

Governing For Results

11



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

July 2000

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.

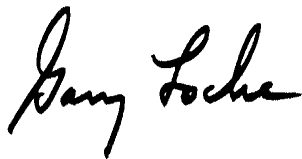
Taxpayers have demanded a better government and state workers have listened and are working hard to gain the public's trust.

Since the first publication of *Governing for Results* in December 1997, state agencies have reported results from over 1480 quality improvement projects, saving \$64 million.

Inside this booklet are highlights of those efforts from the second quarter of 2000. 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 efforts show the commitment our state workers are making to improve our government. They are learning from the past and reshaping how we do business in the future. The good work of state employees is making Washington State a great place to live, work and raise a family.

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



Gary Locke
Governor



Welcome to the Eleventh Edition of *Governing for Results*

Governing for Results 11 is the eleventh 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 1480 quality projects, saving the state over \$64 million. As a result of these efficiencies, approximately 718,700 staff hours have been saved. This represents overtime hours eliminated or hours redirected to other work. In addition, these efforts have produced over \$27 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 at www.governor.wa.gov.



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 2000. The story of each team's success can be found in the edition of the *Governing for Results* book indicated below. Our congratulations to these outstanding teams for winning this prestigious award.

Team Name/Agency	Book Edition Number	Page Number
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**TEAMS NOMINATED FOR THE
GOVERNOR'S AWARD FOR
SERVICE AND QUALITY IMPROVEMENT**

The following teams were nominated for the Governor's Award for Service and Quality Improvement for the second quarter of 2000. The story of each team's success can be found in the edition of the *Governing for Results* book indicated below. Our congratulations to these outstanding teams.

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Board of Accountancy

Eliminating Roadblocks

Because of a rigid interpretation of statute, some domestic reciprocity applicants had significant difficulty fulfilling all of the requirements to become a Washington CPA. Additionally process review identified opportunities to dramatically improve the instructions on how to apply for a Washington license under the domestic reciprocity provisions.

After reconsideration of the statute and in consultation with Attorney General's Office, we simplified and clarified the process for out-of-state CPAs to obtain a license in Washington. Along with this change, the instructions for domestic reciprocity applicants were rewritten in concise and clear language to make the application process easier.

Results

- ★ Provided greater flexibility for interstate practice by eliminating some of the “road blocks” which hindered domestic reciprocity applicants.
- ★ Eliminated bureaucratic steps from the application process.
- ★ Reduced staff time by eliminating many of the phone calls received from domestic reciprocity applicants requesting clarification of the rules.
- ★ Improved compliance because clear instructions are easier to understand and comply with.
- ★ Improved customer service to domestic reciprocity applicants.

Team Name: Domestic Reciprocity Team

Team Members: Tim Hoefler, Dana McInturff

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

Board of Accountancy

New Ethics Education Requirement Dramatically Reduces Complaints

The Board experienced an increase in complaints due to ethics violations. Each complaint requires considerable Board member, attorney general, and staff time to investigate, process, and resolve. In an effort to improve public protection and increase awareness of ethics laws, the Board changed the continuing education rules to require all CPAs complete a course on ethics every three years.

Although this requirement is currently being phased in over the three years, many of Washington's 15,000 CPAs have already completed the course.

As a result of the required ethics course the Board has experienced a 78% reduction in complaints against CPAs (from an average of 23 complaints per quarter in 1998 to an average of 5 complaints per quarter in 2000.)

Results

- ★ Dramatically improved public protection.
- ★ Improved compliance with the Board rules and regulations.
- ★ Reduced staff, Attorney General, and Board time devoted to investigations and enforcement efforts.
- ★ Reduced contract investigator costs.

Team Name: Ethics Team

Team Members: Orphalee Smith, Rufino Moraleja, Laurie Tish, Dante Montoya, James Caley, Zoe Foltz, Elizabeth Luce, Thomas Sadler, Dana McInturff

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

Simple Flyer Improves Service

Candidates for the CPA exam study for up to one year to take the test. Thirty-one percent of these candidates are international candidates who must travel great distances and incur significant travel costs. Many use vacation time to prepare for and take the exam, many borrow money to travel great distances to the exam site, and for some, their jobs depend on passing the exam. When their application is denied, it can be devastating and costly.

To reduce the number of rejected applications, a one page “Common Error Flyer” was developed to describe the most common errors resulting in rejection of the application and to provide advice on how to avoid such errors.

Inclusion of the “Common Error Flyer” in the instructions to applicants dropped the rejection rate from approximately 5% to approximately 3.6%. Since 2,500 candidates sat for the last exam, this drop in rejection rate means at least 35 applicants receive sufficient warning to avoid a common error and have their application rejected.

Results

- ★ Provides better customer service to exam candidates.
- ★ Reduces the problems that arise when an application is rejected.
- ★ Reduces staff time required for communication with candidates whose application was rejected.

Team Name: Flyer Team

Team Members: Laurie Tish, Rufino Moraleja, Dante Montoya, James Caley, Zoe Foltz, Elizabeth Luce, Thomas Sadler, Bridget Candler, Cheryl Sexton, Dana McInturff

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

Board of Accountancy

Survey Improves Regulation

As part of its regulatory and quality improvement, the Board established a committee to review the experience requirements for entry into the CPA profession. The committee developed a proposed change in the experience requirement that would broaden the possible ways to obtain experience without lowering the existing standards. In an effort to support the committee's work, the agency mailed out an easy to understand and complete survey to 850 individuals and stakeholder groups to obtain opinions on the proposed change.

When the surveys were returned, a comprehensive summary report was created identifying opinions by demographic groups and total. This information was provided numerically, by percentage and graphically. This report was used by the Committee to identify stakeholder concerns and to modify the proposed changes to address those concerns.

Results

- ★ Provided stakeholders with an opportunity to be involved in creation of the experience requirement.
- ★ Allowed the Board to identify and respond to stakeholder concerns.
- ★ Provided the Board and the committee with comprehensive yet easy to understand input on proposed changes.
- ★ Improved customer service by providing a vehicle for the regulated group to participate in the development of regulations.

Team Name: Experience Survey Team

Team Members: James Caley, Weldon Burton, Robin Clark, Norm Gierlasinski, Dale Merrill, Sharron O'Donnell, Tim Hoefer, Michelle Paulsen, Sandy Shoemaker, Dana McInturff

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

Board of Industrial Insurance Appeals

Use of Certified Mail for Notices

For a number of years the agency has mailed notices of hearing and/or conferences to non-represented parties by certified mail as well as regular mail. Sending certified mail is costly and staff time intensive. The practice began when the agency had significantly fewer appeals. A return card from certified mail was considered a reliable indicator of whether the party received the notice.

Faced with a substantial increase in appeals, the practice of sending notices to non-represented parties by certified mail was re-evaluated. The agency has other reliable indicators that a party's address is correct and that the notice was received. The additional benefit provided by return receipt cards was determined not to outweigh the costs. Effective in April 2000 notices are sent only by regular mail to all parties whether represented or not.

The elimination of certified mail has resulted in substantial time and dollar savings. The agency's staff can more efficiently use their time to schedule and process notices.

Results

- ★ Reduction in staff time needed to process and mail notices, approximately 953 hours annual savings.
- ★ Significant cost savings in postage, approximately \$29,442 annual savings (38 notices per day x \$2.98 postage for each).
- ★ Increased ability of staff to process higher volume of notices.
- ★ Morale boost for employees.

Team Members: Melody Younglove, Pam Crowley, Deidre Mathews, Carol Baker, Sheila Barnes, Kim Bellamy, Cindy Blocher, Brenda Egan, Debbie Gadman, Paula Herron, Lori Lucas, Charlotte Reynolds, (Ms.) Randy Stevens, Michele Weaver

CONTACT: Melody Younglove, (360) 753-6823, extension 163

Board of Industrial Insurance Appeals

Public Disclosure Process

Some of the agency's public disclosure requests for information require copying very few documents. In the past the person requesting the documents to be copied paid \$0.15 per page regardless of the number of copies that were made. It was contemplated that, for requests of few documents, the processing of the payment cost more in staff time than was recouped from the copy cost. We estimated the agency cost in staff time converted to approximately \$10.50 to process each payment for copies. It was concluded that based on this cost to the agency, we could absorb the cost for requests of less than 70 copies without charge.

Results

- ★ Reduced staff time needed to process payments for records.
- ★ Better service to public.

Team Members: Deidre Mathews, Rhonda Slinker, Ruth Martyn

CONTACT: Deidre Mathews, (360) 753-9646

Board of Industrial Insurance Appeals

Reducing Location Costs

Many expert witnesses who testify at our hearings are from the Portland, Oregon, area. For a number of years, the agency has scheduled hearings in Portland for the convenience of the witnesses. Agency support staff would contact State of Oregon agencies to try to find adequate facilities.

In recent months, our schedulers have had increasing difficulty finding suitable locations in Portland. The agency maintains an office in Vancouver, Washington, which is only 8 miles from downtown Portland with easy freeway access and free parking. In June 2000, after seeking input from our customers, we notified parties who regularly appear before us that we would hold hearings normally scheduled in Portland in our Vancouver office. We will still hold proceedings in Portland if it causes a hardship to a party.

The change reduces the staff time to secure and schedule Portland facilities. There is a reduction in travel reimbursement costs to our judicial staff by eliminating Portland parking cost and miles traveled. The judges' commute time is reduced as well. It has also improved our efficiency by better utilizing our Vancouver office, which previously was under utilized.

Results

- ★ Reduced staff time to call, schedule and confirm Portland facilities.
- ★ Reduction of travel reimbursement to judicial staff.
- ★ Reduction in commute time for judges.
- ★ Improved utilization of agency's Vancouver office.

Team Members: Melody Younglove, Carol Baker

CONTACT: Melody Younglove, (360) 753-6823, extension 163

Board of Industrial Insurance Appeals

Tracking Transcripts

By statute the agency is required to provide the parties to an appeal with one free copy of the transcripts of proceedings. For many years a postcard with return postage affixed had been sent with the transcripts. Parties completed the postcard indicating they received the transcripts and returned it to the agency. This information would be checked against our log and the postcards attached to the appeal file.

The agency established a field in our case tracking system that tracks when and to whom transcripts have been sent. In addition, we continued to send the postcards and track the return information.

In May 2000, we ceased use of the postcards. Instead, we rely on the information maintained in our case tracking system if questions arise about whether a transcript has been sent. As a result, the agency has saved staff time for sending, tracking and filing the returned cards and postage for the postcards.

Results

- ★ Reduced staff time to process transcript requests (93 hours annually).
- ★ Cost saving of postage (1,008 postcards annually x \$.20 = \$201.60).
- ★ Eliminated staff time for review and filing of returned postcards.
- ★ Elimination of redundant tracking systems.
- ★ Savings to customer by eliminating need to return postcard.

Team Members: Teresa Loe, Judy Martig, Vickie Peek, Jeannie Pontius, Marilyn Laughbaum, Brenda Egan

CONTACT: Teresa Loe, (360) 753-6823, extension 122

Helping Dairy Farmers with Bulk Milk Tank Regulations

Milk storage tanks at the 750 dairy farms in this state range from 500 gallons to 6,000 gallons. Farmers may need to change out an older bulk tank or expand to a larger tank and have a contractor install or improve related equipment.

The process for reviewing bulk milk tank installations was not consistent across inspection regions and sometimes plans or drawings were not submitted to the Department of Agriculture. Equipment was at times installed with no review at all, so a team was created to provide a uniform process to follow.

Results

- ★ Improved communication between the Department of Agriculture, milk producers and equipment installers. To avoid regulatory actions, we emphasize that Food Safety Program members are available with technical assistance and site visits.
- ★ A consistent process is standard throughout the agency's Food Safety Program, avoiding previous regional variations by inspectors.
- ★ A standardized systematic process ensures equipment is properly designed and correctly installed to meet dairy inspection standards.
- ★ Less time and expense to industry and the Food Safety Program due to incorrectly designed or installed equipment having to be retrofitted or replaced.

Team Name: Dairy Farm Equipment Installation Process Improvement Team

Team Members: Lucy Severs, Bob Soderstrom, Walter Strong, Sam Bass, Jim Pressley, Will Satak, Skip Steinmetz.

CONTACT: Will Satak, (360) 951-5086

Department of Corrections

Business Restructure

Business services in DOC was decentralized at 18 sites. Each location was responsible for processing methods and the local rules that were established. As a result, service delivery was inconsistent and inefficient.

Ten teams reviewed business services and interviewed customers. They recommended services be delivered in five regional offices and all business staff report through one chain of command. Core business processes were re-engineered and standard processes established. A workload study was conducted to determine regional staffing. Regional business offices are operating at a lower cost to taxpayers with greater consistency and continuity for the Department.

Results

- ★ Reduced 13 FTEs, saving taxpayers over \$1,000,000 a biennium.
- ★ Re-engineered and implemented a process to review and evaluate quality improvement suggestions.
- ★ Replaced manual purchasing processes with electronic purchase request justifications.
- ★ Increased the availability of reporting tools for analysis and decision making.

Team Name: Business Restructure Team

Team Members: Alan Haskins, Anita Kendall, Ardyce Bellamy, Bill Brown, Bob Kukal, Bobbi Collins, Brenda Henrikson, Carol Roberts, Carrie Schultz, Catherine Slagle, Cathy Kildall, Cheryl Curry, Cindi Yates, Craig Hofman, Curtis Hoffman, Dao Doang, Dave Shaw, Delfin Montenegro, Denise Doty, Dorothy Armstrong, Ellen Truman, Fay Foster, Guy Johnson, Helen Shreve, Henry Browne, Janet Glover, Janet Greenberger, Janet Leroue, Jeff Poteski, Jim Cerna, Judy Chambard, Kadi Bence, Karen Looney, Kathi Ponti, Kent Schroeder, Kimberly Jacobsen, Kris Hanson, Linda Curtis, Linda Jackson, Margaret Andreas, Marilyn Bowman, Martha Woods, Mary Davis, Michelle Webster, P.J. Kohler, Pam Casazza, Pat Carte, Pat Hoiem, Patrice LaFrance, Pauline Winters, Peggy Graves, Peggy Pisac, Renee Hughes, Rich Chudanski, Rich Hewson, Rodney Andreas, Ron Mickelson, Sandi Diimmel, Sharon Dahlstom, Sherrie Bowman, Steve Plunkett, Sue Bunce, Therese Conboy, Tom Beierle, Tom Georg, Trent Howard, Vance Potts

CONTACT: Denise Doty, (360) 753-3415

Department of Corrections

Grievance Resolution

The General Teamsters Local #313 is the largest bargaining unit within the Department of Corrections. This unit covers approximately 4,000 employees. One of the areas of most concern to both DOC and the union was the employee grievance system.

Grievances were seldom resolved at the lowest level of the three-step process. Many grievances were reaching step three (the highest level) and were still unresolved. Too many grievances were going to mediation and arbitration, which required hundreds of hours of preparation time by state staff and Teamsters representatives. Additionally, the time it took from filing a grievance to resolution was often months, and in a few cases, sometimes years. Employees had little faith, and management had little investment, in the grievance system.

Representatives of DOC Management and Teamsters Local #313 worked together to develop the Grievance Resolution Panel. The purpose of the panel is to resolve issues/concerns of employees internally at the lowest possible level, prior to seeking assistance externally. The panel is comprised of representatives for DOC and Teamsters Local #313 who resolve issues/concerns of employees in a collaboratively and timely manner. This panel has the authority to resolve all grievances that come before them for resolution.

Results

- ★ Reduced by 73% the number of grievances forwarded to mediation/arbitration.
- ★ Saved 4,288 hours of staff time preparing for mediation/arbitration hearings.
- ★ Grievance process reduced by 56 days.
- ★ Confidence in grievance system restored.

Team Name: Grievance Resolution Team

Team Members: DOC: Bobbi Collins, Gary Fleming, Scott Frakes, Diane Leigh, Dennis Thaut, Eldon Vail, Doug Waddington, Kay Walter; General Teamsters; Local #313: Roy Baker, Chuck Barrow, Luis Dominguez, Bryan Hardina, Joe Kuhn, Phil Mathison, Patrick O'Connor, Jody Phillips, Kim Vargas, Patty Warren, Mike Wilson

CONTACT: Diane Leigh, (360) 753-0308

Departments of Corrections and General Administration

Lexan Repair

Washington Corrections Center (WCC) was faced with thousands of dollars worth of damaged windows. The windows were Lexan/Plexiglas, a security glass product.

Staff from WCC, General Administration (GA), and the 3M Corporation worked together for two years to develop a repair process. 3M staff tested the process and trained an inmate work team at WCC. WCC developed a pilot work project. The cost of repair of a window is approximately 10% the replacement cost.

Several General Administration consortium members are interested in the repair product. Public Schools, prisons, juvenile facilities, and mental health facilities will be able to save thousands of dollars in replacement costs.

Results

- ★ Lexan windows can now be repaired rather than replaced (saving an estimated 90% per window).
- ★ Pilot project savings totaled \$45,000 for 50 windows.
- ★ Offenders trained to do the work, now have prison employment and marketable work skills.
- ★ Prison security has increased due to better visibility.

Team Name: Lexan Repair Project

Team Members: DOC: James Blodgett, Gary Jones, James Miller, Mike Farley, Charles Hicks, Norman Pacholke, Dwight Johnson; GA: Bob McKenzie; 3M Corporation: Bruce Sventek, Rhonda Roop

CONTACT: Gary Jones, (360) 427-4618

Sharing Data between Government Agencies

Government agencies with similar missions often maintain similar data. Ecology led an effort with the federal Environmental Protection Agency, the Environmental Council of States and several other states to develop data standards and a set of common practices for managing and exchanging data about facilities that are of environmental interest. This work and the national data standards have prompted Ecology and a few other states to begin to work with Environmental Systems Research Institute (ESRI), a Geographic Information System (GIS) company, to incorporate the standards into their mapping software.

When completed, users will be able to easily access, or “mine” and map, information from our web site. Ecology also has an agreement with the City of Spokane where we exchange data about facilities in Spokane. When changes are made to the database by either agency, that information can be shared without having to double-enter data.

Results

- ★ ESRI is incorporating standards developed under Ecology’s leadership into their GIS software.
- ★ Spokane recently used the Ecology facility data set and returned 1,000 updated records, reducing the need to double-enter the data.
- ★ Ecology and Spokane recently received international recognition from ESRI for work in GIS data improvement and innovation.

Team Name: GIS Facility Data Standards

Team Members: Joy Denkers, Lynn Singleton, John Tooley

CONTACT: Lynn Singleton, (360) 407-6610

Eliminating a Source of Mercury in the Environment

Mercury vacuum gauges (mercury manometers) are used in some dairy milking systems for measuring pressure. The manometer, a u-shaped tube that is open at the top, can be a source for airborne emissions of mercury or spillage if broken. Mercury is a high risk health and environment contaminant.

Up to 150 operating dairies may still be using mercury manometers in Washington. In a cooperative effort between Ecology, Washington State University Cooperative Extension, the Department of Agriculture, local Health Departments and vendors of dairy equipment, a voucher system was established to account for and replace the mercury manometers free of charge to the dairy operator beginning in July 2000.

Results

- ★ Up to 100 pounds of elemental mercury, a highly toxic contaminant, will be removed from the environment.
- ★ Free replacement of the mercury manometers with mercury-free gauges will save each dairy operator approximately \$225.
- ★ Improved cooperation between state agencies and the dairy industry.

Team Name: Dairy Manometer Turn-In Program

Team Members: Ecology: Holly Cushman; WSU Cooperative Extension: Ned Zaugg; Department of Agriculture: Jim Pressley

CONTACT: Holly Cushman, (509) 575-2724

Educating Homeowners on Septic Tank Maintenance

Failing on-site sewage septic systems can pose severe health, environmental and economic impacts on coastal resources and communities. Educating communities and homeowners about the need to maintain and check the functionality of their septic system is critical to protecting public health and the environment. Staff in our Padilla Bay National Estuarine Research Reserve developed a curriculum for distribution to the 23 National Research Reserves. What resulted was one of the most innovative septic education programs in the country to date.

Results

- ★ The US Department of Commerce offered to produce and distribute the Septic Education Kit so it would be nationally available to communities – 87 Kits have been purchased nationwide this year.
- ★ The Kit received The National Watershed Awareness Campaign and Community Outreach Award – it was described as the “best we’ve seen” in curriculum designed to change everyday behaviors to protect water quality.

Team Name: Septic Education Kit

Team Members: Cathy Angell, Glen Alexander, Terry Stevens

CONTACT: Cathy Angell, (360) 428-1558

Volunteer Monitoring for Ground Water Contamination

Studies over the last 10 years have documented extensive ground water nitrate contamination in Whatcom County. Limited funding to take samples on a frequent basis poses a challenge to identify long-term trends. Staff piloted two alternative methods, volunteer well owner sampling and commercial field test kits, that may help to reduce the cost of large-scale monitoring. Fifty-three water supply wells in Whatcom County were sampled. Volunteers sampled 29 wells and sent their samples to Ecology's environmental laboratory for analysis. Ecology sampled 38 including 14 of the wells sampled by volunteers using a commercial field test.

Results

- ★ Volunteer results compared favorably with Ecology co-samples showing a strong linear correlation.
- ★ The use of volunteer well owners in a monitoring program appears to be feasible, provided samplers are properly instructed.
- ★ The cost savings for volunteer nitrate monitoring is about \$20 per sample.
- ★ Commercial test kits are not as precise, although they cost about \$4.25 less than laboratory sampling.

Team Name: Nitrate Characterization Project

Team Members: Denis Erickson

CONTACT: Denis Erickson, (360) 407-6767

Department of Financial Institutions

Division of Banks Improves Training Process

The Department of Financial Institutions, Division of Banks, examines and supervises state chartered commercial banks, savings banks, savings and loans, trust companies/departments, foreign banks chartered in the state and small business association lenders. In FY00 the Division had extensive turnover of senior level examiners to both the private sector and other federal agencies. The Division was faced with hiring and training a large number of new examiners. The Division created a new training program, using the Federal Deposit Insurance Corporation Training Program as a guide, to provide consistent and sufficient training for new examiners.

Results

- ★ Provided examiners with equal access to training and development opportunities.
- ★ Provided uniformity in training practices.
- ★ Provided documentation to monitor progress of new examiners.
- ★ Provided better feedback and communication between trainees and supervisors.
- ★ Provided better trained employees.

Team Name: Banks Training Team

Team Members: Gloria McVey, Mike Abe, Wayne Fralin

CONTACT: Gloria Papiez, (360) 902-8820

Agency Personnel System Review Project Streamlines Internal Personnel Processes

The Department of Financial Institutions had limited internal systems for processing personnel actions resulting in inefficiencies and ineffectiveness in handling personnel related workload. The project streamlined the agency's internal personnel processes and concentrated on clarifying process flow and task responsibility. An informal organizational structure was created to manage the divisional personnel function and provide oversight for agency-wide personnel initiatives.

Results

- ★ Improved efficiency and effectiveness in processing personnel related actions.
- ★ Enhanced management of human resource functions at the division level through provision of personnel and tracking information.
- ★ Clarification of roles and improved customer service through creation of a Human Resource (HR) Coordinators group made up of personnel from each division.
- ★ More efficient handling of new employee needs.
- ★ Better follow up of personnel actions through development of a feedback and tracking system.
- ★ Greater understanding of personnel processes and procedures through development of a Personnel Handbook and training for the HR Coordinators.

Team Name: Personnel Systems Review Team

Team Members: Alayne Goodhart, Mike Abe, Patty Brombacher, Gerri Deach, Linda Jekel, Whittier Johnson, Carol Kelsey, Jackie Madsen, Kae McDonnell, Tina Philippsen

CONTACT: Gloria Papiez, (360) 902-8820

Certification Process Produces Savings for Hospitals

The Critical Access Hospital Designation and Certification Process is a new national program that stabilizes financially fragile rural hospitals. The program required designing new processes that experienced significant difficulties during start-up. The Department of Health documented its process with the first hospital they certified. In working with the next two hospitals, they made significant improvements that included training for the hospitals, improving communication, clarifying responsibilities, and eliminating redundant and unnecessary steps. By the fifth hospital, processing goals were met. The new process saves hospitals about \$60,000 each, for an estimated \$420,000 savings this year and DOH staff save at least 21 hours per year.

Results

- ★ Reduced processing time from initial application to new billing start date by six months. Hospitals are reimbursed sooner and higher for Medicare expenses, a savings of about \$40,000 each.
- ★ Reduced hospital cash flow interruption from 120 days to 0 days, saving each hospital about \$20,000.
- ★ Decreased paperwork saved DOH staff at least 21 hours.
- ★ Hospital compliance with Critical Access Hospital certification requirements improved from multiple deficiencies to no deficiencies.
- ★ Impacted hospitals are more satisfied with DOH services.

Team Name: Critical Access Hospital Designation and Certification

Team Members: Department of Health: Beverly Court, Marieta Smith, Byron Plan, Alice James; Health Care Financing Administration: Jim Underhill, Dan Dolan, Gary Keopanya; Premera Blue Cross: Janice Blacker, Susan Kniffen, Sherri Gullings

CONTACT: Beverly Court, (360) 705-6794

Employee Handbook Goes Electronic

Previously, copies of the employee handbook (approximately 55 pages) were printed hardcopy and mailed to personnel representatives who in turn copied the handbook for distribution to 1250+ employees. The logistics to accomplish this task incurred considerable printing and labor costs across the department. In addition, experience proved that copies and periodic updates to the handbook were not routinely delivered to all employees in a timely fashion or sometimes at all. This year the entire handbook was revised and placed on the agency's intranet site.

Results

- ★ Eliminated costs of paper, printing, and distribution of employee handbook, saving \$3,712 and 50 staff hours.
- ★ Made the employee handbook immediately available to all employees.
- ★ Enables the Human Resources Office to make updates to the handbook "on the spot."
- ★ Created a more user-friendly employee handbook. Throughout the handbook key phrases are hyperlinked. Clicking on the hyperlinked phrase takes the reader immediately to the "book marked" page that provides more information about the subject matter.
- ★ Enabled all employees to directly access more information through hyperlinks to external web sites.

Team Name: Employee Handbook

Team Members: Marc Harrison, Tim Schoth, Todd Bacon, Lou Owen, Marie Butler, Rozanne Stewart, Jan Ryan, Gail Pahlitzsch, Kathy Andruss, Cher Caylao

CONTACT: Marc Harrison, (360) 236-4405

Department of Information Services

NW High Tech Career Expo – March 21-22, 2000

Problem: 1.) difficulty in recruiting Information Technology (IT) professionals for state government positions; and 2.) high cost of recruitment efforts and activities; resulted in the need to partner with other state agencies in a coordinated recruitment effort.

Improvement: The Department of Information Services' Human Resources Office organized participation in the NW High Tech Career Expo. This event is the largest IT career expo in the Puget Sound area. Eight state agencies worked together to reach a common goal of recruiting and informing IT professionals of potential career opportunities within Washington State government. The 2-day career expo attracted over 7000 IT professionals. The coordinated effort improved recruiting and networking relationships among the 8 state agencies. It increased the visibility of Washington State employment opportunities. It also increased the applicant pool of experienced and qualified IT professionals available for state agencies to draw from when hiring for vacancies. This increase in applicant pool will directly reduce the time and money state agencies will spend in future recruitment activities.

The total cost of the career expo was \$4,150. Each agency paid \$519 resulting in a savings of \$3,631 per agency. The 8 state agencies involved included: DIS, L&I, DNR, DOE, DOC, DOP, OAC and DSHS- Western State Hospital.

Results

- ★ Each state agency saved \$3,631 dollars.
- ★ Increased candidate pool of qualified IT professionals for state employment.
- ★ Improved relationships with participating agencies' HR recruiters and IT mgrs.
- ★ Increased visibility of Washington State employment opportunities with the 7000 IT professionals who attended the career expo.
- ★ Success in finding and hiring a candidate from the Expo – DIS hired one candidate from the career expo.

Team Name: March 2000, NW High Tech Career Expo Team

Team Members: Cassandra Long, Brad Conly, Shalice Ando, Ellen Langley, Gene Martel, Samuel Martin, Jerry Wolfson, Darlene Kosoff, Bonnie Beatty

CONTACT: Cassandra Long, (360) 902-3532

Department of Information Services

Technology Brokering Services Interface

The Department of Information Services (DIS) generates a monthly customer invoice that includes billing records and detail support documentation. Technology Brokering Services (TBS) billing records (averaging 700 per month) were manually entered into the TBS purchasing/inventory computer system and then manually entered into the DIS Financial Invoicing System (FINS). The two manual entries took approximately three to four hours each month. An automated interface was created to extract, convert and load the billing records into the DIS FINS billing system from the TBS purchasing/inventory system. This automated process now takes only 15 minutes per month. When the automated process is complete, an email message is generated to notify TBS and FINS staff the data has been entered.

Results

- ★ Reduced data entry time from three hours to fifteen minutes.
- ★ Quicker availability of monthly billing records for manager review.
- ★ Improved quality of data entered into FINS.
- ★ Improved communication using e-mail process upon completion of automated load.
- ★ Enhanced automatic data validation feature built into the interface to catch and flag data errors.

Team Name: TBS Interface Project

Team Members: Samuel Martin, Duc Nguyen, Ron Eversaul, Kari Inman, Jennifer Williams, Mary Jackson

CONTACT: Samuel Martin, (360) 902-3507

Department of Information Services

Online IT Technical Training

State employees in high-tech arenas face constant challenges of time, budget and geography in keeping pace with the ever-changing computing technologies. To address this concern, the Department of Information Services contracted with a vendor named SmartForce for 6000 online IT training enrollments. DIS offers these enrollments free of charge to state employees of its customer agencies, boards and commissions. The online training includes more than 500 courses including the full suite of Microsoft courses, Lotus Notes Domino, Designing Interactive Web Applications, Cisco and Project Management courses. Many of the courses fulfill the requirements for qualifying for technical certification programs such as Microsoft Certified System Engineer. All courses are tested and scored, with performance of 70 percent or better required to officially complete a course. The online training courses can stand alone or complement technology-related classroom training as preparatory work for a group session or as a refresher resource after an employee completes a classroom training course. Access to the online courses is free and is made available through Inside Washington, the portal for Washington State government agencies.

Within 6 months of the launch of the SmartForce contract (as of 6/14/00) approximately 1,100 IT courses have been completed by state employees. Approximately 1,200 state employees have registered to access the online learning courses representing 37 different state agencies. A low cost estimate for an average classroom IT course registration fee is \$480. The cost avoidance for the 1,100 online IT courses completed by state employees is \$528,000.

Results

- ★ Increased IT course offerings (over 500 online courses) to state employees.
- ★ Enhanced accessibility of anytime, anywhere training opportunities.
- ★ Eliminated travel and per diem training expenses.
- ★ Enhanced the opportunity for improved IT technical skills of state employees.

Team Name: Online IT Technical Training Team

Team Members: Carol Wozniak, David Norman, Beverly Boyd, Kris Baumgarten, Mike Hauser, Trong Phung, Anny King, Duc Nguyen, Mary Lou Griffith, Christine Dolan, Amy Fortier

CONTACT: Carol Wozniak, (360) 902-3506

Department of Information Services

Distribution Routing Project

The Department of Information Services (DIS) has approximately 230 customer agencies that request printed output materials. The DIS Production Services Office produces over 10 million pages per month to satisfy these customer printing output needs. Included in this service, DIS mails or distributes the printed output copies to our various customers. Many of these customer agencies make address changes internally, but do not notify our Production Services Office. This creates a problem with routing the printed output materials to the correct destination. In the past, we would attach a "misrouted print" form to the output materials and send it to a best guess destination. This caused delays to the customer and required our staff to research and determine the best possible destination. On average, our staff corrected 30 routing errors per day with an average of 5 minutes research time per error. This equated to an average of 2 1/2 hours per day sorting incorrect routing information.

To resolve this problem, we developed and documented a process. The process includes educating each customer agency on how to route and notify us of their correct destination by using our new "misrouted print" form that is now emailed directly to the customer which also reduces paper costs. Our customers now receive print output materials the next day. We have eliminated repeat mailing errors and we have almost eliminated all incorrect routing information. Our staff time spent researching and tracking down correct mailing destinations has been virtually eliminated.

Results

- ★ Eliminated repeat mailing errors to zero.
- ★ Reduced staff frustration and time spent researching errors (2 ½ hrs per day).
- ★ Increased customer satisfaction by routing printed materials to the correct destination the first time.
- ★ Increased consistency of training and educating new staff and customers on preventing customer routing errors.

Team Name: Distribution Routing Project

Team Members: Jim Campbell, Jason Beers, Linda Harden, Oren Steplight, Linda Jackson, Jason Lucarelli, Vic Walters

CONTACT: Linda Jackson, (360) 902-3171

Department of Information Services



Winner of Governor's Quarterly Service and Quality Improvement Award

Access Washington: The State Internet Portal

The state's portal website, *Access Washington*, evolved from a state website called Home Page Washington in 1998. As a generic billboard-style website with few interactive services, Home Page Washington reported an average of only 170,000 page views per month. Today's *Access Washington* offers a superior experience for the citizen customer because it organizes the services and information of hundreds of state and local organizations into logical navigation paths. *Access Washington* is an online government "front office" that is always open and easy to use. This portal provides a one-face Washington State presence and a cohesive look and feel for the user, drastically reducing a citizen customer's search time for the information he or she needs. *Access Washington's* interactive features send a message to citizens that state government is reaching out to them, trying to make it easier to do business with government.

Results

- ★ Since the evolution of Home Page Washington into the *Access Washington* portal in November 1998, page views have increased 488 percent to 830,000 per month. Currently citizens use this portal over 1 million times a month and the numbers keep climbing.
- ★ More than 50 government organizations have their news published in the portal's daily front-page newsmagazine. Over 3,000 state news stories have been published on *Access Washington* since 1998, and regional news reporters depend on the portal as a rich source of up-to-date state government news.
- ★ More than 35 service applications created by a wide variety of agencies are now available online within one mouse-click of the *Access Washington* front page.

Team Name: *Access Washington: The State Internet Portal Team*

Team Members: Darlene Kosoff, Chuck Moore, Kermit Kiser, Larry Lucke, Lance Calisch, Jim Nelson, Karen Graham, Bonnie Beatty, Scott Chapman, Renee Klosterman, Laura Parma, Gene Martel, Paul Hubert, Cheryl Freymond, Jonathan Krack, Teresea Bradley, Dave Kirk, John Anderson, John Vargas, Jerry Marsh, Bruce Hooker, Steve Wilson, Larry Dell, Anny King, Rich App, Amy Fortier, Bob Horner, Darrell Riffe, Jerome Lindley, Cally Whiteside, Diane Robertson, Susan Wilson, Kathleen White, Mike McVicker, Garth Cowan, Mike Hauser

CONTACT: Laura Parma, (360) 407-0127

Program Orders Double for Justice

Labor and Industries manages the workers' compensation system, which includes ensuring benefits and medical bills are paid appropriately, employers pay their fair share, and those who defraud the system are brought to justice. In Fiscal Year 1999 (FY99), 63 administrative fraud orders were issued against claimants, demanding repayment of \$1,415,677. The Investigative Program felt they could improve on those already substantial numbers.

A statutory revision extended demand for repayment time from one to three years. Additional comparisons of data from other agencies such as Employment Security were done. And, an abbreviated report format was adopted for unfounded cases allowing investigators more time to pursue fraud.

Results

- ★ 139 claimant administrative fraud orders were issued in FY00.
- ★ FY00 fraud repayment orders totaled \$2.2 million dollars.
- ★ Abbreviated report format for unfounded cases has freed time for investigators to pursue fraud cases.
- ★ Established data sharing partnerships with other states and agencies.
- ★ Identified other discovery relationships for the continued pursuit of fraud.

Team Name: Fraud Investigations Team

CONTACT: Terry McMaster, (360) 902-5157

Training Apprentices in Safe Work Practices is an Investment in the Future

Saving lives and preventing injuries is one of Labor & Industries' highest priorities. A high rate of injuries among young workers in many high hazard industries suggests that we need to reach workers as early as possible with training in how to work safely. With that in mind, L&I safety and health and risk management staff in northwest Washington developed a training program especially for apprentices in these established, high hazard and fixed industry apprenticeship programs. The intent of this program was to train workers early in their careers about safe work practices and prevent accidents from occurring.

L&I staff approached the apprenticeship programs and coordinators of these industries in northwestern Washington and presented the workshop to a number of instructors and their apprentices. Each presentation was geared to a specific industry and included detailed information about the safety requirements, human and financial loss characteristics of that industry. The response was overwhelming, as apprenticeship programs began to clamor for the workshop to be presented to their apprentices.

Results

- ★ The L&I team made 12 presentations on safety and loss control information to apprenticeship programs during the quarter ending March 31, 2000, compared with only 3 presentations the previous quarter.
- ★ As a result, the team provided safety and loss control training to 146 apprentices working in high hazard and fixed industries – a five-fold increase over the 28 apprentices reached the previous quarter.
- ★ These apprentices worked for 60 different employers, demonstrating the broad impact of the training. The previous quarter only 26 different employers were represented.

Team Members: Bud Legus, Glenn Harvey, Cindy Horton, Marty Sharf

Contact: Bud Legus, (425) 290-1364

Redesigned Hot Line Ensures Contact Information

The Department of Labor and Industries fixed two separate problems with one solution – reinventing a telephone hot line in service for many years. Problem 1: L&I had no central telephone number to report workplace fatalities or life-threatening hazards, sometimes heaping confusion onto tragedy. Problem 2: An outdated telephone hot line provided only limited, pre-recorded information. And, while callers could leave their name and address to request materials, reaching a “live person” was harder to do.

L&I’s quality team revamped the telephone hot line and worked closely with in-house experts to make full use of the system’s capabilities. The redesigned and expanded 1-800-4BE-SAFE (423-7233) hot line gives callers 24-hour access to more safety and health information than before. Callers can easily navigate the menu choices and they can talk to a person at any time during business hours. Most importantly, the telephone technology notifies the appropriate L&I contact when someone reports a workplace fatality or life-threatening hazard, allowing timely response to emergencies.

Results

- ★ Callers anywhere in the state can use one telephone number to report fatalities and life-threatening hazards.
- ★ Easy-to-use menu choices give callers 24-hour access to more information on workplace safety and health.
- ★ Callers reach L&I staff who answer technical questions such as certification requirements for asbestos contractors and workers.
- ★ A new process ensures continuous review and improvement for the telephone hot line.

Team Name: 1-800-4BE-SAFE Hot Line Improvement Project

Team Members: Robert Brown, Stefan Dobratz, Kelly Dunbar, Paul Snow, Edward Whitney, Gayle Wilde (consultant)

Contact: Paul Snow, (360) 902-6750

Intranet and Telephone Technology Team Up to Take Training into Tomorrow

Due to a recent change in RCW and WAC, L&I central office electrical program staff needed to train field office staff around the state in a very short period of time in how to administer the new regulations. They put a PowerPoint presentation on the Intranet that all staff could access and connected staff in several field offices simultaneously via conference call to an instructor located in the central office. Staff could ask questions while they all viewed the same presentation, remotely controlled and narrated from Tumwater. And no one needed to travel away from his or her own desk.

L&I has many rule changes every year, and many of them result in a need to educate inspectors and counter staff statewide in a consistent manner, within a short time frame, so this new method of training will be very useful in the future.

Results

- ★ For the person conducting the training, the time required was reduced from 7-10 full days (because of traveling around the state to regional offices) to only 3 or 4 one-hour sessions.
- ★ For the staff receiving training, the time required was reduced from up to 4 hours (including travel time to a regional office) to one hour right at their desk.
- ★ The quality of the training improved because it was more timely and staff could hear the questions and answers of staff in other locations.
- ★ Service to outside customers improved because staff were better trained.
- ★ Eliminating per diem and mileage costs reduced the cost of training.

Team Members: Leslie Imbler, Steve Canaday, Theresa Deering, Doug Erickson, Faith Marshall, Gary Gooler, Ron Fuller

Contact: Theresa Deering, (360) 902-5259.

Integrated Management Information System (IMIS) Process Improvement

The IMIS unit at L&I receives information from field inspection staff and processes it to generate inspection reports that are sent to employers who are being cited for violating worker safety and health rules. By late 1999, as a result of additional duties assigned to the IMIS unit, the processing time required to generate and mail these reports had gradually expanded until nearly eight weeks was needed -- on average -- to accomplish this task.

The IMIS staff started in December 1999 to begin working on ways to shorten this processing time. Methods of improvement included:

- ★ Developed a better process for setting work priorities.
- ★ Streamlined and simplified the work distribution process.
- ★ Realigned work load and caseload responsibilities.
- ★ Encouraged worker participation in the unit's decision-making process.

Within six months, the staff reduced turnaround time from eight weeks to two days. This was accomplished without any increase in resources or staff.

Results

- ★ Reduced turnaround times on citations from 8 weeks to 2 days.
- ★ Internal customer service improved because inspectors in the field can be sure that employers receive citations in a timely manner.
- ★ External customer service improved because employers receive their citations in a reasonable amount of time after the inspection.
- ★ The new processes have improved the workflow in IMIS and this has had a positive effect on employee morale.

Team Name: IMIS Staff

Team Members: Irene Stanchfield, Sherri Corcoran, Mary Lessley, Michael Lynch, Debra Moder, Wendy Palms, Amy Perdue, Nicole Saviers, Carroll Sorrell, Barbara Stelljes, Sally Young, Jennifer Bressi

Contact: Irene Stanchfield, (360) 902-5553

Department of Labor and Industries

Modem Line Project Saves \$5000 a Month

A phone line inventory in early 1998 determined that the agency had about 400 modem lines to desktop computers – at a cost of about \$8,000 a month. A team was sent out to identify the agency’s real need for these modems.

As a result, installing a “modem pool server,” which replaced many of these separate lines, consolidated the modems.

Results

- ★ Reduced the number of modem lines from 400 to 126 (68.5% reduction).
- ★ Monthly cost avoidance of approximately \$5,000.
- ★ Improved security – protection for the agency against computer hackers.

Team Name: Modem Pool Project

Team Members: Betsy Elenbaas, Paul Amundsen, Marv Clarambeau

Contact: Paul Amundsen, (360) 902-5990

Removing Jargon Helps L&I Customers Understand Legal Notices

According to a customer service survey, L&I customers asked that the technical jargon be removed from documents and that the terminology be simplified so correspondence could be understood.

A team was formed to look at the legal notices that go out to claimants, attorneys, employers and medical providers. They found many of the notices to be inconsistent, inaccurate and hard to understand. Some were out-dated and not being used.

The team rewrote 168 legal notices. The process included researching how each order is used; requesting expert input from various divisions of the agency and incorporating suggestions. The team then tested the new orders and notices with injured workers, vocational counselor firms, medical providers and business owners.

Results

- ★ Customers told us they were better able to understand the legal notices they receive.
- ★ L&I employees reported fewer inquiries from customers about the meaning of legal notices.
- ★ Training of new L&I claims staff is easier because the legal notices are more understandable to agency employees, too.
- ★ The process consolidated and updated L&I's legal notices.
- ★ The agency seems friendlier and less bureaucratic.

Team Name: Orders and Notices Team

Team Members: Rewriting: Valerie Gerst, Dave Pratt, Doric Olson, Bob Brown, Carol Britton, Steve Valandra, Robin Bowles, Steve Puz; Programming & Testing: Guy Baker, Karen Davis Beam, Mollie Kileen, Dori Pope, Darren Smith

Contact: Valerie Gerst, (360) 902-4617

Oops! Slip Firms Up Scanning Process

The Imaging Scan Index unit scans documents for workers' compensation claims into a computer system — about 34,000 pages a day. The system is used by claims managers to adjudicate workers' compensation claims. Workers' compensation provides job related injury and illness benefits.

About 70 documents a day were being missed due to errors such as two pages feeding at the same time. Unidentified, missed documents may have to be re-submitted, delaying benefit decisions.

A new process informs staff with an Oops! slip when documents are missed. Supervisors gather and share information on the problem, identifying additional training when needed, and provide a daily summary of missed documents.

Results

- ★ Reduced missed documents to an average of less than seven a day.
- ★ Eliminated duplicate checking for missed documents.
- ★ Identified equipment problems faster and more thoroughly.

Team Name: OOPS! Slip Team

Team Members: Thomas Thomas, Tami Philamalee, Pat Arlint, King Lai Chan, Longvan Nguyen, Mark Devich, Deborah Brogan, Rick Wickman

CONTACT: Thomas Thomas, (360) 902-5823

Department of Licensing

Agency Mail Distribution

Agency-wide mailings from the Drivers Services Division were formerly prepared within the Driver Examining Unit. This process had a Customer Service Specialist 2 manually counting, sorting, and stuffing envelopes. Those mailings (approximately 250 separate pieces of mail) were then transported to the Mail Center. Driver Examining and the Mail Center are both located at the Agency Headquarters in Olympia. This weekly mailing process took approximately three hours.

Agency-wide mailings from the Drivers Services Division are now prepared and mailed from the Mail Center, with 2 hours per week being saved. Dollar savings are realized by having a Mail Center Staff prepare the mail and now having the documents mailed in different envelopes.

Results

- ★ Mail is now prepared by an Office Assistant Senior, at a lower hourly wage.
- ★ Instead of manually counting the documents to be mailed, the Mail Center Staff utilizes automation to count documents.
- ★ There is now no need to transport mail from a Program Area to the Mail Center. Mail is now prepared and mailed in one hour, as opposed to three hours.
- ★ Mail is transported in Reusable U.S. Postal Transit Sacks and Reusable Campus Transit Sacks--this allows for the mail sent to the Mail Center from throughout the Agency to be batched, realizing a dollar savings.
- ★ Saved \$3,000 in postal fees and 104 hours in staff time annually.

Team Name: Agency Mail Distribution Team

Team Members: Shelly Schmitt, Jean Fetterly, Kitty Boring, Tom Brown

CONTACT: Kitty Boring, (360) 902-3627

Department of Licensing

Automated Cashier Team

The Cashier Unit in County 40 (combined customer service office in the Highway-License Bldg. in Olympia) is responsible for a checking account – the "suspense account" – which is used to provide refunds to customers who overpaid. The check that contains the overpayment is deposited into the suspense account, and then two checks are written out of the account, one to the customer and the other to be deposited in the agency account with the other daily work. Under the old process, the checks were hand-written and hand-recorded into the ledger, with additions and subtractions figured on a calculator. The process of reconciling the account involved manually checking off returned checks, identifying outstanding checks, and using an adding machine to obtain totals and compare against the bank statement. In addition, this unit manages a second account, the agency account, in which the daily revenue is deposited and withdrawals made by the state treasurer.

Using Quicken software, the above process is now automated. The checks are entered into the system, and printed on a check printer. The necessary entries into the ledger occur automatically. During reconciliation, the cleared checks are marked off in the system, and then a report is produced which lists the outstanding checks and amounts and produces a balance to compare against the bank statement.

Results

- ★ Reduced the amount of time it takes to split a check from 5 minutes to less than 30 seconds. This must be done for 125 checks each month.
- ★ Reduced the time it takes to reconcile the suspense account from 10 hours per month to no more than 1 hour, and the agency account from 1-1/2 hours per month to less than 30 minutes.
- ★ Reduced errors in adding and subtracting account balances from 4 each month to less than one.
- ★ No more hand written checks, ledger entries and manually balancing the accounts.

Team Name: Automated Cashier Team

Team Members: Kathy Rambur, Sunny Smith, John Finnan, Cheryl Ross, Kim Bankuti, Jan Cope

CONTACT: Kathy Rambur, (360) 902-3998

Department of Licensing

Bellevue Licensing Service Office (LSO) Breakthrough

Bellevue Licensing Service Office faced increasing workloads with no increases in staffing levels. In March 1999 Bellevue served 7,700 customers who waited an average of 30 minutes. By July of 1999 over 50% of their customers waited over 45 minutes for service and wait times averaged nearly 40 minutes.

Armed with customer feedback and wait time reports as a baseline, the team initiated a breakthrough workplan of 23 action items to address customer issues around the increased wait times. The Bellevue team served 12% more customers and trimmed the average wait times by 55% for March 2000 over the previous year. (March 2000: 13.45 minutes average wait to serve nearly 8,700 customers.) This team keeps an eye on their service waits by posting their wait times daily. They anticipate further improvements after a planned office remodel.

Results

- ★ Reduced average wait times by 55% (30 minutes to 13.4 minutes).
- ★ Reduced number of customers waiting over 45 minutes to 1% of customers served.
- ★ Improved Customer Service Booth operations.

Team Name: Bellevue LSO Breakthrough

Team Members: Robert Torres (Team Lead), Ajay Singh (Supervisor), Brad Donaldson, Judy Dolin, Igor Danilovs, Joy Westra, Helen Bratton, Derek Mau, Monahar Bodas, Erwin Jacholkowski

CONTACT: Ajay Singh, (425) 649-4284

Department of Licensing

Licensing Service Office Download Improvements

Revenue Accounting downloads Licensing Service Office (LSO) transmittal activity files created on the Unisys computer system several times a day. The download process on the LSO Reconciliation system took between 2 1/2 hours to 3 hours per file. Because the LSO download process took so long, it was nearly impossible to reconcile the downloaded data in one day. This created a backlog of transmittals that continued to grow. Additionally, a separate workstation had to be dedicated just to handle the LSO download process.

Modified the LSO Reconciliation system to use different Access commands to streamline the download of LSO Transmittal activity. The LSO download time decreased from 2 1/2 - 3 hours to 3 - 14 minutes per file completion. The time saved is approximately 2 hours and 20 minutes per file. The time saved allows Revenue Accounting to download transmittal activity more than once a day to dissolve the existing backlog and stay current with transmittal activity.

Enhancing this process also reduces the work effort required to accurately distribute funds to the State Treasurer Office, which are ultimately distributed to local jurisdictions.

Results

- ★ Saved 2 hours 20 minutes per file in time to download, or about 1000 staff hours per year.
- ★ Avoided the addition of 0.5 FTE that would have been required to eliminate the backlog in download of the revenue data, saving approximately \$18,000 per year.

Team Name: LSO Download Improvements

Team Members: Wayne Allen, Wendy Kalat, Charlie Serna, Pat Woodward, June Lewis

CONTACT: Lesley Kinley, (360) 664-1474

Department of Licensing

Motor Carrier Financial Unit Canceled/Revoked List

A "Canceled/Revoked" list is provided on a monthly basis to Department of Transportation, Washington State Patrol, ports of entry and other places, in addition to Department of Licensing staff. This list contains the names of all revoked fuel tax licenses and canceled Prorate accounts. It is used by staff and law enforcement to identify carriers that should not be allowed to continue operating on the highways or have new accounts opened.

The previous process was to update this list once a month; copy, staple and mail it out monthly to all interested parties, in addition to distributing it to all Prorate/Fuel Tax staff. This took approximately 2 hours of staff time per month. 66 sets were made (132 copies---66 x 2 pages each) with 17 of the sets mailed out, and the rest distributed to staff.

The process has now been changed to updating the list and having it available immediately to all staff on the G-drive (shared disk drive). This provides them with a more current document. The document has also been revised to eliminate the cover sheet. This reduces the number of paper copies from 132 to 10. Mailings via US mail have been reduced from 17 to 10 per month. Staff time has been reduced from 2 hours per month down to 15 minutes per month.

Results

- ★ Faster customer service.
- ★ More efficient use of staff time.
- ★ Easier information input and delivery.
- ★ Reduced copying and mailing expenses.

Team Name: Motor Carrier Financial Unit

Team Members: Dora Duval, Lora Jungmayer, Tami Jones, Nina Lemmon, Gail McDonald

CONTACT: Dora Duval, (360) 664-1841

Unfair Labor Practice Investigations

When labor, management, or individual employees allege that an unfair labor practice has been committed, the staff at the Department of Personnel conducts the preliminary investigation. The investigation is done on behalf of the Director to determine if the allegation warrants a full hearing before the Washington State Personnel Resources Board. In Fiscal Year 1989, the average time for each investigation was approximately 212 days. The staff examined the existing procedures and redesigned them to improve timeliness. During Fiscal Year 1999, the new procedures resulted in a 71% reduction in process time with an average of 150 days. During Fiscal Year 2000, the average was further reduced to 95 days.

Results

- ★ The process time for unfair labor practice investigations was reduced from 212 days to 95 days.
- ★ Improved customer satisfaction with timeliness, resulting in fewer complaints.

Team Name: Labor Relations and Hearing Unit

Team Members: Karl Nagel, Susan Miller, Starr Knutson, Connie Goff, Bill Gunther

Contact: Karl Nagel, (360) 664-6342

Department of Printing

Bindery Cross-Training

Functions in the Bindery require specialized knowledge and skills gained through instruction, on the job training, and experience. Historically some Bindery employees have not received training on all equipment or tasks within their classification. This created problems for maintaining production schedules or for achieving short turn-around times. This team, comprised of employee representatives from each Bindery job classification, developed and implemented a cross-training program. Employees now have an avenue to request and obtain training. Further, employees are better prepared for promotional and career development opportunities. The team members are currently meeting on a bi-monthly basis to facilitate the cross-training program.

Results

- ★ Prepares Bindery employees for promotional and career development opportunities.
- ★ Increases knowledge and skill levels for Bindery employees.
- ★ Enables Department of Printing (PRT) to maintain production schedules and ability to meet short turn-around deadlines.
- ★ Supports our goal to establish State Printer as an "Employer of Choice."

Team Name: Ready, Willing & Able

Team Members: Leslie Oliphant, Phyllis Brotherton, Tammie Wells-Hurley, Antoinette Stavee, Ron Mosman, Lisa Molohon Fairchild

CONTACT: Lisa Molohon Fairchild, (360) 753-6820

Department of Printing

Copy Center to Bindery Print Jobs

Copy Center staff can produce printing jobs in an upright or inverted format. Many of these jobs move into the Bindery for finishing work. If the carts holding the completed jobs are not properly labeled, the Bindery may inadvertently collate, saddle-stitch, or drill the job, resulting in spoilage costs and/or production delays. This team developed a standard procedure for Copy Center staff to label each cart, thereby identifying the job format before the job moves to the Bindery. This simple solution reduces potential spoilage costs for time and materials, and ensures jobs are "right and on time" for our customers.

Results

- ★ Saves the Department of Printing approximately \$800 per month in excess material costs totaling \$9,600 per year.
- ★ Reduces FTE hours by 300 per year.
- ★ Supports our objective to ensure all jobs are "right and on time."

Team Name: Printing "a la Cart"

Team Members: Julie Estergard, Antoinette Stavee, Scott Yamamoto, Larry Krembs, Carol Ames

CONTACT: Larry Krembs, (360) 753-6818

Department of Printing

Online Ordering System

Business cards and letterhead were traditionally ordered via manual completion and hard copy mailings. Upon receiving the order, Department of Printing (PRT) would process the job through planning and production, ship the order, and invoice the customer. The Online Ordering System enables orders to be submitted via the Internet. PRT also batches all orders so customers consistently receive quantity price breaks. Further, customers are invoiced monthly for all jobs on an open requisition, thereby reducing FTE hours for customer agencies and PRT. The new process simplifies ordering, reduces spoilage costs previously associated with typesetting errors, and decreases turnaround times.

Results

- ★ Increased convenience for customers resulting in improved customer satisfaction.
- ★ Reduced business card costs by approximately 20%.
- ★ Decreased business card turnaround time by an average of 67%.
- ★ Increased accuracy, resulting in reduction of spoilage costs.
- ★ Reduced typesetting, proofing and planning time by an anticipated 2192 hours per year, resulting in approximately \$55,500 in cost savings to customers and PRT.

Team Name: Just Email It

Team Members: Mike Cole, Bob Cross, Larry Weber, Sharie McCafferty, Kelley Kellerman, Marcy Best, Jolaine Swanda

CONTACT: Kelley Kellerman, (360) 753-6820

Special Ink Ordering

Frequently, special ink was ordered after a job entered the pressroom, resulting in an average production delay of one and a half days. Now special ink is ordered during the initial Production Planning phase to ensure special ink is on hand when the job first enters the pressroom. A daily cross-reference between Planning and Pressroom staff ensures special ink is ordered when the job first enters the Plant. This team identified a cause of production scheduling bottlenecks, and implemented a simple solution to close the gap in support of our objective to ensure all jobs are "right and on time."

Results

- ★ Increases communication between Planning and Pressroom.
- ★ Decreases bottlenecks and delays in production schedules.
- ★ Reduces turn-around time by 20% for all jobs requiring special ink.
- ★ Increases awareness of orders requiring special ink.
- ★ Supports our objective to ensure all jobs are "right and on time."

Team Name: Special INK-ling of Success!

Team Members: Brian Rapacz, Jeanese Mabin, Stacie Wakefield, Judy Mooney, Jason Bippert, Don Baker, Doug Dow

CONTACT: Doug Dow, (360) 753-6820

Department of Retirement Systems

Getting Beneficiary Forms Right – The First Time!

The Department of Retirement Services (DRS) was receiving 4000 Beneficiary Forms each month, and up to 17.5 percent of the 4000 had to be returned to the customer due to missing or incorrect information. The form also needed revisions to ensure clear and consistent instructions for customers who would become members of a new retirement plan. Data collected by staff pointed to the most frequent errors associated with the form. Specific improvements were made to the form to address those common errors and to incorporate the requirements for the new retirement plan.

Results

- ★ Improves customer service by providing a clearer and easier-to-use form.
- ★ Saves customers approximately \$2700, by avoiding return mail costs for rejected forms.
- ★ Anticipates savings in staff time of up to 173 hours annually, as a result of reduced rejection rate and the eliminated processing time for handling of multiple documents for the same customer.
- ★ Reduces phone calls asking for clarification and assistance to complete the form, which is estimated at 31 staff hours a year.
- ★ Reduces annual mail costs by approximately \$2400, which avoids rejection and return mail costs.

Team Name: Beneficiary Form Improvement

Team Members: Dea Clymens, Sheila Ehrig, Kari Kurtz, Karla Phillips, Claire Schwebke, Andrea Selvidge, Johanna Shick

CONTACT: Dave Geiger, (360) 664-7285

Eliminate Double Counting Team

When a corporate business closes with no assets and unremitted sales taxes, the State can assess this portion of the unpaid sales taxes against the corporate officers. A lien for unpaid taxes is filed against the corporation for the entire outstanding liability, and unless the corporate officers have the ability to pay the sales taxes in full, a lien is also filed against the corporate officers for the sales tax portion of the liability. The end result is two warrants filed for the same liability, a double counting of the same sales tax dollars. If the corporation has no assets, the liability is, in effect, uncollectable. By subtracting the sales tax liability assessments from the corporate warrants placed in uncollectable status, a more accurate fiscal report is created.

Results

- ★ Improved understand between the public and the Department of Revenue's collection of outstanding liabilities.
- ★ Reduction of \$2.5M inflated uncollectable dollars for fiscal year 1999-2000 results in accurate statistics used for Compliance Division's performance measures.
- ★ More accurate reporting of outstanding state receivables.
- ★ Fiscally accurate year-end report of dollars placed in uncollectable status.

Team Name: Eliminate Double Counting Team

Team Members: Evelyn Czapiewski, Betty Klug, Mark Lewis, Sue Graham, Judy Bandoock, Seawillow Rolly, Mike Schaub, Rebecca Johnston, Pat Ancock, Peggy North, Brad Grunenfelder, Jon Andersen, Tom Trujillo, Penny Jones

CONTACT: Betty Klug, (253) 593-2503

Department of Revenue

Electronic Filing (ELF) Help Desk Application

Prior to the implementation of the ELF Help Desk application, there was no system in place to monitor and resolve taxpayers' ELF issues. The ELF Help Desk staff had to rely on emails and phone calls between numerous staff to resolve these issues. Hence, follow up with taxpayers was not always timely.

An ELF Help Desk application was developed and placed on the Department of Revenue's (DOR) Intranet site. This application is used by staff to monitor and resolve taxpayers' ELF issues, as well as track phone calls and registrations.

Results

- ★ Created a streamlined approach for resolving taxpayers' issues.
- ★ Created a solid and accurate tracking method for ELF statistics.
- ★ Less time spent by staff tracking and resolving taxpayer issues and by compiling statistical information saves 88 hours a year.
- ★ Developed a Knowledge Base of past issues. This enables Help Desk staff to resolve many issues during the first phone call with taxpayers, eliminating the need for follow up.
- ★ Further integration of ELF applications to improve the workflow process.

Team Members: Betty Adams, Bev Albritton, Renee Alexander, Kent Andrus, Steve Bilhimer, Mark Brodeck, Bob Bulgrien, Phil Christophers, Danielle Dorffeld, Gary Dubuque, Bertha Ferris, Erica Frandsen, John Garrison, Tom Gruver, Leilani Hesser, Corina McCleary, George Miller, Cheryl Moss, Trang Nguyen, Thuy Nguyen, Ralph Osgood, Carol O'Sullivan, Marie Pannkuk, Annette Parbon, Marty Parsons, James Petit, Parrish Preston, Kristine Rompa, Bryon Schabell, Mike Schaub, Larry Schmitt, Rick Scott, Robin Skinner, Sandy Stanford, Sandi Stott, Deborah Taylor, David Tradewell, Nettie VanHorn, Debbie Vankirk, Billie Young, Debbie Young

CONTACT: Carol O'Sullivan, (360) 902-7005

Online Electronic Filing (ELF) Registration

Prior to implementation of online ELF registration, the registration process was cumbersome and confusing for taxpayers. Taxpayers had to complete an online ELF information form and submit it to the Department of Revenue (DOR). If the taxpayer qualified for ELF, DOR would email them an Internet link to the Electronic Funds Transfer (EFT) Authorization form. The taxpayer then had to print the form, complete it, and mail it to DOR before they were registered for ELF.

DOR created a process for taxpayers to fill out and submit both their ELF and EFT information via the Internet in one easy step. When the taxpayer submits this one form, DOR registers them for ELF.

Results

- ★ The number of ELF registrations has increased by 46%.
- ★ Time spent by the taxpayers on the registration process has decreased by approximately 7 days since they have a one-stop shop where they complete their registration.
- ★ Saved 400 hours by reducing the number of follow-up calls to taxpayers reminding them to mail in their debit authorization form.
- ★ Time spent by DOR staff on registrations has decreased.
- ★ Positioned DOR to automate the entire registration process.

Team Members: Renee Alexander, Steve Desselle, Gary Dubuque, Tom Gruver, Debbie Haller, Nadine Jardine, Jacob Kiehl, Carol O'Sullivan, Annette Parbon, Mike Schaub, Larry Schmitt, Sandy Stanford, Nettie VanHorn, Debbie Vankirk, Debbie Young

CONTACT: Carol O'Sullivan, (360) 902-7005

Automated Receipting and Transmittals (FORTT Implementation)

Employees maintain internal logs for checks and create receipts for currency arriving at field offices. Entries were manual and required extensive tracking, reviewing and storing of these paper records. Commercial automated systems were considered but the cost was estimated at \$350,000 and would require major changes in the cash handling process. The receipting and transmittal process was automated within the agency. The new system produces customer receipts and electronically creates reports for transmitting records of all checks and currency received in the field offices.

Results

- ★ The in-house FORTT system saved \$275,000 by not purchasing a commercial system and commercial training.
- ★ All copies of the log and transmittal reports are available on-line without the need to maintain paper copies, and the new fully automated process is customized to fit the needs of Revenue with the ability to update and make future changes as needed.
- ★ More efficient accounting method and increases the security that allows Revenue to meet implemented payment accountability requirements without adding additional staff by reducing the number of trips each field office makes to banks, saving 2080 hours annually.
- ★ Allows for batch processing of payments to ensure Revenue meets the deposit requirements of the State of Washington Office of Financial Management and increases the security and accountability of public funds received in Field Offices.

Team Name: Field Office Receipting Transmittal Team (FORTT)

Team Members: Evelyn Czapiewski, Jennine Purrington, Mona Carrier, Eric Overson, Jan Cox, Mark Bigelow, Anita Duemig-Fairbanks, Judy Bandoock, Jamie Barry, Bret Bretthauer, Nikki Wolford, Joy Foster, Lowell Evans

CONTACT: Jennine Purrington, (360) 570-6049

Targeted Education – Health Care Industry Use Tax

The agency has a strategic business plan initiative on targeted education. After reviewing specific quarter data from 1999, Special Notices were mailed to various physicians in the health care industry that failed to report use tax. They were informed of their liability, indicating the type of purchases subject to sales or use tax, and directed them to review their purchase invoices and report any taxable purchases. For those accounts that reported use tax, we reminded them of their use tax liability. Similar notices were mailed to those in the dentistry field.

Results

- ★ Quarter 2, 1999 results totaled \$516,538 in use tax reported by those physicians who had not previously reported use tax. Total use tax reported for all physicians in Quarter 2 went from \$2,970,643 to \$4,484,400, an increase of 51%.
- ★ Quarter 3, 1999 results totaled \$1,059,899 in use tax reported by those physicians who had not previously reported use tax. Total use tax reported for all physicians in Quarter 3 went from \$4,750,644 to \$6,353,564, an increase of 34%.
- ★ Quarter 3, 1999 results totaled \$844,694 in use tax reported by those dentists who had not previously reported use tax. Total use tax reported for all dentists in Quarter 3 went from \$2,831,034 to \$3,396,492, an increase of 20%.
- ★ Other mailings were sent to Osteopaths, Chiropractors, Optometrists, Podiatrists, as well as other medical professionals - increasing their understanding of use tax.

Team Members: Rich Cason, Sandra Yuen, Alyson Carlson, Dianne Fisher, Stan Woodwell, Brad Flaherty

CONTACT: Brad Flaherty, (360) 786-6137

Simplified Reporting

The Simplified Reporting Quality Team was created to look for ways to make reporting taxes on the Combined Excise Tax Return (CETR) simpler for the taxpayer. The team found overall taxpayers are content with the current CETR. However, striving for continuous improvement, the team took an in-depth look at the return filing process and forms design to see if something could be done better. After surveying many businesses and frontline staff, it was determined that there were several areas on the CETR that could be improved.

Results

- ★ Creation of a new, simpler deduction detail page.
- ★ Creation of a Simplified Combined Excise Tax Return eliminating many of the little used classifications and introducing a step-by-step filing process.
- ★ Combining state, local, and specialty sales tax components requiring only one calculation to report the retail sales tax.
- ★ Creation of an addendum to the CETR allowing instructions to be placed on the CETR itself.
- ★ Front line staff comments were very positive for the above changes.

Team Name: Simplified Reporting Quality Team

Team Members: Dean Carlson, Rob Rice, Mark Pree, Steve Bren, Cliff Ellenwood, Don Gutmann, Kurt Wieburg, Cindy Harmon, Sherree Christiansen, Jenny Smith, Becki Bretthauer, Joe Koval, Sharon Kramer, Dave Petteys

CONTACT: Dean Carlson, (360) 786-6110; Rob Rice, (360) 902-7076

Imaging System Implementation

Tax returns and other documents related to Taxpayer Reporting Accounts were previously filmed and stored for archival purposes on rolls of microfilm. The purpose of this project was to replace the current Micrographics archival system, provide for the retrieval of documents by the entire Taxpayer Account Administration Division (TAA) and selected users outside of TAA and interface with the Tandem mainframe. This project was also intended to lay a foundation for eventual document access by all divisions of the Department statewide. The imaging system would also serve as the base platform to allow the Division to leverage image technology for such things as Intelligent Data Capture, forms recognition, and taxpayer access.

Results

- ★ Instant retrieval access of documents to staff within the TAA division at their desktop. An average of 3-7 minutes to retrieve documents now takes 30 seconds.
- ★ Retrieval access (with reduced functionality) to all divisions of the Department statewide.
- ★ Limited workflow processes for documents needing staff action.
- ★ Utilization of Optical Character Recognition (OCR) for processing Remittance document batches allowing for quicker processing of data to the Tandem mainframe.
- ★ Improved management reports relating to document processing.

Team Name: TAA IdocS Implementation Team

Team Members: Mel Kirpes, Nonnie Phan, Rob Rice, Linda Lethlean;
Unisys: Grady Olsen, Dick Velat

CONTACT: Mel Kirpes, (360) 902-7123

Department of Social and Health Services

Division of Licensed Resources/Intake Process Improvement

Prior to the separation of the Division of Licensed Resources (DLR) from the Division of Child and Family Services (DCFS), the licensors took all calls related to childcare. Children's Administration Intake took calls related only to child abuse and neglect. With the separation, the function of taking complaints of any kind was given to the Intake unit. Yet, the local phone books still listed the intake service as Child Protective Services, which made child care customers reluctant to make complaints that did not involve child abuse and neglect.

The team analyzed two options: a statewide number for all calls from child care customers and, the preferred option, the less costly change in phone directories. Listings were clarified in eight King County phone books and became the template for directory listings across the state. Childcare customers are given the choice of calling a number for information about centers and homes and another number labeled as childcare complaints. The team oversaw a comprehensive training program for intake staff who are now sensitive to customers calling about childcare issues unrelated to child abuse and neglect.

Results

- ★ Improved customer service by correcting and clarifying local phone book listings.
- ★ Improved customer service through comprehensive training for intake staff.
- ★ Improved efficiency of intake process through updated instruction manuals and automated licensing information.
- ★ Improved child safety by simplifying access to Children's services.

Team Name: DIPAT

Team Members: Janice Banning, Jennifer Savage, Sharon Braden, Mike Tornquist, Gene Fomin, Cynthia Dickman, Nancy Chester, Patricia Eslava-Vessey, Martha Mateen, Susan Thomas, Gayle Davis, Chris Trujillo

CONTACT: Chris Trujillo, (425) 649-4181

Parents' Dependency Seminar

Events surrounding the removal of children from their parents' care because of child abuse and neglect increase the stress that families suffer. The parents' crisis is compounded by sometimes hasty and partial explanations given to them by social workers, defense attorneys, assistant attorneys general, guardians ad litem, counselors, and judges. Parents are required to engage in services quickly in order for their children to be returned to them, yet the critical first few weeks are filled with confusion, stress, and delays in receiving needed information.

The Everett office team designed a seminar that offers parents the information they need immediately after the first court hearing. A private-sector provider presents the seminar to create a neutral, non-confrontational learning environment. The court orders parents to complete the seminar and assesses their motivation to have their child/children returned by their willingness to attend. Failure to attend could result in moving the legal process along more quickly to give children more timely permanent placements. Parents overwhelmingly give the seminar high marks as a customer service improvement.

Results

- ★ Parents express 95% favorable response to the seminar.
- ★ Provides parents immediate information to access and use reunification services.
- ★ Improves communication and understanding for parents dealing with Child Protective Services, the courts, and service providers.
- ★ Quickly demonstrates parent willingness to engage in services allowing for earlier permanent plans for children.
- ★ Is being replicated in other counties.

Team Name: The Rapid Access Committee

Team Members: DSHS: Karen Erickson, Jean Hopper, Bob McClintock;
COMMUNITY: Jay Carey, Defense Attorney; Jan Hots, Deaconess Children's Services; Mary Lynn Antush, Behavioral Science Institute

CONTACT: Chris Trujillo, (425) 649-4181

Parent/Child Visitation Program Improvement

When children are removed from their homes because of allegations of child abuse, it is important to their well being that they have regular visits with their parents, when appropriate. Often these visits must be supervised, at least initially, and observing and documenting the interaction between the parent and child helps social workers and judges assess whether or not the parents are ready to resume care for their child/children. When the department began contracting with community providers for this service, there was confusion around contract language and interpretation, lack of guidelines and communication, and difficulties with the billing format and payment process.

The Seattle south office created a team that developed an on-line template service request and authorization form that feeds directly into an Access database. The team clarified contract expectations and established guidelines. The team leader serves as the program coordinator to ensure accountability for accurate and timely payments. A simplified billing format allows easy comparison of service authorization and visit history. Eventually, the data collected will be used to provide information about child permanency outcomes, the correlation between frequency of visits and family reunification, and the correlation between missed appointments and reunification failure.

Results

- ★ Provides consistent contract expectations for providers and social workers.
- ★ Provides easy to use electronic authorization and tracking.
- ★ Improves fiscal accountability and first-year budget savings of \$833,672.
- ★ Improves data collection and documentation for court reports.
- ★ Produces data useful for practice improvements.

Team Name: Parent/Child Visitation Project Team

Team Members: Wendy Carlton, Don Baggarly, Malynda Eastman, Raeanne Mitchell

CONTACT: Chris Trujillo, (425) 649-4181

Collecting Child Support from Another State Now Easier

The Division of Child Support (DCS) staff request assistance in collecting support from 49 other states, as well as territories and other countries around the world. Each jurisdiction has unique requirements for opening a responding case on Washington State's behalf. These requirements may change or be modified frequently. As a result, referrals were often incomplete, requiring additional work and corrections, sometimes adding weeks and occasionally months to the process.

In response to the interstate referral problems, an Interstate On-Line Guide was created, then added to the Everett DCS Web Page, and subsequently made available to all DCS staff.

Results

- ★ Referrals are correct and complete when the initial request is made.
- ★ All DCS staff have access to current information for all states, territories and reciprocal countries on the WEB.
- ★ Clients have a better chance of receiving child support from non-custodial parents living outside of Washington's jurisdiction.
- ★ Time saved estimated to be 19,800 hours per year statewide.

Team Name: Interstate On-Line Guide and Web Design Team

Team Members: Anita Kroeze, Jeri Herrera, Andrew Lenharth, Karen Lowery, Jill Naeseth, Cindy Rochelle, Barry Somers, Deanna Swanson, Ted Thornton, Patti Vigoren

CONTACT: Loan Tran, (425) 438-4866

Confirming Effectiveness of New Tools Leads to New Efficiencies

Locating non-custodial parents and their assets is a core function that helps the Division of Child Support (DCS) to collect and distribute child support to families. Historically, locating parents has required significant staff time and effort as related activities were performed and documented every three months using manual methods. Although DCS has automated many work processes, staff are challenged to keep up with these new technologies and frequently resort to the sure and often outdated intensive hands-on search methods. This approach leads to duplication of work processes. It is often necessary to demonstrate the positive attributes of a new tool and prove the benefits to staff.

Through testing and analysis, a collection team in the Kennewick field office compared the results of using new automated tools to the hands-on methods traditionally used to locate parents. Testing confirmed that the new tools are equally effective and significantly reduce the time necessary to complete these tasks. Technology is now used in combination with an annual intensive hands-on search.

Results

- ★ Reduced quarterly hands-on locate processes to once a year resulting in field office savings of 292 FTE hours per year.
- ★ Increased time for staff to focus on other child support activities.
- ★ Increased time for staff to learn and master new technologies and collection tools.

Team Name: Kennewick Locate Specialization Project

Team Members: Judy Daniels, Angelica Fraga, Vonna Hensley, Laurreta Ramey, Lori Sparks, Terry Yoshino, Janice Gagner

CONTACT: Vonna Hensley, (509) 374-2080

Investing in Our Lead Workers

The Everett Division of Child Support formed three workgroups to cooperatively study the major areas of providing resources, training, and guidelines to the Support Enforcement Officer leadworker class (SEO3). There was no academy or formalized training for leadworkers or for those on the promotional register. As a result, it was difficult to communicate across-the-board expectations for the SEO3 job duties. A newly promoted leadworker had to rely on prior experience, advice from other leadworkers, and informal on-the-job training from their supervisor. A central location of training resources and a standard training guide for leadworkers to use when training new staff did not exist.

With input from stakeholders, the workgroups developed a Region-wide orientation/training module, a resource library, and a step-by-step training plan for leadworkers to use when training new staff. The plan is easily updated and accessible to staff state wide through the Everett web page.

Results

- ★ Increased access to resource information.
- ★ Improved cohesion and consistency through the use of the same training plan/resources and performance expectations.
- ★ Saved an estimated \$20,588 per year region-wide.
- ★ Improved child support collections and customer service.

Team Name: SEO 3 Training QIT

Team Members: Laura Carr, Bertrand Cho, Steve Dille, Georgia Goodson, Lisa Keys, Kris Lindor, Carol Nixon, Phil Olander, Kristine Peterson, Laurie Prudnick, Linda Schroder, Donna Steele, Catharine Stoeck

CONTACT: Loan Tran, (425) 438-4866

Standardization of Community Alternative Program (CAP) Waiver Process

A more efficient method for completing Community Alternative Program (CAP) waivers needed to be developed. Each Community Service Office (CSO) had a different process, which caused confusion and delays for both clients and staff. Baseline data indicated that it took eight hours of staff time between the divisions to process each waiver.

A cross-agency team that included membership from the four Snohomish county CSOs and two staff members from the Division of Developmental Disabilities (DDD) developed a standardized procedure to be used by both DDD and the Community Service Division (CSD). As part of the improvement process, the team developed a training package that is being delivered to all CSOs and DDD staff and includes the new standardized procedure for processing and completion of the CAP waiver.

Results

- ★ Increased customer service to clients who access CAP services.
- ★ Improved relationships between the two divisions.
- ★ Provided greater understanding of the Community Alternative Program.
- ★ Provided fewer interruptions in client service.
- ★ Streamlined processing from 8 hours to 45 minutes per case saving an estimated 1,920 hours of staff time per year.

Team Name: DDD/CSD CAP Waiver QIT

Team Members: Jan Hickman-Moran, Dave Harding, Jim Peckham, Dong Nguyen, Mike Weber, Becky Kerr, Candy Banker, Gwen Delp, Olga Jouravlera

Contact: Dave Harding, (425) 339-4841

Department of Social and Health Services

Improving State Operated Living Alternatives (SOLA) Medication Procedures

Nationwide, there is an urgent emphasis on eliminating medication errors. The Division of Developmental Disabilities' Region 1 SOLA staff consistently had difficulty ensuring that accurate, timely information was being relayed at shift change. The team established a goal to increase client safety by reducing medication errors to zero. Their baseline data indicated that medication errors were averaging 4 per month. The errors ranged from documentation errors to medications being missed. The cost to investigate and process each incident is approximately \$110.

The SOLA team improved the documentation process by developing and implementing an interactive PowerPoint medication training detailing procedures for communication and proper medication documentation. The training and techniques developed by staff have been well received and have been adapted for use in other Regions.

Results

- ★ Increased client safety and support through accurate, timely, thorough documentation.
- ★ Reduced medication errors from an average of 4 errors per month to zero.
- ★ Eliminated 17 hours a month being devoted to investigation, processing and completion of incident reports.
- ★ Increased communication and collaboration between shifts.

Team Name: Improving SOLA Medication Procedures

Team Members: Judy Calvert, Sheila Simpson, Janise Hodge, Sheila Sherwood, Diana Worth, Glenda Moore, Joy Coghill, Connie Lindgren

Contact: Tom Carpenter, (509) 921-2387

Department of Social and Health Services

DSHS Contracting Academy

DSHS contracts out 69% of its budget and has more than 75,000 active personal, client, and interlocal contracts. Most department staff have no formal training in contracting. Contract training is not available through the DSHS Office of Organization and Employee Development or the Department of Personnel. Training provided by the Office of Financial Management is currently limited to personal service contracting. Contract training helps to ensure that program contracts comply with the law and with DSHS contracting procedures, reducing the risk of audit findings, compliance problems, and contractor overpayments.

In a response to a 1997 customer survey, Central Contract Services developed a training program offering classes on a variety of contracting topics. Thirteen courses, including Contracting Process, Contract Law, Contract Drafting, and Contract Monitoring, are now being offered to department management and contracting staff at locations in Olympia, Seattle, and Spokane

Results

- ★ Since 1997, more than 397 department managers and staff attended various contracting classes: 121 of these staff completed at least 14 hours of training, 92 completed at least 20 hours of training, and 25 staff completed 30 hours of core competency training.
- ★ Delegated 11 Key Contract Coordinators in the DSHS administrations, reducing contract processing time from 11 days to 4 working days.
- ★ The content, instruction, and training manual for each training were rated very good to excellent 91% of the time.

Team Name: DSHS Contracting Academy Team

Team Members: April Boze, Evelyn Cantrell, Jann Coffman, Marla Cotey, Sandra Daniel, Sandra Elliot, Jessica Jensen, Dianna Miller, Brian Lindgren, Scott Maricle, Drucilla Rowan, Travis Sugarman

CONTACT: Jessica Jensen, (360) 664-6071

Department of Social and Health Services

Electronic Contract Formats Project

Prior to 1998, most DSHS contracts were created using preprinted or multi-part, carbonized contract forms. Data fields and contract language were predetermined and could not be customized to accommodate program needs. Contracts had to be typewritten or handwritten, even though staff preparing the contracts had computers. Contract data was entered twice: first on contract documents and then into a contracts database.

Central Contract Services (CCS) and a customer group collaborated to identify data fields and styles for new electronic contract formats. The electronic formats replaced paper contract forms. Programs can now generate consistent contract documents quickly. They also have the ability to eliminate duplicate data entry by using functions such as mail merge and by doing data transfers to contract databases.

Results

- ★ Saved over 497 program staff hours per year in generating contract documents and data entry.
- ★ Saved .5 FTE by reducing duplicate data entry.
- ★ Increased flexibility in customizing contract documents.
- ★ Increased consistency and legibility of contracts and use of appropriate contract formats.
- ★ Decreased disputes involving contracts from 70 disputes to 37 disputes per year (52%).

Team Name: Electronic Contract Format Team

Team Members: April Boze, Jim Carter, Marla Cotey, Sandra Daniel, Sandra Elliot, Martha Hickman, Shiela Hyvonen, Christy Hoosier, Maxine Lucas, Dianna Miller, Gerry Nelson, Jessica Jensen, Dorie Keeley, Brian Lindgren, Paul Mantz-Powers, Paul Meury, Thu Huu Nguyen, Gloria Pierce, Babette Roberts, Ramona Roberts, Bob Shipley, Jo-Anne Tripp, Maureen Weeks, Priscilla Wolfe, Judy Young

CONTACT: Jessica Jensen, (360) 664-6071

Department of Social and Health Services

Streamlined under \$5,000 Personal Service Contracting Process

Central Contract Services (CCS) provides technical assistance to all DSHS programs to process personal service contracts. Before July 1997, CCS processed over 500 DSHS personal service contracts in a fiscal year. In FY 1996-97, over 350 of these contracts were for amounts less than \$2,500. The cost of staff time required to process these contracts frequently exceeded the dollar amount of the contract. Processing time took 23 days.

CCS streamlined its process by providing a simpler contract format, designating limited signing authority for personal service contracts under \$5,000, and requiring that contract data, rather than copies of the contracts, be electronically submitted for review and approval.

Results

- ★ Saved an average of 267 hours of program staff time per year in processing personal service contracts under \$5,000.
- ★ Reduced program contract processing time by six working days per contract (2,136 working days annually).
- ★ Saved \$610 per year in filing supplies.
- ★ Saved approximately 391 hours of staff time per year in processing personal service contracts.

Team Name: Under \$5,000 Personal Service Contract Streamlining Team

Team Members: Kelly Boston, April Boze, Georgina Carleton, Don Clintsman, Sandra Daniel, Sandra Elliot, Maria Hug, Jessica Jensen, Dorie Keeley, Dianna Miller, Gerry Nelson, Gloria Pierce, Priscilla Wolfe

CONTACT: Jessica Jensen, (360) 664-6071

Department of Social and Health Services

Central Contract Services Web Site Project

In 1997, the Central Contract Services (CCS) web site provided limited information: the office address, staff phone numbers, fax numbers, and a list of basic contract providers. Staff spent significant time and resources answering frequently asked questions. The distribution of inconsistent information was a problem.

CCS enhanced its web site to permit customers to access vital information and to provide more interactive customer services. Pertinent policies, publications, newsletters, technical assistance tools, and contract formats can all be downloaded from the web site. Department staff can view the training schedule and register for training via an e-mail link to the Training Coordinator. Driving directions to the office, training, and meeting sites are available on the web site. The web site also provides links to related sites such as the Office of Financial Management and to staff e-mail addresses.

Results

- ★ Decreased phone calls and e-mails from 1,260 to 504 per year (60% reduction).
- ★ Decreased incorrect contract formats use from 156 to 48 incidents per year.
- ★ Improved the registration process for training.

Team Name: Central Contract Services Web Site Team

Team Members: Jann Coffman, Christy Gullion, Kim Hewitt, Leah Hole-Curry, Jessica Jensen

CONTACT: Jessica Jensen, (360) 664-6071

Laundry Folder Improvement Team

The Laundry Facility of Consolidated Support Services processes 3 million pieces (approximately 2.5 million pounds) of laundry products every year for residents of DSHS institutions. Hand and bath towels were folded with a machine that had been in continuous service for 27 years. Its metal was cracking from fatigue and parts were unavailable and had to be machined or adapted in order to repair the machine. Staff experienced repetitive motion injuries and frequent machine malfunction. The high level of the machinery noise caused tremendous mental and physical stress for staff.

With the sponsorship of the Quality Steering Committee, the Laundry Facility was awarded Savings Incentive Account dollars to replace the 27-year old machine. Installed in February 2000, the new machine is able to process laundry products more efficiently. The machinery noise has been reduced to a minimum and greatly improved staff wellbeing, morale, and productivity.

Results

- ★ Reduced process time by 12 hours per month that can be used for other tasks.
- ★ Reduced downtime by 8 hours per month.
- ★ Improved quality in product packaging and appearance for better customer service.
- ★ Reduced staff stress level and repetitive motion injuries.
- ★ Improved staff wellbeing, morale, and productivity.

Team Name: Laundry Folder Improvement Team

Team Members: Patsy Brannon, Doug Bayshore, Doug McCrum, Terry LaFrance

CONTACT: Patsy Brannon, (509) 299-1028

Department of Veterans' Affairs

Risky Business

The Estate Managers within the Veterans Estate Management Program (VEMP) offer fiduciary/payee services for veterans deemed incompetent to handle their finances by the US Department of Veterans Affairs (VA) and/or the Social Security Administration. In June of 1998, they had a total client caseload of 448.

Due to a continuing increase in caseload, efforts had to be undertaken to establish an equitable workload distribution system. Understanding that each client represents an individual challenge, the VEMP team brainstormed ideas and came up with a risk assessment for their clients. After a lengthy period of data tracking, a workload baseline was established resulting in a workload-staffing ratio consistent in providing continued superior payee services to clients.

Based on the VEMP team's efforts, the new procedure for assessing clients incorporates an equitable, justifiable rationale for workload distribution. In the past, the caseload distribution had been based solely on an alphabetical split. The new system allows for an increase in caseload yet maintains quality services and the sanity of the estate managers.

Results

- ★ Using a weighted scale, cases are distributed on a more equal basis.
- ★ Total client caseload has increased 22% to over 540.
- ★ An increase in caseload brings an increase in revenue from estate fees/charges.
- ★ More equitable case distribution = more content Estate Managers!

Team Name: Veterans Estate Management Program

Team Members: George Barnes, Lynn Rodriguez, Jo Peterson, Barbara Logan, Dick Venesky, Jim Green, Ben Pineda, Charlie Yoon, Mac Harris, Jerry Quintus

CONTACT: George Barnes, (360) 725-2158

Employment Security Department

Accelerating Accuracies

Employer tax reports and employee wage data provide critical information for calculating Unemployment Insurance (UI) amounts when claims are filed. Until recently, all tax reports and half of all workers' wage data were reported on paper. Employers submitted these forms and staff hand keyed data, resulting in errors and intensive effort. The remaining half of wage data was submitted via a magnetic medium—either by cartridge, tape or diskette, but no editing capacity was built into these reporting mediums, resulting in more errors on wages, hours, social security, and reference numbers. The team obtained permission from the Attorney General's Office to start accepting tax and wage reports without signatures. They also examined Oregon's electronic reporting system, brainstormed ideas with their consultant, and ultimately chose two new methods for electronic filing. The first—*UIFastTax*, allows employers, accounting firms, and small business agents to submit both tax and wage reports on a single transfer file attached to an e-mail message. It includes built-in edits to improve overall accuracy. The second—the ICESA Magnetic Format, allows larger employers or business agents to file tax and wage reports electronically via magnetic tape, replacing the old system that accepted the wage data only.

Results

- ★ Number of businesses filing their tax report on paper reduced by 7.3% - over 9,000 use *UIFastTax*, 16,500 report with ICESA Magnetic Format.
- ★ Data accuracy increased from 96% to 98% by reducing keying errors.
- ★ 6,240 staff hours saved and redirected by reduction of hand keying.
- ★ \$21,580 dollars saved annually on forms and postage.
- ★ *UIFastTax* was shared with other states.

Team Name: UI *FastTax*/ICESA Magnetic Format Team

Team Members: Dale Ziegler, Annette Copeland, Jim DeBlasio, Cinda Sackrison, Sharon Hitt, Aaren Purcell, Craig Baldwin, Tim Flynn, Isaac Ortiz, Dale Wallace, Dee Stuart, Richard Cowley, Rosalund Jenkins, Tim Norris

CONTACT: Sharon Hitt, (360) 902-9595

Employment Security Department

Contract Guidance

The WorkForce Investment Act requires the Employment Security Department to implement a statewide WorkSource delivery system to connect job seekers with employers. The agency did not have a guide or any training for employees who have contracting responsibilities. This team developed a Contracting Guide, providing instructions for completing contracts, memorandums of understanding, resource sharing agreements, and requests for proposals. The guide contains information and assistance on the contract clearance process, contract budget building, and contract management. Training was then provided to staff with contracting responsibilities using the Contracting Guide as a reference. In addition, the guide has been published as a resource document for the entire agency and will be regularly updated to include new laws, regulations, current information, and customer feedback.

Results

- ★ Reduced risk to the agency by providing instructions and training for preparation of contracts and other contractual agreements.
- ★ Consistent application of contracting practices statewide through the use of the Contracting Guide and training.
- ★ Instructions and forms are easily accessible.
- ★ Addressed audit concerns by ensuring that contracting policies and procedures are accessible to all staff with contracting responsibilities.

Team Name: Contracts Task Team

Team Members: Tanya Brewster, Willis Daniels, Marlene Groening, Barney Hilliard, Nita Holmes, Mary Kristofferson, Larry Malo, Larry Oline, Peggy Zimmerman

CONTACT: Tanya Brewster, (253) 593-7334

Employment Security Department

More Dough for the Fund of It!

Garn Squad's initial process improvements (first reported in September 1997) continue to generate savings to the Unemployment Insurance (UI) Trust Fund, which is used to pay benefits to workers who lose their job through no fault of their own. Occasionally, a worker's wages must be garnished in order to reimburse the fund for benefits paid for a week or more that the claimant is declared ineligible for. In three years, increased collections for the amount of \$3,016,712 have been added to the fund. In 1996 the team reviewed the entire garnishment process which they felt was inefficient and cumbersome. They devised a system that empowered employees to make key decisions, automate payment tracking and key activities, modify garnishment procedures, enhance management information, and generally improve the process. CQI efforts continue as staff work on more changes which will shorten and improve the garnishment process.

Results

- ★ Increased average monthly garnishment collections over 1996 baseline of \$93,117 to:
 - 1997: \$156,272 – up 68%
 - 1998: \$162,293 – up 74%
 - 1999: \$211,345 – up 127%

- ★ Increased annual savings to the UI Trust Fund over 1996 baseline of \$1,117,404 to:
 - 1997 – \$1,875,264, an increase of \$757,860
 - 1998 – \$1,947,520, an increase of \$840,116
 - 1999 – \$2,536,140, an increase of \$1,418,736

Team Name: Garn Squad

Team Members: David Butler, Tracy Keil, Linda Marshall, Bill McDonald, Terry Ruiz

CONTACT: Carole Bernhardt, (360) 902-9787

Employment Security Department

Data Mall to the Rescue

The Records Disclosure Unit processes approximately 300 requests for employment information per month from private and governmental entities. These processes were staff intensive and untimely. The team spent one-fifth of its time retrieving employment information from microfiche, maneuvering through a number of manual steps, and finally creating a WORD document that was sent to the customer. They decided to partner with the Unemployment Insurance Tax Liaison to pursue shorter customer response times and improve the process. Ways were brainstormed to utilize employment information in the department's Data Mall to ultimately design a new program for extracting employment information. The new procedure dramatically saves staff time and improves customer response. It eliminates looking up information on microfiche tape, manually transferring data to paper, and entering it all into a document.

Results

- ★ Reduced response time per request from three weeks to seven working days.
- ★ Saved 1,488 staff hours annually.
- ★ Improved customer service response time.
- ★ Improved team morale by eliminating unnecessary work.

Team Name: Records Disclosure Unit

Team Members: Bob Wagner, Robert Page, Karen Clevenger

CONTACT: Karen Clevenger, (360) 664-3185

Employment Security Department

FARS Out Man!

Time sheet reports for over 2,500 Employment Security employees are keyed at over 100 sites statewide into the Financial Accounting Reporting System (FARS). Procedures for “exception pay” were cumbersome, time consuming, and involved manual audit controls. “Exception pay” is overtime, dual language, shift differential, or standby pay and all hourly pay. Payroll staff had to re-key all exception pay hours because the state payroll system could not accept the information as entered. The Payroll Interface Team did some brainstorming and identified the need to create a source document. They developed a mail merge interface process for FARS with the state payroll system. The exception pay details are now downloaded from FARS and sent to the state payroll system via the interface. This eliminates the data entry process as well as error corrections. In addition, the Payroll Unit now runs the mail merge to create back-up documents for an audit trail.

Results

- ★ Eliminated re-keying and data entry errors, saving 264 staff hours annually.
- ★ Created an audit trail document for each employee file.
- ★ Improved internal customer service relationships by eliminating errors in pay.
- ★ Improved morale in the Payroll Unit by eliminating unnecessary work.

Team Name: Payroll Interface Team

Team Members: Debi Vanderhoof, Marie Dunlap, Steffan Chau

CONTACT: Debi Vanderhoof, (360) 902-9546

Employment Security Department

No Longer “Query Weary”

The Tacoma District Tax Office’s (DTO) manual procedures for processing incoming tax payments (cash/checks) were time consuming, duplicative, lacked adequate controls, and did not allow for timely response to employer requests. No method existed to ensure all payments were recorded as received and employer inquiries often were not handled timely due to manual file retrieval and a lack of system query features. The team used brainstorming and data collection to identify deficiencies and develop new processes for in-house money handling and transmittal of tax payments to meet audit standards. Using the tax database program, they developed templates, queries, and new reports. Now, all Tax Specialists have the ability to view information on current daily transmittals and query an employer’s history of payments and reports. They can respond easier and faster to employer requests for tax payment information.

Results

- ★ Saved 800 staff hours annually by eliminating manual preparation of transmittals.
- ★ Established electronic query capability to search for employer records.
- ★ Improved customer service by providing faster responses to employer requests for account information.
- ★ Universal access now available to all Tax Office staff, the centralized process provides up-to-date account collection and helps to reduce errors in the data.
- ★ Reduced the risk to the agency, by reducing the number of staff handling cash and check tax payments from 7 to 2, establishing controls and revising policy and procedures to meet audit requirements.

Team Name: Tacoma DTO 500 Club

Team Members: Fred Bell, Helen Sick, Diane Gilcrease, Genevieve Miller, Trudie Overby, Patricia Traulsen

CONTACT: Fred Bell, (253) 593-7380

Employment Security Department

Airport Jobs Flies High

The Airport Jobs Employment Information Center is a new program at the Port of Seattle and serves airport-related employers and job seekers. University of Washington researchers conducted interviews and focus groups with Sea-Tac employers to determine if an airport job center would be beneficial. Economic development officials, airport management, and elected officials visited San Francisco International Airport's model program. The Airport Jobs project makes it easier to find living-wage jobs at Sea-Tac International. Airport employers can now list jobs in one location meaning job seekers now have a single point of contact so as not to waste time and travel expense commuting to off-site personnel offices. Employment Security serves an important role in the partnership, assisting welfare recipients with work search and providing essential support services like childcare, interview preparation, and transportation.

Results

- ★ 3,000 job seekers visited the center; 58 employers listed job openings and 115 job placements have occurred.
- ★ Filled a critical niche for small employers.
- ★ Enhanced opportunities for employees currently in entry-level airport jobs.
- ★ Job seekers are better prepared through background checks, etc.
- ★ Enhanced partnerships prevail, working for the good of job seekers, employers, and the community.

Team Name: Airport Jobs Flies High

Team Members: ESD: Sharnelle Moore, Jim Shoher, Cindi Price, Janeane LaCass; Office of Port JOBS: Susan Crane, Teresa Peterson, Ted Metcalf; Airport Jobs Employer Advisory Board of Port of Seattle: Charles Blood; Gate Gourmet Dobbs: Margaret Borron; HMS Host: Doug Durbin; Horizon Airlines: Nancy Hargle; Alaska Airlines: Kelley Dobbs, Jennifer Kraker; Signature Flight Support: Doug Robbins; Skywest Airlines: Chad Hollingworth; Federal Express: Kathy Whearty; Huntleigh: Will Stedman; King County Jobs Initiative: Ray Moser, Carolyn Bledsoe, Peter Acevez

CONTACT: Sharnelle Moore, (206) 720-3398

Employment Security Department

One Less Audit

The Benefit Payment Control Unit is responsible for retrieving payments made to unemployment claimants whose eligibility for those benefits was later denied. The “pre-judgement” is a statement that is sent to claimants who have delinquent over-payment accounts. The statement warns that the department will file a judgement in Superior Court if the account is not current within 20 days. The team spent 96.4 hrs per month on pre-judgement activities which included auditing each delinquent account before sending the warning statement. Accounts were also audited before judgements got filed in court. The team decided to eliminate the pre-judgement audit and monitor its impact.

Results

- ★ Decreased the time spent processing pre-judgements from 96.4 hrs per month to 14.2 hrs per month; an 85% reduction.
- ★ Increased the direct collections activities time by 82 hours per month.
- ★ Improved team morale by eliminating unnecessary work.
- ★ Enhanced the Unemployment Insurance Trust Fund stewardship through increased collection activities.

Team Name: Pre-judgement Process Improvement Team

Team Members: Pat Kirk, Glenda Walloch

CONTACT: Glenda Walloch, (360) 902-9788

Employment Security Department

WSC “ROLES” Out New System

The Washington Service Corps (WSC) administers a statewide network of AmeriCorps community improvement projects in partnership with local agencies. The 35 site sponsors of AmeriCorps are required to report project performance. Varying methods were used to measure locally defined program goals and objectives. WSC staff had to manually aggregate what data could be collected, which was burdensome for both project sites and program staff. Plus, there was no system to capture the data showing the overall impact of the program. The challenge was to develop an automated reporting system that could combine performance measure data from multiple sites and produce reports that reflected impacts in local communities. The Reporting On-Line Evaluation System (ROLES) Team brainstormed and discussed how data collection could be improved. It was important for a new system to apply technology that was site accessible. The team worked with the Aguirre Group to develop an internet-based system. Also named ROLES, the system streamlines data collection for performance measure reporting and helps WSC demonstrate the positive impacts of AmeriCorps.

Results

- ★ Saved 600 hours of staff time.
- ★ Reduced office supplies and postage by \$1,000 per year.
- ★ Performance data accuracy ensured by common reporting templates.
- ★ Easy comparison and assessment of progress.
- ★ Better able to demonstrate positive impacts, increasing a competitive edge for federal funding.

Team Name: Reporting On-Line Evaluation System

Team Members: Terri Barbee, Scott Carlson, Susan Harris, Terri Jack, Mal Monahan, Harold Phillips, Nancy Pringle, Terry Ruiz, Debbie Schuffenhauer, Eugene Suzaka

CONTACT: Debbie Schuffenhauer, (360) 438-4145

Employment Security Department

“Puttin’ On the RUIITS”

One of the main functions of the Tax and Wage Information System (TAXIS) is to provide the necessary data for calculating dollar amounts on individual unemployment claims. Because of deficiencies in the 15 year-old system, many procedures had to be completed manually, including data tracking. The system did not allow for easy movement between screens and created problems adding new data to prior reports and updating employer records. Additionally, the system did not have the capacity to produce accurate management reports. The RUIITS (Repair Unemployment Insurance Tax System) Team solicited input from internal agency users, evaluated software, brainstormed, analyzed data, and set priorities. They then designed, developed, and implemented system modifications. The new system features the flexibility to move among on-line screens by special characters, specifying pages, and forward/backward scrolling. It conducts searches using social security numbers for employer accounts and provides current, accurate data codes, indicators, and automated calculations.

Results

- ★ Saved 12,043 staff hours annually and a one-time savings of 5,993 hours.
- ★ Eliminated duplicate data in multiple databases and increased accuracy by providing reports on previously unavailable data for District Tax Offices.
- ★ Expedited requests for Employer Quarterly Reports and improved accuracy of data by automating a manual process.
- ★ Increased accountability by developing application procedures to meet federal, state, and agency requirements.
- ★ Enhanced partnership with the Information Technology Services Division and Tax Administration staff, resulting in improved customer service.

Team Name: RUIITS Team

Team Members: Bill Pruett, Kurt Malizio, Jim Schodt, Michael Cobb, Dale Zimmerman, Pieter van Amerongen, Sam Simpson, Lorrie Como

CONTACT: Sam Simpson, (360) 438-3298

Improving Agency Communication with Employees

Being in five buildings makes it difficult for Health Care Authority (HCA) employees to develop a sense of unity. The agency needed a vehicle for promoting a team environment and sharing information. However, there was no funding available.

The agency's Communications staff developed a completely electronic internal newsletter, Authorized Reading, which is published monthly, and stored on the agency's shared drive. The newsletter has improved internal communications, and has saved the agency the cost of producing a printed newsletter.

After the first six issues, Communications surveyed all staff regarding the newsletter's format, readability, and content. According to the responses, the newsletter was on the right track, but employees wanted to see less information on length of service, personal anniversaries, births, etc., and more employee features and agency news. The recent newsletters have reflected this. The survey responses also guided Communications to change the electronic format, making it more user friendly. Further improvements have been made as a result of monthly meetings with representatives of various divisions who provide feedback and story ideas.

Results

- ★ The electronic newsletter costs the agency only in staff time. If the HCA printed the same newsletter for its 300 employees, the cost would be approximately \$1,476 per issue.
- ★ There is a sense of community throughout the newsletter, and staff are informed about what is happening outside of their area.
- ★ Authorized Reading has helped push the HCA to a new level technologically. The newsletter's electronic features also help train employees for using the Internet and intranet in the future.

Team Name: Authorized Reading

Team Members: Dave Wasser, Michelle George, Gayle Heinemann, Pam Hildebrand, Jill Hanks, Tiffany Scheer, Diana Lessard, Barbara Bauman, Renee Bourbeau, Audrey Frisch, Patty Gentry, Katlyne Mobasher, Thad Moe, Geri Ridley, Theresa Rush, Lynda Walley, Barbara Burgener, Crista Henry, Amy Ridgeway

CONTACT: Dave Wasser, (360) 923-2711

Improving Communications to UMP Providers

The previous format of the Uniform Medical Plan (UMP) Billing and Administrative Manual for Professional Providers required costly revisions of the entire document. This prevented distribution of timely updates, due to workload and cost.

UMP and HCA Communications worked together to create a flexible format in which sections can be updated as needed. Only those updated sections need be sent to providers. Along with changes to the format of the document, additional improvements were made to the distribution process (such as using FASTforward software to identify invalid mailing addresses).

Since UMP Preferred Providers (14,800+) are required to comply with the policies and procedures delineated in this manual, timely updates are essential, especially due to regular changes in UMP reimbursement systems and policies.

Results

- ★ Reduced printing and mailing costs—fewer pages being sent to providers, more efficient/accurate mailing system, and less overtime for the warehouse.
- ★ Decreased workload for HCA Communications: reviewing and formatting changes only, rather than creating an entirely new document.
- ★ The manual is more user-friendly; the format is consistent with the UMP Certificates of Coverage.
- ★ Fewer inquiries by providers and their staffs due to not having up-to-date billing information; fewer improperly adjudicated claims.

Team Name: UMP Providers Communication Action Team

Team Members: Kathy Fancher, Liz Cochran, Elaine Youell, Sharon Thompson, Katlyne Mobasher, Janet Peterson, Jill Hanks, Pam Hildebrand, Gayle Heinemann, Mike Angel, Jeff Coler, Jim Schuntz, Rita Harnish, Lynda Miles, Mike Watson, Jeff Woodley

CONTACT: Kathy Fancher, (206) 521-2007

Revision to UMP Reimbursement Policies = Cost Containment

The Uniform Medical Plan (UMP) utilizes fee schedules and “per case” prospective payment systems to reimburse many medical services; some categories of service continue to be paid based on a percent of billed charges. According to recent analyses of claims expenditures, costs for services reimbursed based on billed charges have grown much faster than costs for services that are paid using fee schedules or other prospective payment systems.

To reduce potential waste and control potential cost increases, the UMP has reviewed reimbursement policies and expanded the use of fee schedules or prospective payment systems for additional services. In some cases, additional services were transitioned into an existing UMP reimbursement methodology, or a reimbursement methodology currently utilized by the Health Care Financing Administration (HCFA) but not previously utilized by the UMP.

Results

- ★ Implemented reimbursement based on Average Wholesale Price (AWP) less 5% for drugs and biologicals provided in a physician’s office.
- ★ Reduced waste on inappropriate prescriptions by implementing a Drug Utilization Review Process.
- ★ Reduced expenditures by capping total payments for pharmacy claims at DSHS’s total allowed charge when UMP coverage is secondary to DSHS coverage.
- ★ Reduced expenditures by using UMP professional provider fee schedule to reimburse services not covered by Medicare when a UMP member has Medicare coverage.

Team Name: Reimbursement and Cost Containment Quality Team

Team Members: Kathy Fancher, Krista Shufelt, Debbie Korevaar, Sharon Thompson R.N., Andrew Brunskill M.D., Kris Shopin, Shannon Hannan, Cheryl Mustard

CONTACT: Cheryl Mustard, (206) 521-2008

Electronic Grants Submission = Improved Customer Service

In 1998, Community Health Services (CHS) staff instituted a Quality Improvement Initiative to improve and simplify the annual grant request for proposal (RFP) process that all the community clinics use in applying for funds from the HCA. This initiative came about at the request of numerous community clinics asking CHS to try to reduce the administrative burden of grant/RFP preparation so they could concentrate on delivering health care. In response to these requests, CHS staff, in collaboration with community clinics throughout the state, developed an electronic grant/RFP process. Although not a new or innovative process, the success is in it's second year: 100% of the RFP applications came to HCA via the Internet.

Results

- ★ By simplifying the grant/RFP into one Excel workbook (with 9 worksheets) and two Word documents, 93% of the clinics turned in complete applications.
- ★ Reduced the cost of submitting the grant/RFP from an average of \$25. per clinic to \$1.
- ★ Reduced the average of two to three days from the time the applications were sent to when the HCA received them to less than one hour.
- ★ Eliminated 100% of format errors and approximately 90% of math errors.
- ★ Improved the quality and accuracy of grants/RFPs submitted.

Team Name: Community Health Services Grant Improvement Project

Team Members: Bob Blacksmith, Connie Clark, Thad Moe

CONTACT: Bob Blacksmith, (360) 923-2755

Imaging Team Address Change Process Improvement

The Public Employees Benefits Board (PEBB) Self-Pay Unit receives over 1,500 address changes each month. Having the correct addresses in PEBB's system is crucial, especially during the open enrollment period when important medical and dental information is mailed to the customers. The former process of handling address changes was cumbersome; eight staff at a Health Insurance Benefits Specialist 2 level handled the address change requests prior to giving it to a Health Insurance Benefits Specialist 1 for processing.

The Imaging Team suggested automating the distribution of the address changes and developing a different workflow in order to speed up the process. Currently, all the address changes are imaged and forwarded to three employees for processing.

Results

- ★ Fewer misplaced or misrouted documents.
- ★ Improved customer service as all PEBB staff (active and retiree side) can view whether an address change has been received and processed directly from their workstation.
- ★ Staff efficiency is enhanced as there is no need to search for the hard copy address change and/or have several staff handle the same document.
- ★ Enhances customer service quality as imaged address changes are processed immediately.
- ★ Ensures that the medical/dental plans have updated information so that claims information and reimbursement checks are mailed to the correct address.

Team Name: Imaging Project Team

Team Members: Renee Bourbeau, Mary Whittle, Romeo Solis, John Barada, Richard Disbrow, Preston Cody, Bob Freese, Larry Cade

CONTACT: Renee Bourbeau, (360) 923-2813

Refund Database: Quick Fix to an Old Problem

The refund process was not working. Each week 200 refunds required matching paperwork and records that had to be manually entered a total of three times, into two separate systems: the Office of Financial Management's Agency Financial Reporting System (AFRS) and the Health Care Authority's Insurance Eligibility and Accounting System. These multiple entries put a high demand on staff time and increased the chance of keying errors. Delays caused by this multi-step process not only increased the waiting time for customers, but also made it possible to accidentally send duplicate refunds.

A refund database was created to streamline the process and eliminate the need for multiple system entries. This automated system made it possible to complete the refund process with only one entry. The database also provided a simple way to group refunds together on the Invoice Voucher (A-19) form, further reducing the demands on time and materials.

Results

- ★ Reduces data entry time.
- ★ Increases accuracy of refunds.
- ★ Provides quick access to records.
- ★ Improves customer service.
- ★ Simplifies account reconciliation process.

Team Name: Database Saving Grace Action Team

Team Members: Stephanie Longanecker, Romeo Solis, Jann Peters, Yonhee Flores, Susie Knight, CJ Teague, Kathy Plaquet, Ha Huynh, Tina Brien, Christy Vaughn, Deanna Kehr, Judy Pittelkau

CONTACT: Christy Vaughn, (360) 412-4380

Indeterminate Sentence Review Board

Increase Victim Input into Parolability Hearings by 15%

The Washington State Constitution gives crime victims the right to make a statement at any proceeding where an offender's release is being considered. These proceedings include the parolability hearings conducted by the Indeterminate Sentence Review Board as mandated by RCW 9.95.100. The Board places a high priority on soliciting victim input into the parolability hearings as evidenced by this project. As a result, the Committee developed several improvements for soliciting victim input. The agency established baseline for victim input as of May 31, 1999 was 22% of the total caseload.

Results

- ★ For the period of June 1, 1999 until May 1, 2000, a reported 25% of the total caseload had victim input.
- ★ Recent implementation of a victim information page on the Indeterminate Sentence Review Board web-site for greater Board access and awareness. For the period of April 17 – June 11, 2000, there were 14 “hits” or visits to the page.
- ★ Recent implementation of the victim presentation exit surveys for suggestions on how to make their perspectives heard by the Board. Since the September 1999 implementation date, 15 surveys have been distributed on 5 index crimes. To date, victim representatives have returned surveys on 4 of 5 index crimes. This represents an 80% return rate. Due to exit survey responses, actions have been taken to make changes in process.
- ★ Implementation and distribution of monthly press releases regarding upcoming parolability hearings (90 days in advance) to key legislators, victim service agencies, prosecuting attorneys, and law enforcement officials. Information provided includes offender names, cause numbers and criminal histories.
- ★ Board travels to victim/survivor homes, meets in Indeterminate Sentence Review Board Office or convenient location (based on need) for conferences.

Team Name: QI Group I & II

Team Members: John L. Austin, III, Steve Eckstrom, Julia Garratt, Richard LaRosa, Margaret Martinez, Frances Spreier, Jody Swails

CONTACT: Margaret Martinez, (360) 493-9266

Liquor Control Board

Changing Tax Payment Process Is Good for Customers and Staff

Processing the monthly tax reporting forms was labor intensive for both the licensees and Liquor Control Board staff. The method of identifying and collecting missing tax reports was redundant and ineffective. Multiple time-consuming steps used to process the monthly tax reporting forms uncovered few discrepancies.

In addition, licensees were required to hold a surety bond that guaranteed payment if the state excise tax became delinquent. However, a majority of the licensees paid their taxes on time and the bond was never used.

Statutory changes were recommended and approved that allowed Board discretion to require surety bonds. Then, working in conjunction with licensees and stakeholders, regulatory changes were recommended and approved.

Results

- ★ Eliminated 550 surety bonds and 22 FTE hrs/year spent on bond administration.
- ★ Combined the tax content of 2 WAC chapters, eliminated 9 WAC's, and clarified and simplified 5 WAC's.
- ★ Reduced the number of tax reporting forms from 15 to 11, saving \$4,087 annually.
- ★ Discontinued cross-checking of tax reports by LCB staff saving 3,168 FTE hours annually (1.5 FTEs).
- ★ Distributors (external customers) benefit by keeping their tax dollars 20 days longer since they pay the tax directly to the state on the 20th day of the month after purchase.

Team Name: Beer and Wine Excise Tax Collection Process Team

Team Members: Fay Bronson, Fred Byers, Peggy Harrison, John Craighill, Nancy Lin, Sun Taylor, Dave Weiland, Randy Reynolds, Heidi Whisman, Nancy Harry

Contact: Heidi Whisman, (360) 664-1641

Military Department, Emergency Management Division

Mutual Aid & Interlocal Agreement Handbook / Hazard Identification & Assessment

The two documents were printed as 8 ½” x 11 “ handbooks with hard covers and shrink wrapped for mailing. The Plans Section of Emergency Management Division was challenged to produce the documents at less cost while maintaining quality and readability. Both documents were reformatted on PageMaker. The *Mutual Aid & Interlocal Agreement Handbook* was reduced to an 8.5” x 5.5” document for use in the classroom and by other customers. Both documents were placed on the Emergency Management Division (EMD) website, where accessibility to a larger customer base was achieved. The *Mutual Aid & Interlocal Agreement Handbook* production cost was reduced by 50% (\$189), and the *Hazard Identification and Assessment Handbook* production cost was reduced by 40% (\$1321). Placing the documents on the website, reduced printing cost and storage space requirements, increased circulation, and eliminated shrink-wrapping and postage costs.

Results

- ★ A physically smaller, more compact and user friendly product.
- ★ Placed on the Internet, resulting in less printed copies.
- ★ Placed on Internet, resulting in availability to a larger customer base, 24 hours a day, 7 days a week.
- ★ Saved about forty hours per year.

Team Name: Plans Conversion Process Team

Team Members: Ferruccio Crocetti, Bob Isaman, Mark Kogle, Valjean Merrill, Jeff Parsons, Ed Quarles, John Vollmer

Contact: Jeff Parsons, (253) 512-7056

Military Department, Emergency Management Division

Hazardous Materials and Wildland Fire Reporting

A contract has been established between the Military Department, Emergency Management Division, the Department of Natural Resources, and the Department of Ecology to enable the state Duty Officer to receive calls and serve as the answering service for hazardous material spills and wildland or urban fire reporting.

Previously it was necessary for individuals or businesses wishing to report fires or hazardous spills to do so through regional answering services hired by the respective agencies. This process was time consuming and costly and in most cases, because representatives of the answering service were not as knowledgeable concerning emergency management processes, critical emergency response times were adversely affected.

Results

- ★ Critical, potentially life saving information obtained first hand by trained representatives.
- ★ Information expeditiously passed to emergency response agencies.
- ★ Emergency response and multiple state and federal agency support rapidly coordinated through a variety of communication systems.
- ★ The use and costs associated with four separate commercial answering service companies and one after-hours state agency service discontinued.
- ★ All answering service functions to include notification and coordination processes performed in one central location.

Team Name: State Agency Response Coordinators for the Emergency Management Division

Teams Members: Dan Fox, Ed Lamar, Jim Kadrmias, Ken Lehman, Teresa Williams, Ken Wolf

CONTACT: Ken Parrish, (253) 512-7019

Office of Trade & Economic Development and Office of Community Development

On-Line Purchasing System and Inventory Database

Our previous paper-based purchasing process was inefficient, difficult for staff to access, and was inadequate as an inventory-tracking tool. Staff requesting products and services were unable to view their past purchasing records, which required the Purchasing Office staff to spend a substantial amount of time providing historical data or providing research and consultation. In addition, the paper-based process required duplicate points of data entry for making requests, preparing purchasing documents, and inventorying purchases. Additionally, the State Auditor had found that the inventory tracking was not as effective as it should be to meet OFM regulations.

Results

- ★ Online purchasing system provides up-to-date information to agency staff researching and processing purchase requests.
- ★ Duplicate data entry is substantially reduced.
- ★ The acquisition, tracking and disposal of agency assets can now be accomplished with great accuracy, meeting state auditor's requirements.
- ★ All aspects of purchasing and asset management are reflected in the database: original purchase, inventory control identification tags, depreciation, disposal, transfer, loan and surplussing.
- ★ Management information by organizational structure and budget categories can be accessed easily. Changes to organizational structures can be managed easily, ensuring continued authorization checks and balances are in place, as well as accurate asset tracking.
- ★ Provides on-line links to Central Stores website and GA's master contracts.

Team Name: CTED Purchasing Office

Team Members: Cora Shively

CONTACT: Kate Heimbach, (360) 586-1397

Assessing the Impact of WorkFirst Community Jobs

The Community Jobs program works to move individuals off Temporary Assistance to Needy Families (TANF) into employment with non-profit organizations and other public sector agencies. The Office of Trade and Economic Development's (OTED's) WorkFirst Unit, in partnership with the Economic Opportunity Institute and the Northwest Policy Center, has implemented a qualitative and quantitative pilot program to assess the outcomes and effectiveness of Community Jobs and to develop a continuous improvement process tool to immediately resolve issues as they arise.

The outcomes assessment involves the use of six month exit surveys with our participants, as well as worksite supervisor surveys. Surveys are conducted around the state with every participant and worksite supervisor. The assessment process also includes focus groups with worksite supervisors and DSHS case managers in six sites around the state. Finally, Unemployment Insurance wage data is being collected quarterly to determine employment and wage progression outcomes.

Results

- ★ Qualitative outcomes show a majority of participants become employed over four quarters. A majority of participants earn over \$2500 per quarter with significant wage progression each quarter.
- ★ Focus groups provided an excellent opportunity for individuals to discuss issues with facilitators and with each other.
- ★ Assessment process facilitated partnerships, established feedback loops, and provided lessons learned about program improvement needs within consortiums and partner agencies.
- ★ Information collected has resulted in program enhancements within referral, job search host site employer relations and communication.
- ★ A continuous improvement process was developed to improve service delivery and outcomes with input from DSHS WorkFirst staff, ESD WorkFirst staff, CTED/OTED, SBCTC, Community Jobs contractors, host employer sites, tribal affiliates, and Community Jobs participants.

Team Name: Community Jobs Unit

Team Members: Julie Wilson, Vince Chavez, Lori Pittman, Jan Hamilton, Annette Case, Paul Sommers

CONTACT: Julie Wilson, (360) 664-8988

Office of Trade & Economic Development

Community Jobs Discussion Forum

Program effectiveness and quality customer service, as well as, feedback loops and partnerships between the Office of Trade and Economic Development (OTED) and Community Job (CJ) contractors are all essential for program success and ultimately strong customer service.

The Community Jobs Discussion Forum is a website developed and managed in partnership with the Economic Opportunity Institute (EOI). The Discussion Forum is a password protected website listing issue categories which all CJ contractors, CJ subcontractors, OTED Community Jobs staff, and EOI staff have access. The forum provides an opportunity for CJ contractors to discuss issues, ask questions, and share best practices and resources with each other and with OTED staff. OTED staff particularly provide answers to policy questions while both OTED and EOI facilitate the discussion and feedback on issues. The forum provides an opportunity to link CJ contractor/partners around the state as well as provide direct and immediate access to technical assistance for effective service delivery.

Results

- ★ Improved customer service to contractors specifically on program issues and resources available to contractors. The printable information provides sometimes necessary confirmation of program policy and procedures.
- ★ Improved peer learning and sharing of best practices through contractor partnerships established through the forum.
- ★ More effective service to program participants through increased program knowledge, resource availability, and best practices shared around the state and from OTED.
- ★ Continuous program improvements based on feedback to OTED through the discussion forum.
- ★ Rapid resolution of problems as issues is quickly identified and continuous improvement processes are established.

Team Name: Community Jobs Unit

Team Members: Julie Wilson, Vince Chavez, Lori Pittman, Jan Hamilton, Annette Case

CONTACT: Julie Wilson, (360) 664-8988

Parks and Recreation Commission

Visitors Find Added Refreshment at State Parks

Although the Washington State Park system's natural and cultural resources are extraordinary, its financial resources have not kept pace with increasing needs and responsibilities for interpretive services, maintenance, and staff. In reviewing enterprise projects with the potential to enhance customer service and generate revenue, vending service contracts become an appealing part of the solution.

Surveys found that a majority of visitors wanted to purchase soft drinks. The percentage supporting vending machines increased when respondents were told that vending had the potential for parks to share in the profits generated.

After a competitive bid process, State Parks entered into a five-year contract to partner with the Coca-Cola Bottling Company of Washington. The face of the vending machine features a special customized image of a natural forest scene in keeping with the aesthetics guidelines to "minimize commercial intrusion and be harmonious with a park's historic or natural ambiance."

Results

- ★ The first 150 vending machines, with forest-oriented custom fronts, were installed by July 4, 2000.
- ★ The project will serve the needs of the public for soft drinks, including bottled water, at the same time producing revenue for state parks.
- ★ The five-year contract will bring the following to State Parks: \$325,000 in cash; \$100,000 from in-kind benefits for leasehold improvements and customized vender fronts; \$333,000 per year in marketing support that is expected to help the agency generate another \$20,000 to \$50,000 per year from camping, conferences, and vacation housing; and generate \$150,000 in new sales taxes to state and counties, leasehold excise and other taxes.

Team Name: Vending Charter Team

Team Members: Rangers John Lawrence, Joel Pillers, Eric Lewis, Bill Overby, Mike Zimmerman, Sherm Scott, Jim Presser, and Matt Morrison. Pete Gonzales (Concessions), Richard Brown (Parks Architect), Ed Gianini (Shops), Bill Fraser (Planning), Jim Neill (Construction & Maintenance), Gary Long and Eric Watilo (Programs & Services), John L. O'Brien (Lake Sammamish concessionaire), Paul Creighton (volunteer business consultant), and State Parks Commissioners Mickey Fearn, Joan Thomas, and Cec Vogt

Contact: Tom Oliva, (360) 902-8527

Parks and Recreation Commission

Developing the Process to Establish Electronic Forms

All State Parks forms are on computer. However, agency staff does not have the software to view them. Nor are they programmed to be filled out electronically. As a result, many different software packages are being used by agency personnel not trained in forms design. Forms are completed by hand or on the computer, but do not have associated databases, electronic signature, or electronic distribution.

The team examined the process related to implementation of agency e-forms using workflow solutions as they updated the *Authorization for Change in Budget Authority* form.

Using agency software FormFlow99 as a test software package, a form was created that can be saved to *html* format for accessibility to all through the Internet Browser and/or form fillers as necessary. The form was “programmed” to update associated databases and distribution was automated using Microsoft Outlook. Using test software from Verisign, signature authorization was tested.

The team was successful in developing the process whereby the forms designer, user, and programmer worked together to create the first electronic form for State Parks.

Results

- ★ Defined the purpose of the form and created a flowchart and process element map of the process.
- ★ Identified users, distribution, and signature authorities.
- ★ Defined data elements for process identification and data input to associated databases.
- ★ Electronic forms will eliminate costly duplication of data input, create efficient and trackable distribution, and provide signature controls.

Team Name: E-Form Charter Team

Team Members: Lisa Dunn, Joe Rogoski, Lynda Gee, Mark Bibeau, Bill Gansberg, Brenda Morefield, Michael Anderson, Robyn Malmberg, Terri Heikkila

Contact: Lisa Dunn, (360) 902-8636

A Cooperative Solution to Providing Database Products for Libraries across Washington State

Before 1998 libraries in Washington were spending approximately \$4 per user to make electronic databases of newspapers and periodicals available to library users, a prohibitive cost for most libraries. Now, for only \$0.041 per user, over 2,000 libraries benefit from the Statewide Database Licensing (SDL) efforts to offer library users statewide full-text periodical and newspaper packages. The Washington State Library serves as the clearinghouse for information and provides staff coordination for the project. A request for continued funding will be included in the 2001-2003 Biennial budget at the request of libraries and the Washington Library Association (WLA). Current trials are under way to review new library database products prior to selection. To view sample database software available, click on the Statewide Database Licensing text on the Washington State Library web page www.statelib.wa.gov.

Results

- ★ Libraries now pay an average of \$0.041 per user *instead* of the cost prior to SDL of \$4 per user.
- ★ The number of public libraries able to access full-text databases increased from 34 to 69 statewide, *100%* of Washington's public libraries.
- ★ All K-12, special libraries, academic and tribal libraries are eligible to provide this service to their customers.
- ★ Sixty vendors were able to share their products with libraries.
- ★ Libraries are able to now participate in database "trials" to review products and "vote" on the most relevant databases for library customers that are currently available for future licensing to include in SDL software options for libraries.

Team Names: Consultants Team (CONS), Information Technology Services Team (ITS), Executive Management Team (EMT), Customer Development Services Team (CDS)

Team Members: (CONS) Sue Barrett, Jeanne Crisp, Rebecca Jensen, Vicki Terbovich; (ITS) Callie Goldsby; (CDS) Susan Reams; (EMT) Nancy Zussy, Cathy Turk, Jan Walsh, Mary Campbell, Tom Martin

Contact: Jeanne Crisp, (360) 704-5255,

Washington Council for Prevention of Child Abuse and Neglect

Child Abuse Prevention Month-Blue Ribbon Campaign

Child Abuse Prevention (CAP) Month has received little statewide publicity. This year WCPCAN developed partnerships with programs, associations and agencies to "Promote awareness on issues concerning abused and neglected children through the Blue Ribbon Campaign held in April during Child Abuse Prevention Month."

A Virginia grandmother started the "Blue Ribbon Campaign" in memory of her 3-year-old grandson, who was murdered by his mother's boyfriend.

Results

- ★ Distributed over 100,000 blue ribbons and blue ribbon bookmarks statewide!
- ★ The Bindu Nair Guild was started at Children's Hospital and Regional Medical Center to work on CAPA and the Blue Ribbon Campaign.
- ★ Featured in over 6 newspaper articles, 8 newsletters (one national), 5 Web sites, 2 flyers, and one direct mail insert by DSHS Credit Union. We reached over 250,000 people via distribution data.
- ★ Released new public service announcements about Shaken Baby Syndrome Prevention to 8 major stations. We received 81 free spots!
- ★ Promoted the campaign via displays and opening remarks at 9 conferences/special events and the Capitol Rotunda.
- ★ Promoted the flying of the Children's Memorial Flag by providing it to programs. On the last Friday in April (Children's Memorial Day) it was flown over the Capitol.
- ★ Distributed "do-it-yourself" press packets to over 51 new partners in prevention as a result of our outreach and having our CAP press release featured on the Governor's home page.

Team Name: Child Abuse Prevention Month-Blue Ribbon Campaign Committee

Team Members: Cheryl Keller and Karen Pillar, Court Appointed Special Advocates (CASA); Carol Mason, Children's Hospital and Regional Medical Center (CHPMC) - Children's Protection Program; Bindu Nair and Scott Naugler, The Indu Nair Guild of CHPMC; Darlene Flowers, Foster Parents Association of Washington; Juanita Ramos, Seattle Public Health and Safety Network; Gwendolyn Townsend, One Church One Child/UJIMA; Napoleon Caldwell, King County CASA; Cheryl Reed, WCPCAN; Sharron Lee, Children's Alliance; DSHS - Children's Administration

Contact: Cheryl Reed, (206) 389-2412

Washington School for the Deaf

Video Conferencing Enhances Communications

Washington School for the Deaf is a unique agency where the primary language is visual. The school is located in Vancouver, but the clientele is spread across the State. Prior to video conferencing, travel to Vancouver or telephone conferences involving as many as three interpreters were the norm. Costs were high. Video conferencing was established in Spring 1999. Since that time, Washington School for the Deaf has provided deaf accessible workshops for parents, students and professionals who do not have the time or the means to travel to Vancouver. The most important aspect of this change, however is the direct accessibility through a visual means with a decreased dependence on interpreters, and an increase in parental and local school district participation in student meetings.

Results

- ★ Increased involvement by parents and local school districts in Individual Education Plan Meetings.
- ★ Deaf students at the Washington School for the Deaf are involved in the interactive statewide-shared reading program.
- ★ Specialized interactive training originating from Washington School for the Deaf for rural educational interpreters, mainstream teachers of the deaf, and other public school personnel is now offered.
- ★ Quality improvement meetings are now held twice monthly on the video system thereby increasing parent participation in the process.
- ★ Technology training and sign language classes are offered over video conference.

Team Name: Outreach Support Team

Team Members: Dana Pride, David Stetson, Despo Varkados, Erin McGary-Hamilton, Donna Power, Julie Papalia, Tommy Meehan, Nikki Ekle, Jeff Garnett, Valerie Ryan

CONTACT: Valerie Ryan, (360) 418-4347

Washington State Gambling Commission

Backgrounds Checks Run Faster, People Begin Working Faster

The Gambling Commission conducts criminal background checks for licensing applicants using the State Patrol's computerized system. In the past, staff waited until an application file had been set up by one unit and then transferred to another unit, before beginning the background check. In high volume times, this could take several weeks. If the background check could not be completed within 20 days, the applicant could begin working, without the agency having run a criminal history check.

A team of several units determined they could begin running the checks much faster by taking advantage of the agency's new computer system. The checks are now conducted "automatically" as soon as minimal information is entered into the agency's computer system. This is usually done within 24 hours. Staff no longer waits for the application file to be set up before beginning this important background check.

Results

- ★ Reduced processing time for new applications from 25 days to 8 days, which allows employees to go to work faster.
- ★ Increased the number of background checks run by the unit per month by 30%.
- ★ The number of applicants beginning work without the criminal background check being completed has dropped to nearly zero.
- ★ Saved nearly 2,500 hours in staff time.
- ★ Misrouted and lost files have been reduced to nearly zero because the unit running the checks rarely needs the application files.

Team Name: Automated Criminal History Check Team

Team Members: Dave Trujillo, Mona Nelson, Ronaldo Ygon, Lois Brown-Coleman, Rodney Joubert, Ruth Zamora, Loren Husted, Dawn Warren, Neal Nunamaker

CONTACT: Bob Berg, (360) 438-7654, extension 348

Scratch Ticket Vendor Procurement

Annually, the Washington State Lottery develops over 40 different scratch ticket game designs and produces over 130M scratch tickets. When the existing vendor contract was due to expire, the Lottery used the opportunity to research different methods of payment and different services which the scratch ticket vendor could provide. As a result, the Lottery, working with General Administration, signed a contract in March 2000, which dramatically changes the way the Lottery will pay its vendor.

In the past, the Lottery paid a set price for every 1,000 tickets produced. Under the new contract, the Lottery will pay the vendor a percentage of the sale of tickets. The new contract represents approximately \$1.8M in savings over costs projected for FY01 (based on old contract pricing). The new method of pricing will enhance the vendor's interest in the Lottery's ability to achieve sales goals because the vendor will be compensated on the number of tickets sold, rather than the number of tickets produced. Additional services will also result in savings in costs and staff time.

Results

- ★ \$1.8M in savings over costs projected for FY01.
- ★ An additional \$90,000 in savings because under the new contract the vendor will provide marketing support in the form of specific research projects and ongoing consultation.
- ★ The contract emphasizes fact-based decision-making and requires research or sales data for every recommended scratch ticket design.
- ★ Scratch ticket inventory sheets are provided for all retailers with pictures of scratch ticket games and an explanation of when games will start.
- ★ The transition of the electronic lay-outs of the retailer manual to the vendor allows for a much more efficient process and eliminates redundancy. Previously the information was keyed into one type of system then modified by another system—now the information is done one time, at one place.

Team Name: Scratch Ticket Procurement Team

Team Members: Mary Jane Ferguson, Bob Benson, Tim Brown, Ron Robbins, Mara Sobel, Michael Cousins, Ann Clark (Lottery); Steve Demel (General Administration)

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

Handbook on Registering Offenders

To benefit counties tracking the whereabouts of persons convicted of sex or certain kidnapping offenses, or those found not guilty of these offenses by reason of insanity, the Identification and Criminal History Section of the State Patrol maintains a statewide, centralized registry. However, laws about collection and use of the data frequently change, leading to numerous phone inquiries from local law enforcement agencies, and to registry forms being returned to the sender for compliance with new provisions.

After consulting with local law enforcement staffs, the employees compiled and distributed an easy-to-use information packet to all the state's law enforcement agencies. The packet explains in detail the triggering events and forms for using the registry. A Frequently Asked Questions section, code changes, and up-to-date law enforcement staff contacts for the entire state are also included. To keep up with new law or customer needs, the packet is to be revised annually.

Results

- ★ Step-by-step 27-page reference guide for submitting and sharing information on offenders has been produced.
- ★ Telephone inquiries about the registry are down from 388 per month to 97.
- ★ Time spent on calls is down from 58 hours per month to 16.
- ★ The number of documents returned to local agencies for adjustment has dropped from 248 monthly to 124.
- ★ Response from local law enforcement agencies is positive.

Team Name: Offender Registration Packet Team

Team Members: Diana Lathrop, Debbie Tripp, Linda Prouty, Betty Muckelvene

CONTACT: Diana Lathrop, (360) 705-5106

Factory Installation for Pursuit Vehicles

Annually Washington State personnel equip new fleet vehicles to configure them as pursuit vehicles for troopers. Past practice, in the process of equipping these vehicles, has been to have plastic seat covers installed on the vehicles' rear seats by a contractor after taking delivery. Covering the rear seats cost the department \$143 per seat, materials and labor inclusive. To avoid this cost, a team from the Fleet Section explored with the manufacturer the possibility of factory installation of vinyl seats upon order. As a result of these discussions, the agency now writes vinyl rear seats into its vehicle delivery specifications, the cars arrive with rear seats ready for use, and costs associated with "the way we've always done it" have been eliminated.

Results

- ★ Cost reduction for materials totals \$21,240 annually.
- ★ Cost reduction for labor totals \$4,071 annually.
- ★ Factory product is more durable than retrofit product, delaying likelihood of need to replace seat covers.

Team Name: Delivery Specifications Team

Team Members: Bob Green, Denny Kellogg

Contact: John Scarfo, (360) 412-8978

Western Washington Growth Management Hearings Board

Electronic Distribution of Orders

Our major decisions and orders were mailed out to an extensive distribution list. This occurred on the average of 6-8 times per quarter. Each order would be approximately 15 pages in length. Each order would have to be copied, stuffed in envelopes, and mailed, taking approximately 6-8 hours per quarter of staff time.

We improved the process by sending the majority of our distribution list (35 out of 50) by electronic mail instead of by regular mail. The e-mail recipients comprised the entire list, except actual parties. This saved approximately \$1,200 per quarter (not including staff time).

Results

- ★ Cost of copying/paper reduced by 75%.
- ★ Cost of postage reduced by 75%.
- ★ Cost of envelopes reduced by 75%.
- ★ Time it takes to send out orders reduced from approximately 3.5 hrs per quarter to 5 minutes per quarter.

Team Member: Shellie Burnham

CONTACT: Shellie Burnham, (360) 664-8966

