ideas by the Dozen Team applied team skills and CQI methods and tools (flow charting, brainstorming and testing theories for change) to create new assistance programs for unemployed customers. The team contacts customers via e-mail and provides labor market, new job, web site, job fair, and veterans information; along with notice of employers interviewing at the JSC and any other information that might facilitate a job search. They encourage customers to come to the office for job referrals and other services and even established a new web page!

### Results

- ★ 400% increase in customers obtaining employment through the use of labor market information (April 1998-1999).
- ★ “Obtained employments” (tallies of customers finding work) from e-mail comprised 75% of the total for April 1999.
- ★ April “obtained employments” up 64% over average from previous 12 months.
- ★ Improved customer service and timely responses to customer’s questions.

**Team Name:** Lynnwood Ideas by the Dozen

**Team Members:** Joe Denogeon, John Hardy, Kevin Harrigan, David Haynes, Gerald Kellogg, Ed Livermore, Glorita McIntyre, Marlene Parry, Linda Plourde, Mike Schulte, Joann Wilson, Rita Wright

**CONTACT:** Marlene Parry, (425) 712-3001

### Uniform Franchise Offering Circular Distribution

Fradata, a private company, acting as a clearinghouse for information on franchises would obtain information by sending in a request on each entity. The process of locating the file, determining what could be sent, photocopying, creating an invoice, mailing, then processing the payment was inefficient.

When franchisers send in their applications, they are required to send in two copies. The copy indicating changes was recycled after review. By not recycling the marked copy but dropping it into a shipping box and then sending the full box of applications, the need to search for files then photocopying documents was eliminated. The full shipping box is sent directly to the customer using their Fed-Ex account eliminating the need for any reimbursement to the Department.

The customer stated that based on the first shipment they would save approximately 90% of their average per document cost. They also indicated there had previously been a 4-5 month lag-time between application approval and their receipt of the information. This timeframe now averages one week.

#### Results

- ★ A \$5,028 saving to the customer over a 12-month period in photocopying costs.
- ★ The customer receives information within one week rather than 4-5 months.
- ★ Staff time required to process requests has been virtually eliminated.
- ★ Customer satisfaction is so high, they took the time to write a letter to complement the process improvement.

**Team Name:** Franchise and Public Disclosure Team

**Team Members:** Carol Kelsey, Sara Moriarty, Emilio Casillas

**CONTACT:** Greg Toms, (360) 902-8776

### Financial Analysis Streamlining in Fraud Investigations

The Securities Division brings at least 12 large fraud cases to litigation or settlement each year. A significant task in the fraud investigations involves financial account analysis. To produce a meaningful database, the data from different financial accounts is combined to produce alphabetical and chronological summary reports which are then analyzed to trace the source and use of investor funds.

This is a cumbersome task requiring data input of all the information. Previously, the time required to combine the data was approximately 86 minutes. During the course of an average case, the data will be revised and reports produced at least three times for an average time per case of 4.3 hours.

New database capability was developed in ACCESS allowing several people to enter data into the same system rather than working on separate systems. With this new process, the time to produce a combined report decreased from 86 minutes to 32 seconds or a savings in time per case of more than four hours and 16 minutes.

#### Results

- ★ 99.45% reduction in staff hours per year spent in combining financial account data.
- ★ Examiner able to see the big picture and ask case-specific questions of the data.
- ★ All financial data regarding a case is collected in one place, not spread across multiple worksheets or workbooks.
- ★ Contact information for investors and people thought to be investors is also contained in the database allowing for easier access as well as queries specific to categories (such as Washington residents, investors who have invested more than \$5,000, etc.)

**Team Name:** Fraud Investigations Team

**Team Members:** Janet So, Steve Raney, Shree Sharma, Staci Layton, Suzanne Sarason, Duffy Rader

**CONTACT:** Michael Stevenson, (360) 902-8772

### Employee Orientation

The Department of Fish and Wildlife has not had a new employee orientation program since the merger of Fisheries and Wildlife in 1995. The Personnel Office staff placed developing an employee orientation program as a high priority. A pilot of the orientation program was presented for a “critical review” audience on June 8, written feedback was received from all attendees, and suggested improvements were made. Beginning this fall, this will be a regularly-scheduled, required course for all new employees and will be presented once a quarter, or more often if necessary.

### Results

- ★ Make new employees feel welcome.
- ★ Provide a forum for new employees to ask questions about the Department.
- ★ Tell them how they fit into the “overall mission”.
- ★ Give new employees a sense of who the Department is and what we do.
- ★ Create pride in our collective accomplishments.

**Team Name:** Personnel Streamlining Committee

**Team Members:** Margaret Gordon, Penny Cusick, Karol Rogers, Ron Warren, Sandra Turner, Joan Keller, Cheryl Gardner, Sue Vance, John Flanagan, Scott Loerts, Katherine Waldrop, John Etchison, Joe Vidales

**CONTACT:** Penny Cusick, (360) 902-2280

### Game Trails – Washington Hunting News

It has always been a challenge to provide, explain and promote in a timely manner upcoming hunting opportunities to the State's 200,000 hunters.

For years, the Wildlife Management Program printed 10,000 copies of *Washington Hunting Prospects* and distributed them to WDFW offices and outdoor writers.

*Game Trails-Washington Hunting News* was initiated September 1998 and was paid for through advertising. The first edition of *Game Trails* was distributed through hunting license dealers, U.S. Forest Service District Offices and Department offices throughout the state. One hundred thousand copies were printed at no cost to the agency. The booklet was placed on the Department's web page and linked to various other sites to provide a variety of information data bases for the public. Efforts are now underway to improve distribution.

#### Results

- ★ Revised, printed and distributed a Department publication to meet a customer's need for recreation information at no publishing/shipping costs to the Department.
- ★ Increased production from 10,000 to 100,000 copies in 1998 and 200,000 in 1999. The Department saved \$13,500 by not having to publish and ship these 100,000 copies.

**Team Name:** Game Trails Publication

**Team Members:** George Tsukamoto, Madonna Luers, Rolf Johnson, Dave Ware, Bill Brooks

**CONTACT:** Dave Ware, (360) 902-2691



### Consolidated Mail Service Outgoing Billing Project

Consolidated Mail Services (CMS) used an old antiquated system to bill agencies for postage costs and surcharges. Nearly every step of the billing process required manual data entry. Manual entry takes time and increases the risk of errors in the monthly bills. Surcharges were calculated manually, resulting in many errors. The billing software required creative patchwork due to the fact that it was not supported by Computer Services and difficult to upgrade.

The new system is fully automated which allows for more quality control and accuracy. Most duplicate data entry was eliminated and surcharge calculations are now done automatically. Computer Services now supports the software making it much easier to service and upgrade. Another advantage is the ability to extract billing information quicker and easier than ever before. Now, we are able to answer customer's questions about billing right away.

#### Results

- ★ 660 hours of intermittent work will be eliminated during the next year saving \$13,331.
- ★ Automatic calculation eliminated 95% of the billing errors related to surcharges.
- ★ Billing information is now readily accessible allowing CMS to answer customer billing questions within minutes compared to several hours with the old system.
- ★ 120 hours per year are saved with the electronic management and budget analysis report writing capabilities of the new system.
- ★ 792 hours per year are saved by having the new system automatically compile billing information and complete end of the month invoicing.

**Team Name:** Outgoing Billing System Team

**Team Members:** Martin Peters, Dick Bergstrom, Christine Fitzer, Tuan Hoang, Bjarne Nilssen, Howard Lorton, John Ensley, John Stillwell, John Lungo.

**Contact:** Martin Peters, (360) 664-9619

## **Departments of General Administration and Information Services**

---

### **Electronic A-19 Project**

The A-19 form is prepared to justify and document payment for vendor invoices. Under the old process, the forms were prepared on an Excel form, printed, then signed. The paper form was then passed from desk to desk where it would sit in various in-boxes until it was approved. It would then be sent to General Administration's (GA's) Financial Office via Campus Mail and the same data was manually keyed into the Agency Financial Reporting System (AFRS) to finish the process. This was a very slow and cumbersome process.

A collaborative effort between GA and the Department of Information Services (DIS), with coordination from the State Auditors Office and Office of Financial Management led us to a new, streamlined process. We now electronically send approximately 800 forms per month from office to office where it is digitally signed using state of the art technology. There is a significant savings in elapsed time, accuracy and keying time. GA is currently using the process at the Motor Pool, but expects to expand it throughout the agency. There is significant potential for statewide use of the process.

### **Results**

- ★ Reduced the number of steps in the process from 17 to 7.
- ★ Decreased elapsed process time by 90% - from an average of 4 days to less than 4 hours.
- ★ Reduced processing time by 2 minutes 20 seconds per invoice.
- ★ Reduced document preparation time by three staff months per year.
- ★ Increased data security and reduced opportunity for fraud by using digital signatures and secure forms.
- ★ Reduced late payment penalty from 2% to virtually 0%, saving \$40 per month.
- ★ Increased prompt payment discounts from 2% lost to virtually 0% lost, saving \$80 per month.
- ★ Increased accuracy because process is electronically linked to AFRS, eliminating duplicate data entry and reducing potential data entry errors.

**Team Name:** Electronic A-19 Project Team

**Team Members:** Dale Abersold (GA), Donna Allen (GA), Hien Dang (GA), Chris Stevenson (GA), Annie Rosario (GA), John McMeel (GA), Dave Kirk (DIS), Carlene Covey (DIS), Scott Bream (DIS), Agnes Nevin (DIS), Susan Rolland (DIS).

**Contact:** Dale Abersold, (360) 902-7336

### Child Health Materials Arrive Faster, Cheaper

CHILD Profile health promotion materials are given to the parents of children ages birth to 6 years in Washington. Introductory packets are normally provided to parents through the birthing facility. However, an assessment of calls to a toll-free number showed a high volume of calls requesting the Introductory Packet. The program began using direct mail for distribution. This has decreased calls to the toll-free number, reduced birthing center time in dealing with the packets and allowed Department of Health (DOH) to expand the program with no increased cost.

#### Results

- ★ Decreased distribution costs by \$20,000 per year.
- ★ More parents receive the materials on time – right after birth.
- ★ 216 hours per year saved.
- ★ Saved staff time in hospital birthing centers by eliminating their need to disseminate the packets and explain the program.
- ★ Decreased calls to the toll-free number, saved enough resources to expand the hotline service with no increased cost.

**Team Name:** Child Profile Materials Distribution

**Team Members:** Janna Halverson (DOH), Kristi Korolak (Seattle-King County Department of Public Health), Dahlia Kupfer (University of Washington)

**CONTACT:** Janna Halverson, (360) 236-3554

### A Shorter Sunrise

The Department of Health receives several requests from the Legislature each year to make recommendations on health profession credentialing or to review mandated health insurance benefits. These are called Sunrise Reviews. The lengthy process had several wait periods and required the hiring or borrowing of additional staff. Applicants also complained that the process was burdensome. By eliminating duplicative efforts and needless wait times, this team cut the review time by nearly half.

### Results

- ★ Decreased the time to complete a sunrise review from about 147 days to just 76 days.
- ★ 400 staff hours saved in reduced report preparation and meeting time.
- ★ \$1700 saved in reduced mailing, copying, travel and meeting costs.
- ★ Improved guidance and clearer expectations to suppliers to decrease the burden upon the applicant. Applicants and interested parties have expressed appreciation.

**Team Name:** Sunrise Process Quality Improvement Team

**Team Members:** Yvette Lenz, Lisa Hoffmann Grundl, Mark Radonich

**CONTACT:** Yvette Lenz, (360) 236-4606

### Videoconferencing Saves Time & Money

The Department of Information Services (DIS), Interactive Technologies Division provides videoconferencing services from seven statewide locations to government agencies to communicate with their customers and employees statewide, nationally, and internationally. Videoconferencing is a two-way interactive audio and video communication solution designed to reduce travel time, travel costs, increase public access and participation, streamline decision making by allowing people/staff across several geographic locations to work together simultaneously and improve the effectiveness of state services and programs.

Since 1993, DIS has tracked the cost avoidance data for government agencies using the videoconferencing services totaling over \$8 million. Because of the cost avoidance realized and proven value of the technology, some of our larger clients have made a decision to invest in videoconferencing studios in their satellite offices to better serve their clients. In an effort to ensure equipment and network compatibility, our clients have enlisted the help of DIS Interactive Technologies experts to ensure their videoconferencing systems are compatible with other operating systems.

#### Results

- ★ Cost avoidance of \$8,220,000 for state government since 1993.
- ★ Flexible scheduling and technical support in a centralized location.
- ★ Increased communication with state agency employees statewide.
- ★ Increased efficiency using reliable technology.
- ★ Increased communication and participation with the public and businesses.

**Team Name:** Videoconference Services

**Team Members:** Rhonda Polidori, David McDonald, Michael Flint, Wendy Marrs, Erin McGuigan, Gerry Dohahoe, Sean Weakland, Alice Zillah

**CONTACT:** Connie Michener, (360) 902-3471; Rhonda Polidori, (360) 407-0126

### Disaster Recovery Tape Reduction

The Department of Information Services (DIS) must back-up active data and archive inactive data on a daily basis. The data is copied or moved from computer systems and stored on tape. During this process, two copies of each tape are made so that one copy can stay in the data center and one copy can be kept at a remote storage facility. The thousands of tapes stored at the remote site are used to restore computer files and critical services to Washington State citizens if some disaster were to befall the DIS data center. These tapes are also used during the Spring and Fall Disaster Recovery exercises that simulate the recovery of the data center after a disaster.

The team researched ways to improve the efficiency of the back-up and archive management processes in order to reduce the number of tape volumes managed for Disaster Recovery.

#### Results

- ★ Reduced the number of tape volumes sent to remote storage facility by 7,500.
- ★ Reduced the number of tape volumes that remain at the DIS data center by 7,500.
- ★ Cost avoidance of purchasing 15,000 tape volumes since freed up tape volumes could be reused.
- ★ Cost avoidance for shipping costs and staff time preparing the shipment during Disaster Recovery exercises.
- ★ Cost savings anticipated for the fiscal year \$87,592.
- ★ FTE savings 474 hours.

**Team Name:** Disaster Recovery Tape Reduction

**Team Members:** Valerie Williams, Jim Collinsworth, Kim Starkey, Lenna Valentin-Cruz

**CONTACT:** Connie Michener, (360) 902-3471; Valerie Williams, (360) 902-3186

### Automation of Forms Cuts Production Time in Half

Labor and Industries (L&I) revenue officers and administrative staff used to prepare Payment on Account (POA) forms and Check Transmittal forms for employers' insurance premium payments by hand. As one can imagine, this task was tedious and prone to errors. A development team designed a way to use off-the-shelf computer software to produce the forms. The new system simultaneously improved customer service and saved staff time.

#### Results

- ★ Reduced Check Transmittal form production time by 58 percent.
- ★ Reduced POA production time by 29 percent.
- ★ Improved customer service by increasing the forms' accuracy and legibility.

**Team Members:** Don Dicksion (team leader), Shari Scott, Frank White, Kathryn Black

**Contact:** Don Dicksion, (425) 290-1359.

### **New System Increases Employer Consultations**

Keeping workers safe is a primary concern at Labor and Industries (L&I). A new system of identifying employers who need risk management consultation is helping L&I fulfill this goal.

Through a new computer identification system, Risk Management Specialists can analyze insurance data on-line and contact employers who could benefit from a risk management intervention. When an employer responds positively, the new system automatically coordinates with other L&I offices to delay any routine inspections and instead schedule a comprehensive consultation.

#### **Results**

- ★ Increased the number of employers who accept comprehensive consultations by 63 percent.
- ★ Reduced supervisory administrative time by 87 percent.
- ★ Improved service to internal and external customers.
- ★ Streamlined the process and removed bureaucratic steps.

**Team Members:** Marty Sharf (team leader), Robbie Rotz, Cindy Horton, Bud Legus, Kathryn Black

**Contact:** Marty Sharf, (425) 290-1363.



### Letter Reduces Number of Unregistered Employers

Employers in Washington are required to register with Labor and Industries (L&I) and open an Industrial Insurance Account. The employers then pay a premium into the account to cover their workers in the event of an on-the-job injury. In the Yakima region, staff had become burdened tracking down and auditing unregistered businesses. Rather than visit every reported unregistered business, auditors have begun sending out letters to smaller firms reminding them to register. The letter explains the requirements for registering and asks the company to register. Companies that follow through and comply properly can in many instances avoid an audit.

#### Results

- ★ Reduced by 50 percent the number of audits.
- ★ Increased the number of unregistered employers registering.
- ★ Reduced staff time spent on reports of unregistered employers by 360 hours a year, saving \$7200.
- ★ Improved customer service through friendlier contact with employers.

**Team Members:** Roy Prescott (team leader), Sharon Brown, Bob Koshman

**Contact:** Roy Prescott, (509) 454-3730; Ted Hay, (509) 454-3731.

### East Spokane Breakthrough

Reducing wait times for customers using Licensing Services Offices (LSOs) is a priority for the agency. The East Spokane office took a challenge to heart of reducing their average wait time by 15%. They examined their processes and found the office signage was confusing and the seating arrangement interfered with customer flow through the lobby. The LSO rearranged their lobby, improved their camera and testing station setups and stopped requiring customers to take another number after completing their exams. The average wait time in this office were reduced from six minutes to two minutes over the course of a three month period (September through December 1998.)

#### Results

- ★ Reduced average wait time by 66% in a three month period.
- ★ Improved signage.
- ★ Reconfigured camera and testing areas.
- ★ Enhanced lobby flow by modifying customer seating.
- ★ Stopped requiring customers to take another number after completing exam.

**Team Name:** East Spokane Licensing Service Office

**Team Members:** Peter Teets, (team leader); Neil Shoup, Duane Goetz, Suzanne McGhee, Kathleen Blome, Dick Humes, Eve Hanson, Victor Oliver

**CONTACT:** Barry Crook, (360) 902-3610; Peter Teets, (509) 921-2359

## Department of Licensing

---

### Hit the Road

The Department of Licensing (DOL) staff was providing school talks at high school traffic safety education classes, however, a quality team discovered that many times the information was not consistent. To address this issue, a three-agency partnership enabled the production of "Hit the Road," a fast-paced 16-minute video designed to capture and hold the attention of the teenage audience. The video was distributed to 64 DOL Licensing Services Offices (LSOs) and 500 Traffic Safety Education (TSE) instructors in Washington State. It is now used in Traffic Safety Education classes to educate students on first license requirements, laws surrounding alcohol, insurance and seat belt usage. In addition, the LSOs are also able to share the video with the general public as they wait in the office lobby. This video was produced by Washington Interactive Television (WIT) using a non-linear process to ensure the videos longevity and usefulness. This video was awarded the 1999 National Videographer Award of Excellence in the Government Training category.

### Results

- ★ Redirected 1,030 hours annually of staff time for testing.
- ★ Developed a 16-minute video to assist teenagers in securing their first license.
- ★ Three-agency partnership: Department of Licensing, Washington Traffic Safety Commission, and the Superintendent of Public Instruction.
- ★ Utilized student focus teams to evaluate and name video.
- ★ Winner of the National 1999 Videographer Award of Excellence in the Government Training Category.

**Team Name:** School Talk Video Team

**Team Members:** Bill Stevens (team leader), Deb Beckett, Robert Schell, Shelly Schmitt, Katherine Myers, Mark Varadian, Patti Mullenix, Dee Scharf, Suzanne Medrano; Traffic Safety Education Teacher Representatives: Rick Blackburn, Shorecrest High School; Ron Colston, Kentlake High School; Bob Jorgenson, Bellingham School District; Resources: Leticia Mendez, WA State Traffic Commission; David Kinnunen, Superintendent of Public Instruction; Les Profitt, Washington Interactive Television.

**CONTACT:** Barry Crook, (360) 902-3610; Karen Fields, (360) 902-3844

### Employee Survey Results Processing

The Washington State Employee Survey is a popular service which is offered by the Department of Personnel (DOP) for state agencies who want candid employee feedback about management practices affecting employee productivity and morale. In addition to the standard survey and reports, many agencies want to add customized questions and/or they want specialized reports. Accommodating these requests has required time-consuming and expensive manual processing which also caused longer turnaround times. We have now created an improved automated system which easily allows for customized questions to be added and special reports to be created. The new system also performs statistical manipulations that previously had to be contracted out.

#### Results

- ★ An annual savings of approximately \$2,000 by doing the statistical manipulations and maintaining the statewide database at DOP.
- ★ An annual savings of approximately 100 hours of staff time.
- ★ Electronic customization of reports to include agency specific information with a reduced turnaround time.
- ★ The ability to distribute results to agencies electronically, greatly reducing staff time and cost in reproducing and distributing hard copies.

**Team Name:** Employee Survey Team

**Team Members:** Randy Ayers, Betty Inman, Jerry Simmons, Peter Tamayo, Scott Turner

**Contact:** Scott Turner, (360) 586-1342

## Department of Printing

---

### Job Ticket Processing

All job tickets had been processed in the same manner and retained the same amount of time, regardless of specific need. A reduction in handling time for those tickets, which can be processed immediately, has allowed us to invoice to our customers in a more rapid manner. We have eliminated endless rotation and ticket handling. This allows us to speed up our customer receipts, which enables utilization of those dollars in other areas. An additional benefit is increased passive income through additional earned interest resulting in more efficient utilization of state resources. We have reduced the number of Department of Printing invoices to be mailed to our customers, which reduces postage costs and handling of invoices for mailing, also reducing the number of invoices which our customers must process.

### Results

- ★ Payment expedited by 2-3 weeks.
- ★ Anticipated staff time savings of 52 hours annually.
- ★ Customer receives invoice approximately 2-3 weeks earlier with new method.
- ★ Increased cash flow.
- ★ Anticipated revenue of \$21,000 to be generated this fiscal year.

**Team Name:** Express-It!

**Team Members:** Jo Jilek, Jolaine Swanda

**CONTACT:** Dan Swisher or Kathy Forbes, (360) 753-6820

### COLA Improvements Save Time for Employers and Staff

Using customer feedback to focus their work, the Department of Retirement Systems (DRS) improved its cost of living adjustments (COLA) process. The agency overcame the challenge of producing accurate and timely “Comparison of Benefits” letters informing employers of the annual COLA to LEOFF Plan 1 retirees’ benefits. Previously, inaccuracies or late notification of these adjustments would cause high stress or overtime work for approximately fifty employers and possible overpayments or underpayments to Law Enforcement Officers and Firefighters (LEOFF) Plan 1 retirees.

The improvements of eliminating unnecessary letters, adding beneficiary identifiers, and batch sorting at the time of printing, reduced 50 employers’ workloads for sorting the letters by 40 percent. Time spent by agency staff for processing the letters was reduced by 90 percent, from 20 hours to 2 hours. The agency confirmed 100 percent accuracy of cost-of-living amounts produced for 8225 affected retirees through system enhancements and by conducting a full testing of the disbursement run prior to production.

#### Results

- ★ Reduced crisis-mode work and/or staff overtime required of 50 employers to process comparison of benefits letters, by an estimated 40 percent (approximately 60 hours).
- ★ Eliminated overtime, crisis-mode and other staff hours to process or to correct over/underpayment of benefits resulting from late arrival of comparison of benefits letters.
- ★ Confirmed 100 percent accuracy of cost-of-living amounts produced for 8,225 LEOFF benefit recipients and beneficiaries.
- ★ Reduced staff processing time within DRS for mailing letters from twenty hours to two hours, a reduction of 90 percent.
- ★ System enhancements that provided for the 100 percent reconciliation were also applied to the remaining eight retirement system COLA processes.

**Team Name:** LEOFF Plan 1 COLA

**Team Members:** Dave Alexander, May-Lisa Baldwin, Sharon Houseman, Joyce Kraus, Ruth McPherson, Pat Millar, Donna Reilly, Pat Wong, Ken Woods

**CONTACT:** Leah Wilson, (360) 664-7049

### Share Prices Automatically Loaded on the Web

The Deferred Compensation Program (DCP) responded to participant requests for a method to track the daily net asset value (NAV) for each investment option by providing access to this information through the Internet. While NAV information is available for publicly traded mutual funds, the US Stock Market Index fund is unique to DCP. There was no source for the public to track its NAV, short of calling the DCP office. Using a new process created by this project team, a computer program automatically uploads the price information to the DCP's web site and distributes a 30-day price report to DCP staff via e-mail. This makes the information available to customers more quickly and conveniently through their personal computers. The DCP web site includes a web page dedicated to posting the daily NAV for each investment option.

#### Results

- ★ Improves customer service by providing access to investment information 24 hours a day.
- ★ Reduces staff time spent responding to phone calls regarding NAV for the US Stock Market Index fund, saving 75 hours of staff time per year.
- ★ Eliminates the need to distribute photocopies internally on a daily basis, saving approximately ten reams of paper each year.

**Team Name:** Net Asset Value On-Line

**Team members:** Bob Cross, Trina Erickson, Jennifer Fielding, Kris Fjalstad, Denise Prowse

**CONTACT:** Kris Fjalstad, (360) 664-7249

## Department of Revenue

---

### Control Database

The Department of Revenue maintains records on the approximately 75,000 documents received by Cash Management each year. All of the controlling documentation was created and maintained manually, in triplicate for general fund documents, and four times for various miscellaneous tax documents. A database was created, all information is now input once and all of the accompanying paperwork created electronically. In addition, statistical data summaries, once calculated manually, are now automatically generated by the database. The reduction in processing time is another step toward reaching the agency's goal to have all information processed and available within 48 hours of receiving it.

### Results

- ★ Eliminated duplicate efforts and reduced processing time from 2 minutes to 30 seconds per batch saving 167 hours annually.
- ★ Saved 15 minutes a day or 65 hours per year, time previously spent balancing each day's control books and preparing statistical data manually.
- ★ Computer generated logs saved other sections 30 seconds per batch, for a total savings of 70 hours per year.
- ★ More accurate and easier to read forms.

**Team Name:** Local Control Books

**Team Members:** Silvia Reyes, Anita Duemig-Fairbanks, Min-Hahn Nguyen, Alejandra Kelly, Roxanna Heitz, Kristine Rompa, Thu Trang, Jennifer Scott, Jennifer Billings, Jason Thompson

**CONTACT:** Anita Duemig-Fairbanks, (360) 902-8878



### Automated Travel Reimbursements

Under the paper voucher system, it frequently took up to three weeks for employees to get reimbursed for travel expenses, especially in field locations. In addition--mail time, incorrect math, missing documentation and approving signatures slowed the reimbursement process even more. In these instances the accounting office had to contact employees to get the necessary information before the request could be processed. The new Automated Travel Reimbursement System eliminates all factors and greatly reduces mailing time. The result is a fully automated system that provides employees a method for submitting travel reimbursement request on-line and receiving their reimbursement in less than half the time.

#### Results

- ★ On-line submission of travel reimbursement requests—thus, eliminating the paper process completely.
- ★ Requests are reviewed electronically by supervisors and data input automatically into the system. This reduces coding errors, employee errors and mail time.
- ★ Elimination of data entry, filing and storage saves 1,044 hours annually.
- ★ Mileage and per diem rates can be updated by the accounting office with changes available instantly statewide.
- ★ Reimbursement time reduced from 12 to 4 working days.

**Team Name:** Travel System Team

**Team Members:** Binh Vu, Joyce Fouts, Brian Moran, Darlene Warner, Steve Desselle, Barbara Larson, Tracy McLennen, Robin Abdullah, George Dewan, Dung Tong, Mat Althausser, Mike Beers, Kevin Thrasher, Greg Charles, Denine Lathrop, Katie Brown, Alisha Rollins, Rita Taipale

**CONTACT:** Binh Vu, (360) 902-8886

### Accounts Payable Imaging and Workflow System

In accounts payable, thousands of documents are generated and handled on a monthly basis. Invoice vouchers, journal vouchers, and invoices from vendors are among the various types of paper documents that are used and processed by the accounts payable section. These documents were filed in file cabinets and archived in boxes for retrieval as needed. Retrieving these records is cumbersome and time consuming. The new Integrated Document Management System (IDOC) system is an electronic storage system. Accounts payable has more efficient operations, easier access to information and it reduces paper and improves archiving.

#### Results

- ★ No more filing and archiving saves 1,044 hours annually.
- ★ Filing cabinets and other storage systems are eliminated.
- ★ Easier access to information.
- ★ Number of times paper documents are handled is reduced and more efficient operations.
- ★ Disbursement System and staff time of Fiscal Technician saves \$40,500 annually.

**Team Name:** Accounts Payable IDOC's Team

**Team Members:** Binh Vu, Linda Lethlean, Katie Brown, Alisha Rollins, Rita Taipale, Priscilla Wee, Jennifer Dahl, Judy Bandoack

**CONTACT:** Binh Vu, (360) 902-8886

## **Department of Revenue**

---

### **Revenue on the Road**

One difficulty for the Department of Revenue's Eastern Washington offices is the distance business customers travel to reach Revenue's offices. Faced with pending redistricting of the offices and the task of transferring accounts, the Yakima office needed an effective way to notify the businesses of the transfer as well as collect on some of the more distant, delinquent accounts. Four towns located more than 50 miles from the nearest office were targeted. Working with local officials, satellite offices were established in each City Hall. Revenue Agents notified all of the delinquent accounts in these towns and surrounding areas by mail and scheduled appointments. Computer links were established allowing Agents to review accounts and provide accurate information. The result was the resolution of delinquent tax accounts, establishing payment agreements and improved service to the customers of The Department of Revenue.

### **Results**

- ★ Taxpayer contacts result in \$16,256.54 collected and resolution to an additional 40 accounts.
- ★ Business customers who did not keep scheduled appointment were contacted by phone immediately at local area phone rates.
- ★ Registered new businesses at satellite locations improved customer relations.
- ★ Eliminated 17 field calls saved 662 round trip miles, which saved \$205.22 in mileage reimbursements and 14 hours in travel time.

**Team Name:** Revenue on the Road

**Team Members:** Leonor Castellanos, Joanne Fernandez, Ronda Knight, Ed Cyr, Laura Neibergs, Michiko Sell, Mark Garrison

**CONTACT:** Leonor Castellano, (509) 575-2785

### Claim Form Revision

Revenue acts as custodian for unclaimed property turned over from many sources including banks, credit unions, government and private businesses. The form used to file a claim for the property was widely misunderstood and many found it confusing. This resulted in claimants contacting our office for more information or clarification. Often, we ended up sending their claim back for additional information, prolonging the refund process. Both the claims process and claim form documents were revised. Customers are reunited with their property in less than half the time; and by cutting the number of steps in half, over 1,100 staffing hours are saved.

### Results

- ★ Electronic journals created to save paper and speed up refunds.
- ★ Unclaimed Property form redesigned reducing confusion and unnecessary telephone calls.
- ★ Processing steps cut from 13 to 7 and time between Revenue's receipt of a claim to the mailing of the check reduced from 5-8 days down to just 3 days.
- ★ Claims processor inputs the refund directly into computer system reducing the number of staff involved in the process and saves 1,100 hours annually.

**Team Name:** Claim Form/Process Committee

**Team Members:** Mary Gisler, Julie Herr, Patti Wilson, Laurie Fordham, Nancy Savage, Dwayne Woosley, Kathy Mclsaac, Jenny Smith, Jerry McInturff

**CONTACT:** Patti Wilson, (360) 664-2200

## **Taypayer Accounts Receivable Integrated System (TARIS)**

The new TARIS system replaced an aging Taxpayer Accounts Receivable System that was not Y2K compliant. The new system accounts for over 100,000 invoices representing more that \$300 million assessed annually. Process redesign allowed for elimination of paper processes, reduced handoffs and eliminated duplicate keying. New penalty and interest legislation was implemented and internal accounting controls were improved. This system provides key data for other projects such as data warehousing and taxpayer profiling. TARIS touches 9 Divisions and over 450 staff in the agency.

### **Results**

- ★ More accurate data to staff and taxpayers. Calculation errors reduced by 55% and newly issued tax warrant errors reduced from 30% to less than 5%.
- ★ Automated the tax warrant and tax assessment issuance process.
- ★ Eliminated specialized forms and folders saving \$10,500 annually.
- ★ Annual savings of 20,000 staff hours spread over hundreds of people agency wide results in more time to assist taxpayers, an ability to concentrate on more complex accounts and allows Revenue to meet budgeted reductions in FTEs.
- ★ Data entry eliminated for 7,000 documents. Errors reduced and paperwork processes eliminated.

**Team Name:** TARIS Team(s)

**Team Members:** Staff from: Audit, Compliance, Information Services, Special Programs, Financial and Employee Services, Taxpayer Services, Executive, Legislation & Policy, Taxpayer Account Administration Divisions

**CONTACT:** Janetta Taylor, (360) 902-7001

### Foster Parent Re-Licensing Project

Foster Parent licenses need to be renewed every three years. The goal is to complete the re-licensing process within 90 days. Often the process was delayed by high volume of repetitious paperwork in the application packet and the long wait time for decisions to be made about waiving certain administrative requirements. Some foster parents had difficulty with childcare while they attended to licensing requirements, such as CPR and First Aid training.

The team developed a new re-licensing application packet, reducing the amount of paperwork by 50% from 12 to 6 pages. The process was re-designed to reduce costs for foster parents. Child care is being provided through the Foster Parent Association in some cases, and CPR and First Aid training are being provided through the agency to first-time applicants.

These improvements enable as many families as possible to choose to remain licensed foster parents.

#### Results

- ★ Streamlined application packet, reducing number of pages from twelve to six.
- ★ Reduced number of applications exceeding 90 days from 215 to 165.
- ★ Reduced costs to foster parents.
- ★ Reduced licensor's time by 280 hours per year in Pierce County and surrounding areas.
- ★ Empowered employees by bringing decision-making to lowest possible level.

**Team Name:** Region 5 OFCL Re-Licensing Project

**Team Members:** Gary Fontaine, Minnie Allen, Carmen Cabrera, Jean Crittenden, Fred Determan, Crystal DeBlasio, Brenda Hurtado, Kandi Kingston

**CONTACT:** Chris Trujillo, (425) 649-4181

### Focused Intervention Saves Lives and Money

The Partnership with Adults for Community Enhancement (PACE) program was developed to help eliminate the cycling on and off of public assistance that affects a significant percentage of homeless clients. PACE provides long-term rehabilitation to reduce homelessness, chronic psychological and physical impairments and chemical dependency to help the long-term unemployed become self-sufficient.

The direct program and community cost offset savings are expected to be three dollars for every dollar spent on PACE program services. With 35 previously homeless PACE clients working their way off public assistance each year, the savings to DSHS and the community will total nearly half a million dollars annually.

#### Results

- ★ Of the initial 103 PACE clients assessed for the full range of vocational services, 26 participants have literally worked their way off public assistance.
- ★ Of the remaining initial PACE clients, 25 are employed and continue to receive case management and partial assistance, 45 other clients have been referred for other appropriate services.
- ★ The direct program cost saving for the total of 35 PACE graduates on track for this year is \$228,319.
- ★ The same 35 successful clients will generate \$255,841 in community cost offsets (emergency medical services, jail, court costs, shelters, etc.). Additionally, potential wages of these 35 PACE graduates can equate to a community reinvestment of \$727,680.

**Team Name:** Belltown PACE Program

**Team Members:** Margey Rubado, Mark Dalton, Pat Lundin, Kareen Snider, Sharon Pierce, Martin Hanson

**CONTACT:** Bill Ward, (360) 413-3122

### Improved Nursing Facility Case Management

Not so long ago, people needing long-term care did not have many choices. Many went to nursing homes for lengthy stays as a matter of course. Today, Washington State is a national leader in providing clients choices in long-term care. We help move people to their preferred residential settings whenever possible.

Regional department staff in the Spokane Aging and Adult Services office were concerned that fewer clients were moving from nursing homes to community settings in their area than in other parts of the state. In response to the team's work, staff members with similar expertise were encouraged to work together more closely. Specialized work teams were formed to help clients move to their preferred choices of residential-care settings.

#### Results

- ★ Significant movement of clients out of nursing homes in the Spokane area. (8 clients during the 6 months prior to the project; 67 clients during the 6 month project period)
- ★ \$1,390,512 savings in a six-month period because community-based care costs less than nursing home care.
- ★ Increased job satisfaction for staff, as measured by before-and-after survey.

**Team Name:** Nursing Facility Case Management Team

**Team Members:** Pao Vue, Molly Austin, Sue Bracken, Louise Chadez, Michelle Cotton, Shari DeBerg, Ron McDonald, John Misener, Patty Murray, Helen Nguyen, Barb Riley, Peggy Sims, Sylvia Sprague, Ge Vue

**CONTACT:** Deanna Rankos, (360) 493-2613



## **“Exceptional Rate” Improvement for Adult Family Homes**

When an Adult Family Home client requires a significant amount of care, it can be hard to find a provider who is able or willing to provide the additional services. To help clients with special needs to remain in community settings, Aging and Adult Services sometimes pays providers more than the standard rate in return for additional services. These additional dollars require special approval and are called “Exceptional Rates.”

Home and Community Services staff in Tacoma was concerned about the inconsistency in use and amount of “exceptional rates.”

A project team developed and tested a tool for determining consistent rates for particular care needs. The new tool determines fair and predictable payments for well-defined categories of care.

### **Results**

- ★ 100% consistency in dollar amounts authorized for exceptional rates.
- ★ \$20,000 in projected annual savings, based on a sample of payments before and after the project.
- ★ Fairness and predictability in rates for Adult Family Home providers, which helps build good provider and customer relations.

**Team Name:** Exceptional Rate Team

**Team Members:** Kim Song, Barbara Cummings, Russell Hilmo, Brenda Callahan-McCormick, Barbara Engle, Colleen Tanner, Barbara Hanneman

**CONTACT:** Deanna Rankos, (360) 493-2613

### Relative Care Search

When a child has to be removed from his or her parents, it is preferable to place the child with a qualified relative or caregiver that has a kinship bond with the child. Often identifying relatives has been a difficult process for social workers because of lack of cooperation by some parents and potential liability of violating their rights to confidentiality.

The team produced a form for both parents and for children over 12 years old to complete, with space for names of possible caregivers. They worked with the legal system to amend dependency court orders (for out-of-home placement) to require parents to complete the form and return it to the social worker within two weeks. The orders require social workers to give the court documentation of contact with potential relatives. Social workers were trained on the value of kinship care and on the use of this new process.

Children suffer less placement trauma and benefit from maintaining kinship bonds and family connections while in out-of-home care.

### Results

- ★ Developed “Relative Search” and “Relatives Contacted” forms.
- ★ Worked with the legal system to amend court orders to require searches.
- ★ Trained 150 Region III staff.
- ★ Increased placement with relatives from 26% to 35% of all placements.
- ★ Established a tracking process.

**Team Name:** It’s All Relative

**Team Members:** Diana Chesterfield, Felix Idahosa, Betty Lensky, George Godzik, Lynn Lichtenberg, Mavis McHenry , Leona Morse, Nancy Rains, Melissa Reimer, Linda Richardson, Alayne Spaulding, Judith Wirth

**CONTACT:** Chris Trujillo, (425) 649-4181

### **“Fast Track” Access to Long Term Care Services**

Many adults and seniors with disabilities prefer to receive care at home or in another community setting, rather than in a nursing home. However, it can sometimes take several weeks to determine eligibility for Medicaid, which helps pay for community-based care. Many of these clients end up in a hospital or nursing home, while waiting for a Medicaid eligibility determination.

Several years ago, the Aging and Adult Services Administration established a “Fast Track” process. Fast Track permits social service staff to identify clients likely to be eligible for Medicaid and authorize up to 90 days of community-based services right away. With Fast Track, many clients can remain in their own home or another community setting while Medicaid eligibility is being determined.

Fast Track was not used as often as it could be in Southwest Washington. A project team from Home and Community Services decided to find out why. They concluded that staff in their area were not always familiar with the Fast Track option, and were unclear about the required process. The team developed a step-by-step decision chart for Fast Track and then provided training to all social service staff in Region 6.

### **Results**

- ★ Region 6 Home and Community Services increased the number of clients on Fast Track from an average of 5 per month to an average of 20 per month – an increase of 300%.
- ★ Projected \$353,520 is to be saved in just one year because community-based care is less expensive than nursing or hospital care.

**Team Name:** Fast Track Team

**Team Members:** Debra Knauf, Terry Marker, Rosemary Kot

**CONTACT:** Deanna Rankos, (360) 493-2613

### Record Retention Revision Saves Time and Space

Many of the child support case files in the Olympia Field Office have been difficult to manage because they contain large quantities of documents, many of which are not necessary or otherwise irrelevant. Much of the information is available on the Division of Child Support (DCS) Support Enforcement Management System (SEMS). A Support Enforcement Officer (SEO) has an average caseload of 600 cases and limited space for case file storage. Excessive time was being spent filing documents. Time spent filing translates into staff hours that could be redirected toward other collection activities.

The team's mission was to improve SEO case management efficiency by reducing the time and effort spent filing and searching for documents in unwieldy case files. They also sought to save support staff time spent filing unnecessary documents. Improvements made should save 8,353 hours per year and increase storage space by 50%.

#### Results

- ★ Increased efficiency. (Time savings of 7093 hours/year.)
- ★ Increased effectiveness. (Time saved may be redirected toward other collection activities.)
- ★ Increased space in the SEO workplace by 50%.
- ★ Less time spent by the Case Archive Retrieval System (CARS) staff in microfilming documents for final disposition of case files. (Time savings of 1,260 hours/year.)

**Team Name:** DCS Olympia Field Office Filing QIT

**Team Members:** Co-leaders: Ellen Wahlen and John Brandon; Terry Trana, Dick Libbey, Joyce Connell, Peggy McNeil, Abby Michaels, Cheryl O'Grady, Bob Pearson, Becky Spitzer, Sharon Wescott, KK Wong

**CONTACT:** Margaret Vogeli, (360) 664-5443

### **“Portfolio” Brings Helpful Information to Nursing Home Residents**

Choosing a home to move into is hard for anyone, but it’s much harder for nursing home residents, who have significant health problems. It isn’t easy for them to travel around and look at a variety of possible places to live before making a final decision.

Home and Community Services staff in the Thurston County area established a team to help clients and their families prepare for discharge. They put together a “Portfolio,” with information about Adult Family Homes in the Thurston County area. The team provided a copy of the Portfolio to each nursing home in the area, and to staff who help nursing home clients with their planning. The Portfolio is updated as resources change.

#### **Results**

- ★ Nursing facility staff reports that the Portfolio has helped clients make decisions when they are ready for discharge.
- ★ Home and Community Services staff report that five relocations from nursing homes in 6 months directly resulted from use of the Portfolio.

**Team Name:** Adult Family Home Information Team

**Team Members:** Debra Knauf, Connie Santeford

**CONTACT:** Deanna Rankos, (360) 493-2613

### Improved Long-Term Care Application Process

Some adults and seniors with disabilities need help choosing and paying for long-term care services. The Aging and Adult Services provides this assistance, and much information is needed to make good decisions.

In the Tacoma area, staff decided that this information was collected and shared inefficiently. For example, sometimes duplicate information was collected, causing repeat trips to clients. Financial and social service staff did not exchange needed information. As a result, some applications were held up unnecessarily.

The project team developed and computerized an intake form, which collects all required information in one place and prioritizes the response time. The team also improved the information exchange between financial and social services and provided better, clearer information to clients in the application packet.

#### Results

- ★ Financial and program eligibility is determined concurrently.
- ★ 786 social work hours are saved each year due to more efficient information gathering.
- ★ Clients with greater needs receive quicker responses, and ineligible clients are referred more rapidly to other services.

**Team Name:** Application Process Team

**Team Members:** Barbara Hanneman, Edward Klopping, Claudette Nash, Russell Hilmo, Lisa Merry, Helen Allen

**CONTACT:** Deanna Rankos, (360) 493-2613

### **National Environmental Policy Act (NEPA) & Transportation Decision Making**

Duplication and lack of early agency involvement in the planning and environmental compliance process creates perceptions of inefficiency and predetermined decisions regarding transportation improvements.

The Washington State Department of Transportation (WSDOT) and the Federal Highway Administration (FHWA) chartered a team to move NEPA compliance and agency coordination into early transportation planning. The goals of the team are to:

Reduce duplication; Reduce project cost; Reduce transportation project delivery time; Improve agency coordination; Improve public coordination; Improve the public's perception of WSDOT efforts.

#### **Results**

- ★ Developed a process that is inclusive and moves NEPA environmental compliance into early transportation planning.
- ★ Established three pilot projects to rigorously test the process – SR 104, Kingston Ferry Terminal to SR 101; SR 20, Sharpes Corner to SR 536; and I-405 corridor.
- ★ Obtained concurrence on the new process from transportation and environmental agencies and tribal governments from across the country at a national forum.

**Team Name:** NEPA Decision Making

**Team Members:** WSDOT: Jim Klinck, Charlie Howard, Roger Horton, Bruce Nebbitt, Cass Brotherton, Mia Waters, Jerry Schutz, Helena Kennedy Smith; Joel Gjuka. Other agencies: Sharon Price, Federal Highway Administration; Sandi Manning, Washington State Dept. of Ecology; Kevin Murphy, Puget Sound Regional Council; Theresa Morse, Federal Transit Administration; Tom Mueller, US Army Corps of Engineers; Nancy Brennan-Dubbs, US Fish and Wildlife Service; Bill Ryan, Environmental Protection Agency; Dick Clark, Environmental Protection Agency. Process Owners: Jim Toohey and Don Nelson of WSDOT, Gene Fong of FHWA.

**CONTACT:** Jim Klinck, (360) 705-7487.

### Real Estate Acquisition Team (REACT)

In 1995 the Washington State Department of Transportation (WSDOT) improved the process it uses to design transportation projects. Many of these projects require additional right-of-way to improve the transportation infrastructure. The real estate acquisitions process was taking as long if not longer than the new design process. From the 1999-2001 biennium, the department anticipates a need for additional right-of-way on over 130 projects.

#### Results

- ★ Developed a new process for getting stakeholder input on draft recommendations.
- ★ Revised the process of developing right-of-way plans. This has resulted in a process time savings of at least 26 days on nearly every project.
- ★ A number of recommendations are still being implemented that will result in further time savings during the appraisal process.
- ★ Numerous recommendations were made that will increase internal and external customer satisfaction.

**Team Name:** Real Estate Acquisition Team (REACT)

**Team Members:** Mike Horton, Ken Smith, Adele McCormick, Mike Andreini, Terry Meara, Harold White, Larry Huggins, Brad Thomas, James Ray, Chuck VanderWal, Bill Wade, Jim Salter. Process Owners: Don Nelson, Jerry Lenzi

**CONTACT:** Mike Horton, (360) 357-2666.



### Careful Construction Practices Protect Water Quality and Salmon Habitat

The inevitable Pacific Northwest rain clouds transform our construction sites into mud-and can send silt-laden runoff into nearby salmon streams. Controlling erosion during Department of Transportation (WSDOT) construction projects is an important way to protect our salmon resources. With the listing of salmon in the urban Puget Sound area under the Endangered Species Act, water quality concerns have become even greater than in the past. This process improvement team used a multi-agency, multi-functional group to develop improvements that will prevent sediments and very fine suspended soil particles from leaving construction sites and entering a stream, river or lake.

#### Results

- ★ Reduced threats to endangered wild salmon.
- ★ Increased awareness of erosion control issues and techniques through training events for Northwest Region WSDOT employees and contractors.
- ★ Construction contracts in the Northwest Region are now reviewed and revised, before a project is advertised, for special erosion control needs. When needed, environmental meetings and site visits are scheduled before construction begins. New contracts allow erosion control practices to be modified mid-contract, when conditions merit such changes.
- ★ Improved relations with WSDOT have come about through participation by a member of the Associated General Contractors and a staff member from the Department of Ecology.

**Team Name:** Erosion Process Improvement Team

**Team Members:** Stacy Trussler; Loreé Randall of the Department of Ecology; Chuck Vail of KLB Construction, a member of Associated General Contractors; Ray Arnold; Jim McBride; Kevin Tobin, David S. Jenkins, David Schrader, Phil Fordyce, Lorena Eng, Paul Johnson, Martin Palmer, Christine Lavra, Stacey Rush

**CONTACT:** Stacy Trussler, (206) 768-5762

### **Extra! Extra! PTSD Program Raises Veterans' Standards of Living**

When a veteran enters the Department of Veterans' Affairs (DVA) Post Traumatic Stress Disorder Program (PTSD), their occupational functioning is usually lower than their personal lifetime highs due to their PTSD symptoms. When these symptoms go untreated, many veterans lose their ability to earn a living and become more reliant upon state funded programs for financial support and medical care (L&I, DSHS, GAU, Veterans Relief Funds, etc.).

The goal of the PTSD program is to return veterans to their highest levels of functioning in society through counseling. By analyzing data from a year-long study, it was found that not only was the goal of better functioning achieved, but veterans' levels of income from federally funded sources had also significantly increased. This increase in income was the direct result of the efforts of the PTSD counselors in providing to the federal VA needed clinical evidence of the veterans' need for service-connected disability benefits.

#### **Results**

- ★ VA service-connected disability compensation held at the time of intake was on average 17% (approx. \$184/mo.) After 6 months in the PTSD program, it rose to 39.7% (approx. \$404/mo. for a single veteran and \$450/mo. for a veteran with a spouse).
- ★ After a one year follow-up, service-connected disability compensation rose to 48.3% (approx. \$576/mo. for a single veteran and \$633/mo. for a veteran with a spouse). There are additional allowances for dependents and added medical benefits for the veterans.
- ★ Approx. \$1.5 million per year is generated in added VA income for program veterans.

**Team Name:** PTSD Counseling Team

**Team Members:** Thomas W. Schumacher, M.S., Jerry Towne, M.B.A., Steve Akers, M.S.W., Emmett Early, Ph.D., Paul C. Daley, Ph.D., Hayyim Grossman, M.S., Dennis Jones, M.A., Tim Hermsen, M.S., Clark Ashworth, Ph.D., Stephen Riggins, M.Ed., James H. "Corky" Sullivan, Ph.D.

**CONTACT:** Thomas W. Schumacher, (360) 709-5261

### Mediation Program Helps Settle Cases

The Environmental Hearings Office houses Boards responsible for hearing and deciding appeals of a variety of orders and permit decisions issued by state and local agencies. If the parties do not reach a settlement, an adversary hearing is conducted. In an effort to assist parties in resolving pending cases, the Office has developed a mediation program that provides trained administrative law judges to facilitate negotiations. Mediation provides an opportunity for agencies and citizens to develop flexible outcomes that address their ongoing interests more fully than a typical contested hearing. To date, approximately fifty cases have been mediated and eighty percent (80%) have been resolved during or after the mediation. These settlements have generated substantial savings for both the Boards and the citizens, governments and agencies appearing before the Boards.

#### Results

- ★ Forty cases have been resolved through negotiated settlements achieved during or after mediation.
- ★ The Shorelines Hearings Board and Pollution Control Hearings Board have saved money that would have been spent on traveling to and conducting contested hearings, fees for court reporting services and staff time spent in drafting and distributing decisions.
- ★ Citizens, local governments and state agencies involved in mediated settlements have saved significant amounts of attorneys fees and staff time otherwise necessary for case preparation and presentation.

**Team Name:** Environmental Hearings Office

**Team Members:** James A. Tupper, Jr., Robert V. Jensen, Ann Daley, William Harrison, Phyllis Macleod, Suzanne Skinner, Robyn Bryant, Judy Greear, Tracey Johnson

**Contact:** Phyllis Macleod, (360) 459-6327

### **Notification of Violation, with a Proposed Penalty, is Efficient and Effective**

The Administrative Violation Notice (AVN) process for liquor licensee's had 13 steps, involved 11 staff from two agencies, a Board review and required the customer (licensee) to wait 4 months to receive notice of a proposed penalty. An improvement workgroup assessed the needs of the internal and external customer and the need for regulatory reform. They developed and tested a theory for change and now the AVN is issued with a proposed penalty included, the entire process involves 3 steps and 8 staff.

#### **Results**

- ★ The improved process eliminated multiple mailings by campus mail, regular mail and certified mail and saved the agency \$6,147 per year.
- ★ Customer service is improved by eliminating 4 months of processing time and review by the Liquor Control Board.
- ★ The agency can redirect the savings of .53 full time employee (FTE) toward priority enforcement activities.

**Team Name:** Administrative Violation Process Improvement Group

**Team Members:** Jeanne Reschan, Rex Prout, Gary Gilbert, Teresa Berntsen

**CONTACT:** Jeanne Reschan, (360) 586-8416

### **Liquor License, Added Endorsements, is Streamlined for Customer Service**

Adding Endorsements to a Liquor License, required a new multi-page application, an additional fee of \$15 and seven days of processing time by staff in two agencies. A team assessed the needs of the customer, gathered data and redesigned the improved Added Endorsement Process. They tested their theory for change and it resulted in improved efficiency and effectiveness for internal and external customers.

#### **Results**

- ★ The improved process reduced the number of processing days from 7 to 3 days.
- ★ Customer service is improved by eliminating the requirement for another Master Business License application and a fee of \$15. This saves the customers a cumulative \$1,995 and 10 hours /year wait time.
- ★ The agency can redirect the savings of .01 full time employee (FTE) toward customer service for licensee's.
- ★ Saves \$182 per year in cost of materials for processing.

**Team Name:** Added Endorsement Application Team

**Team Members:** Fay Bronson, Karen McCall, Kathy Wilson

**CONTACT:** Karen McCall, (360) 664-1631

### **Development of Special Case Manual**

The Office of Administrative Hearings conducts hearings on appeals referred from a variety of state agencies and local governments. Some state agencies provide high volumes of cases on a regular basis, but other agencies only refer certain specialized cases on an occasional basis. These cases would be heard in a variety of our offices around the state. It was difficult to develop consistency in the hearings process and to maintain current and accurate information on contact persons and instructions for how to handle the irregularly scheduled caseloads.

To solve this problem, we developed a special case instruction manual and made it available on-line for our field offices. The manual includes legal guidelines for setting up individual types of appeals, as well as references available to assist in producing timely, accurate documentation. The anticipated results include the immediate availability of up-to-date legal authorities, available references, and client contact information.

### **Results**

- ★ Creation and distribution of paper updates, reference briefs and other documents have been eliminated
- ★ Multiple contacts to client agencies for updates is no longer necessary
- ★ The consistency, timeliness and quality of services to clients and appellants has improved
- ★ The efficiency of staff time has improved
- ★ Current legal information is immediately available

**Team Name:** Special Case Manual Committee

**Team Members:** Jody Keys, Ernie Heller, Jim Skeel, Leslie Fleury

**CONTACT:** Leslie Fleury, (425) 257-1643

## Office of Financial Management

---

### Hello SAAM!

The state's administrative and accounting manual (SAAM) is redesigned.

Most users of the state's administrative and accounting manual found it confusing, hard to read, lacking a good index and search tools, too big, and a nightmare to maintain.

The team completely redesigned the 1,100-page manual, reorganizing the contents and implementing a new easy-to-use numbering scheme. A new page design improved readability and search capability. Both text and headings were rewritten in plain, concise language, and unnecessary sections were deleted. Hundreds of hot links to related information were built into the internet version of the manual to make it even more useful to those who rely on it for critical information. See "What's New" at <http://www.wa.gov/ofm/policy/saamintro.htm>.

One innovation of the project was a virtual focus group used to maximize customer input. More than 70 customers received draft design proposals by e-mail and were able to comment at their leisure by e-mail, fax, or phone. They promptly received the entire group's comments as well as feedback on how the manual team had used their recommendations.

### Results

- ★ The state policy manual is now inviting, understandable, easy to use and designed to meet customer needs.
- ★ Reduced approximately 100 pages of policy text.
- ★ Internet version of the manual offers customers new benefits such as search capability, hundreds of links to related information and freedom from the burden of maintaining the manual.
- ★ Saved thousands of dollars in printing and mailing costs.

**Team Name:** Policy Manual Redesign Team

**Team Members:** Marilei Amurao-Tabile, Philip Brock, Christopher Carlile, Brian Enslow, Lee Hall, Kim Hoang, Wendy Jarrett, Norm Johnson, Bob Lewis, Millie Lund, Yvonne Makoviney, Brian Mansfield, Lynne McGuire, Meredith Rafferty, Pat Sanborn, James Scheibe, John Toohey, Bob Verneti

**CONTACT:** Wendy Jarrett, (360)664-7675

## **Office of Minority and Women's Business Enterprises**

### **Reduction of Directory Costs**

One of the services the Office of Minority and Women's Business Enterprises (OMWBE) provides is supplying copies of the directory of certified firms from the OMWBE certified firm database upon request to customers. For a number of years, the directory was available in hard copy only for a nominal fee. This directory was updated quarterly. The publication process took approximately six weeks. By the time the directory was made available to customers, multiple database updates had been made to the list of certified firms. OMWBE created a web-site page and has the directory available on the Internet. For those customers who do not have access to the Internet, diskettes in various spreadsheet or text formats of the directory are also available. OMWBE does not charge fees for the Internet access or a customer supplied diskette. The alternative formats of the directory are more current and up-to-date than the hard-copy directory and customers can seek firms in the manner most valuable to them because the directory information can be sorted with some minor programming.

### **Results**

- ★ Cost savings to customers occurred when switching from a hard copy directory to another format. Customers' subscription fees were reduced or eliminated depending on the format requested for the directory of certified firms.
- ★ Updating diskette or Internet directories occur more frequently, resulting in a more accurate product for customers.
- ★ Fewer hard copy directories result in fewer agency costs and Full-Time-Employee (FTE) hours processing and shipping orders. A 50% reduction of customers ordering hard copy directories during fiscal year 1999 resulting in savings of 24 FTE hours, or three days of staff time, and \$9,892.69 in printing, shrink-wrapping and mailing costs.

**Team Name:** OMWBE Directory Team

**Team Members:** Cathy Canorro, Tammi Hazlitt, Laura Osborn, Lonnie Sorrells, Jean Wheat, Jim Medina - Management Sponsor

**Contact:** Tammi Hazlitt, (360) 753-9691



## **Parks and Recreation Commission**

---

### **Entrepreneurial Budgeting System**

There is a need for state parks to be innovative in its approach to visitor services through enterprising projects within the parks. In the past four years, the agency launched several well-planned pilot entrepreneurial programs in various parks. The projects are showing their earning potential; at the same time, improving customer service. The enterprises within the parks initiated a significant future revenue stream to support park operations.

#### **Results**

- ★ Total project revenues more than doubled between 1995-97 and 1997-99 biennia.
- ★ Recently, \$45,000 of profits was returned to twenty-four entrepreneurial parks for reinvestment in visitor services and park maintenance.
- ★ Increase the quality of park visitor experience through new services and merchandise.
- ★ Empowered and reinvigorated workgroups to think creatively and entrepreneurially, even in non-revenue situations.

**Team Name:** Enterprise Team

**Team Members:** Brian Carter, Larry Chapman, Dennis Flowers, Al Giersch, Harry Louch, Pam McConkey, Stephen Middleton, Tom Oliva, Tom Pew, Mike Thorniley, Steve Wang, Doug Whisman, Pam Wilkens-Ripp, Susan Zemek

**Contact:** Tom Oliva, (360) 902-8527

### **Internal Defensive Driving Instruction to Reduce Accidents**

State Parks embarked on a mandatory training program for its operators to reduce injuries and vehicle repair costs. The vehicles of the agency range from 75-foot marine vessels to “manlift” trucks to standard passenger sedans. The training was designed based on past vehicle accident reports and data.

The training was conducted utilizing the services of internal staff; thus, reducing costs for training. Since 1994 when the program was started, a thirty percent decrease in vehicle accidents was experienced.

#### **Results**

- ★ Reduction of vehicle accidents by 30%.
- ★ Reduced vehicle down time due to repairs.
- ★ Reduced loss of work due to work-related injuries.
- ★ Safe driving becomes a primary concern of staff whether using agency vehicles or their own.

**Team Name:** Defensive Driving and Risk Management

**Team Members:** Dwayne Ratliff, Billie-Gwen Russel, Jim Harris, Jim Collins, Paul George, John Johns, Gus Gustafson, Eric Watilo, Tom Ernsberger, Vicky Taylor.

**Contact:** John Johns, (253) 931-3907

### **Automated Contract Documents**

Each biennium, the Action Team negotiates 20 to 30 project contracts for the Public Involvement and Education (PIE) Program. Local and tribal governments and private groups undertake contract projects to involve and educate the public in water quality and habitat protection.

In past years, the contracting process involved a lot of paper shuffling as contracts were negotiated and revised. During the 1997-1999 biennium, the Action Team began circulating electronic versions of the contracts via e-mail. This avoided time spent in developing, mailing and tracking paper drafts and simplified preparation of the final versions of the contracts.

The electronic versions also improved the Action Team's ability to manage the contracts effectively. The electronic versions of the contracts led to clear, complete monthly and final reports being submitted by the contractors. Hours of staff time were saved from having to clarify contract issues and answer questions.

### **Results**

- ★ Time and materials were saved.
- ★ The potential for error was reduced.
- ★ The working relationship between Action Team and contractors was enhanced.

**Team Name:** PIE Contracts

**Team Members:** Rochelle Rothaus, Betty Stewart

**CONTACT:** Rochelle Rothaus, (360) 407-7304

## **Utilities and Transportation Commission**

---

### **Improved Pay Phone Rules Good for Consumers**

Existing pay phone rules did not adequately protect consumers and a cumbersome registration process for pay phone owners resulted in many owners choosing not to register with the Commission. Failure of pay phone owners to register with the Commission resulted in difficulty tracking down owners when complaints about pay phones were received.

A team was formed to draft new pay phone rules including an abbreviated registration process using the Unified Business Identifier (UBI) numbers issued by Department of Licensing to identify pay phone owners.

#### **Results**

- ★ 209 hours saved per year due to reduction of processing time for formal registration of pay phone owners.
- ★ Regulatory burden is reduced for new entrants in the pay phone market.
- ★ Better protection for consumers due to the ability to identify owners of pay phones and work with them to ensure compliance with rules relating to pay phones.
- ★ Opportunity for increased enforcement by other state agencies (Department of Revenue, Department of Licensing) due to use of UBI numbers to identify business enterprises.

**Team Name:** Pay Phone and Operator Services Rules Team

**Team Members:** Suzanne Stillwell, Vicki Elliott, Paul Curl, Bob Wallis, Shannon Smith

**CONTACT:** Gloria Papiez, (360) 664-1157

### **“Never a Borrower or a Lender Be” – Unless You can Do it Quickly**

When we do not have the library materials our patrons need, the Washington State Library (WSL) staff borrows the items from other libraries. The turnaround time for inter-library borrowing (ILB) was 2-4 days. Because the process was complicated, training was difficult and backing up staff was difficult to achieve reliably. Our invoicing process for reimbursing libraries who charged us for this service was 45 days behind, primarily due to insufficient information available to us. This caused us to incur late fees.

We purchased software that tracks all ILB's by a variety of access points, allowing us to find requests by any of those access points, eliminating the invoicing tracking problem. We streamlined the process and used the software to automate some labor-intensive aspects of the process

### **Results**

- ★ Reduced turnaround for placing inter-library borrowing requests to same day turnaround.
- ★ Reduced number of long-distance phone calls required to track invoices with missing information.
- ★ Eliminated the late fees charged for late payment of invoices.
- ★ Eliminated the backup problem since cross-training is much easier.
- ★ Reduced invoicing turn around time: 80% are turned around within 24 hours.
- ★ Reduced number of full time employees (FTE's) required to do the job from two FTE's to one FTE.

**Team Name:** Interlibrary Borrowing Team

**Team Members:** Becky Stewart, Joyce Hanna, Marina Rodriguez

**CONTACT:** Becky Stewart, (360) 704-5231

### Dedicated Power Circuit for On-Line Terminals

In order for retailers to sell Lottery on-line games such as Lotto, Lucky for Life, Daily Game, Keno, and Quinto, they must have a piece of equipment called an ISYS terminal. This is a computer terminal that requires a communication line in order to print tickets. A standard communication line fee is charged daily to retailers for their ISYS terminal. When a store changes ownership, the daily line charges were written on a paper form and keyed four times into a computer database; twice before the change of ownership and twice after. The line charges had to be adjusted for both the new retailer and the old retailer.

A team of Lottery staff who licenses retailers streamlined the process to only one step. The new retailer's communication charges are now input into the database the week after the ownership change has occurred.

#### Results

- ★ Processing time for assessing line charges to retailers during an ownership change was reduced by 25 percent.
- ★ Increased job satisfaction on the part of the Lottery Licensing Representatives.
- ★ The number of steps in the process was reduced by 75 percent.

**Team Name:** Licensing Representatives

**Team Members:** Hui Chon, Connie Embry, Vanessa Hogan, Donna Myer, Lorraine Lee, Bill Chamberland

**CONTACT:** Vanessa Hogan, (360) 664-4830

### Annual Report

Historically, the development of the Washington State Patrol's Annual Report was done manually and was cumbersome and costly. The process to create the report took up to 7 months and involved 80 people. Upon completion, the report was distributed via United States Postal Service or campus mail taking up to 5 days in mailing time and costing just over \$750.

A team was formed to improve the process and determined that efficiencies could be recognized by making the annual report available via the Internet, eliminating print publication of the report.

### Results

- ★ A savings of \$3,553 in printing costs.
- ★ A savings of 334 hours in staff time or .2 of a full time employee (FTE).
- ★ A savings of approximately \$750 in mailing costs.
- ★ Reduction in the number of people involved in the process from 80 to 10.
- ★ Improved access of agency information to the public.

**Team Members:** Captain Brian Ursino, Tammy Usher, Kent Hernandez, Nona Janvier, Dan Pemerl

**CONTACT:** Captain Brian Ursino, (360) 753-0271

### Washington Access to Criminal History (WATCH)

The process for public and private organizations to obtain criminal history conviction record information was a manual, paper-dependent process. Requests for background checks were submitted on paper forms to the Identification and Criminal History Section. The process was labor-intensive and took over 4 months to process a request. Because workloads exceeded the section's resources, backlogs of an average 60,000 requests existed.

A team was formed in 1997. They created a program, Washington Access to Criminal History (WATCH), which allows access to criminal conviction history record information through the Internet. Customers can create an account and have instant access to background information. With the opportunity to receive this information instantaneously, the risk of placing potentially unsuitable individuals in sensitive positions while awaiting background checks is reduced. By giving the customer the ability to obtain background information from the Internet the Criminal History Section is better able to manage the manual/paper requests they continue to receive. In 1998, the WATCH system was further improved by accepting credit card payment from customers.

#### Results

- ★ Customers can access information instantaneously.
- ★ A 410% increase in the number of customers using WATCH – The number increased from 100 in January 1998 to 4,101 in June of 1999.
- ★ 35% decrease in the turn-around time for responding to manual/paper requests. Since July of 1998, response time has decreased from 138 days to 49.
- ★ 52% reduction in the request backlog – The backlog decreased from an average of 34,00 per month in 1998 to 17,794 per month in 1999 (as of June 1999 the actual backlog is down to 5,000 requests).
- ★ 13% of all WATCH requests, used credit card as the method of payment.

**Team Members:** Laura Gocha, Jannice Gordon

**CONTACT:** Captain John Broome, (360) 705-5352



## **Washington Traffic Safety Commission**

---

### **Grant Request Solicitation via Internet**

One primary element of the Washington Traffic Safety Commission's (WTSC) mission is promoting and providing the means for widespread distribution of traffic safety information to the public. One facet of that activity is the funding of traffic safety projects through State and local organizations, both governmental and private non-profit. This involves an annual solicitation of traffic safety project proposals. In conjunction with the establishment of the WTSC website (<http://www.wa.gov/wtsc>) on April 5, 1999, an electronic version of the grant application was incorporated. Those agencies and organizations wishing to apply for traffic safety funds can now fill out the application electronically and either transmit the application electronically or print out the application and mail it to the Commission.

The first solicitation via Internet was less than a week before the closing date for applications, but still drew a 5% response. The second solicitation for grant proposals went out approximately one month later and drew a 20% response via Internet.

### **Results**

- ★ Provides an additional means of distributing and collecting grant information and applications.
- ★ Provides a much faster means of distributing and collecting those same applications.
- ★ Provides an additional incentive for traffic safety agencies to visit the WTSC website.

**Team Members:** Steve Lind, Lou Burris

**Contact:** Lou Burris, (360) 586-0890

### Native American Traffic Safety Gains

Reductions in traffic fatalities and injuries have not been spread evenly across all population segments. Many groups of American Indians still have much higher traffic fatality rates. One probable cause for this is that there are no seat belt or child car seat laws on many reservations. Promoting seat belt or child car seat laws is considered risky and unpopular as well as competing with the cultural role of cradle boards in providing nurturing protection for infants. Over a period of time the Washington Traffic Safety Commission was able to forge an important alliance with respected tribal members at the Yakama Nation Cultural Heritage Center as well as the Yakama Nation Police force. Those tribal members accepted the challenge of promoting tribal support for seat belt and child car seat use in a manner that also promoted the Tribe's other goals of preserving their cultural heritage. Banners, fliers, posters and videos promoting safety restraint use have been produced and distributed in conjunction with special events such as Treaty Days, posted at businesses and in public buildings and furnished to other tribes.

#### Results

- ★ Observed seat belt use increased from 15% to 34% among tribal members
- ★ Avenues for widespread distribution of a variety of traffic safety messages among tribal members were established
- ★ Conflicts with cultural values were resolved by presenting seat belt and child car seat use as being consistent with preserving and promoting respect for the culture and history of the Indian people.

**Team Members:** Jonna VanDyk and Marv Ryser(WTSC); Marilyn Malatare and Pam Fabela, (Yakama Nation Museum); Sgt. Ken Hoptowit (Yakama Nation Police)

**Contact:** Jonna VanDyk, (360) 586-0297

## Western, Eastern, and Central Puget Sound Growth Management Hearings Boards

---

### Keyword Digest Allows Quick Review of Board Precedents

Final Decisions and Orders of the three Growth Boards address more than 160 different subjects. Parties to cases and others could only determine a pattern of Board findings through case-by-case manual searches or often out-dated electronic summaries. *Pro se* petitioners frequently lacked experience and resources to do so. Involved attorneys were often compelled to mount expensive, time-consuming searches for precedent. Legislative reports were laborious and difficult. The Digest team worked hundreds of hours in addition to established workload to publish a keyword Digest of Decisions which allows hard copy or computer search quickly identifying all board decisions in a given topical category. Web site development follows.

#### Results

- ★ Increased meaningful public access to Growth Management Act process.
- ★ Increased participant clarity and persuasiveness in briefs and argument; fairer decisions.
- ★ Reduction of cost to counties and cities, petitioners and intervenors in case preparation time, and to Boards in preparation of final decisions. (375 staff hours, \$225,000 annual reduction)
- ★ Increased public understanding of precedential patterns and Board decisions.

**Team Name:** Digest of Decisions Team

**Team Members:** William H. Nielsen, Shellie Burnham, Ed McGuire, Andrew Lane, Tracy Greenwood, Kathy Cleeves

**CONTACT:** Les Eldridge, (360) 664-8966