

30th Annual

GOVERNOR'S
LEADERSHIP IN MANAGEMENT
AWARDS



Recognizing Excellence in Management

June 2, 2015
Executive Mansion

30th Annual
**GOVERNOR'S LEADERSHIP IN MANAGEMENT
AWARDS LUNCHEON**

Tuesday, June 2, 2015
Executive Mansion

- 11:30 Guests arrive
- 11:45 Guests are seated for lunch
- 12:00 Lunch is served
- 12:30 Welcome remarks
 Glen Christopherson
 State Human Resources
- Tristan Atkins, Chair
 Distinguished Managers' Association
- 12:40 Introduction of Governor Jay Inslee
 Glen Christopherson
- Award remarks and presentations
 Governor Inslee
- 1:15 Group photograph

About the Awards

Welcome to the 30th annual Governor's Leadership in Management Awards ceremony. This program was created by executive order in 1985. Governor Inslee expanded the criteria to focus on continuous improvement principles.

This year, Governor Inslee recognizes 20 exceptional managers who exemplify excellence in their performance and accomplishments. They demonstrate the values and behaviors that are integral to a performance-driven culture.

A selection committee composed of agency directors selected the 20 winners from a group of 53 statewide nominees.

From Governor Inslee

“These managers have set priorities and achieved results, managed risk and modeled leadership attributes. Please join me in recognizing their excellence in management through these awards.”

2015 Award Winners

Cyndee Baugh - Department of Licensing

Jody Becker-Green - Department of Corrections

Jeff DeVere - Washington State Patrol

Lorena Eng - Department of Transportation

Judy Fitzgerald - Consolidated Technology Services

Joshua Johnston - Department of Licensing

Kathy Kinard - Department of Commerce

Donald Lachman - Department of Veterans Affairs

Jeff Landon - Department of Corrections

Nicole McIntosh - Department of Transportation

Bill Moss - Department of Social and Health Services

Charles Pfeil - State Auditor's Office

Babette Roberts - Department of Social and Health Services

Jeffrey Sass - Washington State Patrol

Janet Shimabukuro - Department of Revenue

Vann Smiley - Department of Social and Health Services

Elizabeth Smith - Department of Labor and Industries

Dawn Tatman - Department of Enterprise Services

Jennifer Tecca - Employment Security Department

Megan White - Department of Transportation

Cyndee Baugh

Lean Program Manager
Department of Licensing

Cyndee joined the agency in November 2013 and immediately had a positive impact on process improvement efforts. Cyndee took a Lean program that was just starting to take shape and, within a year's time, positioned DOL as a state government leader in Lean. By January 2014, she was fully engaged in building the agency's Lean program by creating Web-based participation reporting and communication tools, increasing the agency's capacity to conduct formal Lean events and motivating staff to "fix what bugs them" about their daily work processes.

One outstanding accomplishment was co-creating a certified in-house Green Belt training program that helped the agency reach its goal of having 120 certified Green Belt facilitators while avoiding \$135,000 in outside training costs.

Cyndee obtained her Lean-Six Sigma Black Belt from the University of Washington. She and her husband recently celebrated their 20th anniversary, in the Virgin Islands. Cyndee enjoys supporting her daughter's education and school activities, and attends all her basketball and volleyball games. Cyndee loves to be outdoors and enjoys spending time with friends, family boating and fishing.

"Cyndee's leadership in Lean is outstanding. Her passion and commitment have made DOL a state process improvement leader. Her work to create and lead a certified internal Greenbelt training program has both saved the agency a lot of money and given us the capacity to reach our Lean goals."

Pat Kohler, Director

Jody is an expert in performance management and relationship building. She leads DOC's strategic initiative to create a results-oriented management system that connects the agency's long-term vision and key goals with meaningful benchmarks. Jody uses data, research and analysis to inform policy and budget decisions; monitor performance; identify gaps; and prioritize and implement improvement areas. Jody also serves as tribal liaison for the agency and head of the Family Services unit. A leader in state government, she has built and sustained strategic partnerships that help integrate services for individuals and families.

Jody earned her doctorate in social work and applied research from Portland State University and a master's degree in social work from the University of Utah. Before moving to the Northwest, she spent time in southern Utah, living and working on the Navajo reservation and leading participatory and culturally competent research and evaluation at the National Indian Child Welfare Association.

When she's not baking, Jody enjoys nature photography as well as tending to her beehives and chickens — often subjects of her photos. She also spends time with her family, especially her young nieces and nephews, whom she takes on hikes, enjoys weekly crafts nights and bakes with.

“Jody oversees a diverse portfolio of responsibilities. From performance management, research, grants to Native American affairs and services for families, Jody approaches her work with an optimism and focus that inspire. Her leadership through inclusivity and engagement has helped DOC move forward critical initiatives by improving partnerships and collaboration.”

Bernie Warner, Secretary

Jeff DeVere

Captain

Washington State Patrol

As the commander of the WSP's Human Resource Division, Capt. DeVere worked collaboratively with his staff on a vision to support and enhance the WSP's efforts to be the best public safety agency in the United States.

Capt. DeVere used proven organizational development techniques that involved removing barriers between work units and creating a work atmosphere that supports interactive and collaborative communication across all HR disciplines. This leadership resulted in these agency successes last year:

- » Received a record number of applications — 4,790 — for the trooper job class
- » Hired 30 percent more employees compared to 2013
- » Increased the number of veterans hired by 236 percent compared to 2013
- » Reduced the background investigative cycle time by 53 percent compared to 2013
- » Reduced work days lost due to time loss by 3 percent
- » Closed 11 Lean projects

Capt. DeVere graduated from Central Washington University with a Bachelor of Science degree in finance. He and his wife enjoy attending their two children's soccer games. He also plays golf and enjoys restoring old vehicles. The family goes on several camping trips in the summer, and all are avid snowmobile riders in the winter.

"Capt. DeVere is an exemplary leader, and his team achieved extraordinary results in 2014 by practicing good management principles. I am extremely pleased with Human Resource Division's performance in 2014, especially in its direct service delivery outcomes. This is proof that having a plan and staying with it can accomplish great things!"

Assistant Chief Shawn Berry

Lorena is responsible for delivery of construction projects, managing traffic operations and overseeing highway maintenance and emergency response efforts along state highways in King, Snohomish, Skagit, Island, Whatcom and San Juan counties.

While Lorena and her team have their hands full managing day-to-day delivery of projects and operations, she consistently demonstrates an ability to take on highly visible and critical emergency projects, too. Last year, she led WSDOT's NW Region through one of the largest disasters to ever strike Washington — the massive landslide near Oso.

Lorena leveraged resources to assist with emergency response efforts immediately upon discovery of the slide. She led efforts to facilitate solutions for the cutoff communities by opening a temporary detour and developing contracts to clear and rebuild state Route 530. Throughout the response, Lorena was a constant presence at emergency response facilities and at family, community and tribal meetings. Her approach, commitment to listening and prompt action earned the trust of affected family members, communities and partner agencies.

Lorena is a Seattle native who received her degree in civil engineering from the University of Washington. She finds time to stay involved with Seattle's Chinese community, which includes coaching the Seattle Chinese Community Girls Drill Team.

“Lorena’s leadership fosters an environment that promotes effective interagency and community collaboration, proactive communication, and creative and timely solutions. She is accessible, innovative and realistic when issues or events arise. Lorena’s work on significant emergency projects, such as the Skagit River Bridge collapse, has demonstrated her leadership and creative problem-solving skills on unique and critical transportation projects.”

Linea Laird, Assistant Secretary

Judy Fitzgerald

Chief Financial Officer

Consolidated Technology Services

When Judy joined CTS in 2013, she hit the ground running to create a two-year road map to improve CTS' financial visibility. With an ultimate goal to streamline finances, cut costs and provide management with better financial information for decision making, Judy promptly engaged her staff and other CTS managers to implement the strategy. This positioned CTS for greater financial transparency and more customer confidence in service rate development.

Over the past year, CTS has begun to experience many positive changes due to Judy's leadership. OFM has expressed gratitude for greater transparency into CTS financials, and agencies are serving customers better and faster, thanks to process changes initiated by Judy's team. In fact, these changes have resulted in savings of more than \$500,000.

Judy loves to travel. It is not uncommon to hear her revel in stories of her family adventures. She also enjoys walking several miles to and from work.

"Judy leads by example, and has a knack for motivating team members to do their best, which makes her a terrific leader. She clearly communicates her vision and constantly provides feedback related to how everyone's work contributes to the agency strategy. I have worked with many leaders over the years, and I find her to be one of the most positive and supportive managers. Judy is an asset for the state of Washington."

Rob St. John, Director

Josh has a strong record of success managing many of the agency's high-risk and mission-critical programs and projects. Josh's accomplishments include renegotiating vehicle bulk data contracts with national data brokers to require better data security standards and transparency into how the data are being used. He led a team that created a low-cost, low-impact process for issuing state ID cards to soon-to-be-released offenders. Josh's main accomplishment last year was the successful procurement of a new driver's license central issuance system, resulting in savings, better customer service and more public protection.

Josh is a dedicated, engaged public servant who helped crime victims as an AmeriCorps member at the Seattle Police Department, worked for several elected officials at various levels of government and started a nonprofit to engage young people in the political process. He started his state service with the Department of Licensing as the agency's tribal liaison; his work on tribal issues continues today. He earned a Master's in Public Administration in 2011.

In his spare time, Josh enjoys traveling with his family and fishing. He coaches youth basketball at the YMCA.

“Josh is committed to delivering solid value and outstanding public policy to the people of Washington. I can count on him to deliver high-quality results regardless of the size or scope of the task at hand.”

Pat Kohler, Director

Kathy Kinard

Homeless Grant Manager
Department of Commerce

Kathy led the statewide expansion of the Ending Family Homelessness Initiative. This initiative provided housing to 472 families enrolled in the Temporary Assistance for Needy Families program who were facing homelessness.

Families were housed through a rapid-rehousing model that costs 48 percent less than previous efforts. The model links nonprofit housing providers and caseworkers, who now work as a team to house families and boost their employment income. To date, 88 percent of the families who have exited the program left to permanent housing.

Kathy also implemented the first round of performance-based payments to grantees, rewarding grantees who successfully housed priority populations such as people exiting psychiatric hospitalization and youth exiting foster care, and reducing the return rate of people to homelessness after leaving the program.

Kathy is involved in the community, including volunteering at the local community kitchen that provides hot meals to people in need. She also plays a key role in the Olympia Bakers Guild's annual Pie Fest. Kathy enjoys spending time with her family and traveling to such destinations as Iceland, Japan and Costa Rica.

"Kathy is a pillar in the homeless community. She is well respected by her staff and colleagues, internal and external to Commerce. She is dedicated to serving our communities, and takes every opportunity to promote her staff and the work they do in a positive light, always demonstrating a high work ethic."

Diane Klontz, Assistant Director

Donald improves the quality of life for veterans and their families through his inspiring leadership and technical expertise in support of multiple federal, state and local stakeholders. Since 2010, Donald has led a statewide effort to educate and position community stakeholders to secure federal VA grants and other large foundation grants.

These efforts have resulted in the influx of more than \$7 million for additional capacity for DVA and many of its community partners. This has allowed organizations — small and large — to serve hundreds of veterans and their family members who would not have otherwise received services.

Donald’s energetic leadership style and extensive knowledge, coupled with his vast array of personal contacts at state, country and not-for-profit agencies, enables him to influence key leaders to look globally at how their organizations can thrive.

He and his wife are the proud parents of a son graduating from Yale University this spring. Donald is a veteran who served with the U.S. Air Force as a senior clinical specialist. Donald’s interests include politics and reading, particularly nonfiction and U.S. history.

“Donald is a consummate professional and the epitome of creative thinking, working with coalitions and capitalizing on the positive attributes of diverse organizations. This has allowed DVA to become a coach and facilitator to community service providers in accessing funding in the most challenging economic times to better serve Washington veterans and their families.”

Alfie Alvarado Ramos, Director

Jeff Landon

Director, Sex Offender Treatment Program
Department of Corrections

In just two years, Jeff has transformed and streamlined DOC's Sex Offender Treatment Program for the positive. He has shifted the programmatic focus to treating the highest-risk offenders. Jeff has:

- » Launched a new approach of assessing offenders by screening them face-to-face at the onset of their sentence. Jeff led the way, screening offenders himself until positions could be filled. He still travels to facilities to perform screenings so he can stay fresh and recognize evolving challenges for staff and offenders. Commitments to treatment by offenders has risen by 80 percent.
- » Provided staff with risk assessment training and created a Risk Assessment Unit to determine treatment level needed by offenders.
- » Added several positions to ensure targeted treatment is provided.
- » Provided much-needed support to Airway Heights Corrections Center through a transition period as the program develops.

Jeff is an avid fly fisherman, professionally licensed scuba diver, outdoor enthusiast and photographer. He is also a huge college sports fan and believes in rooting for the underdog. He can be seen cheering on the consummate team that never gives up, the WSU Cougars!

"Jeff is an extraordinary leader. He makes it a priority to engage people in the process and continues to work toward ensuring the program uses the best evidence-based practices. His tenacity has resulted in many positive changes in a very short period of time."

Bernie Warner, Secretary

Nicole is recognized by her supervisors, peers and fellow employees as a go-to person in the organization. During the past year, Nicole completed the primary development of an asset management system. This system will be used to make more informed decisions on the allocation of scarce resources, ensuring the functionality of the Washington State Ferries (WSF) system is maintained. She led the Trestle Seismic Study using asset management principles to develop a prioritized work plan to address the 10 remaining, 60-year-old WSF timber trestles.

Last year, Nicole led, and was instrumental in, the completion of the National Environmental Protection Act process for the ferry terminal facility to be constructed at Mukilteo. On a more global scale, she led the project development group in Lean process implementation efforts to ensure that WSF delivers projects that address the needs of the facilities and its customers at the best possible cost.

Nicole manages her work and family responsibilities while ensuring time for fun. Her family enjoys summer weekend trips to waterski at their cabin. During the school year, Nicole juggles busy schedules so she has the opportunity to see her children off to school and participate in their extracurricular activities.

“I’ve observed Nicole’s collaborative style partnering with the city of Seattle terminal project and during complex tribal negotiations. She is thoughtful, a good listener, respectful and technically competent. Advancement of these important discussions is a result of her abilities to successfully create agreements through her negotiation and collaboration skills.”

Lynne Griffith, Assistant Secretary, Ferries Division

Bill Moss

Assistant Secretary

Department of Social and Health Services

Bill is the assistant secretary for the Aging and Long-Term Support Administration (AL TSA). Due to Bill's leadership, Washington's long-term services and supports system ranked second in the nation on the 2014 AARP scorecard while ranking 34th in spending. This means the system is both better and cheaper than in every other state. Bill's influence in policy choices allows AL TSA to be uncommonly innovative in developing community resources to meet the changing demographics and needs of older adults and individuals with disabilities who desire to live in their own homes and communities. Expanding choice has allowed thousands of individuals each year to relocate to, or remain in, their own homes. This has reduced Medicaid costs by \$2.7 billion cumulatively between 1999 and 2014.

Bill has influenced and overseen these accomplishments:

- » First state in the nation to integrate payment of social services providers in the Medicaid payment information system
- » Implementation of a single database to track and investigate allegations of abuse, neglect and exploitation of vulnerable adults
- » Engaging all staff in strategic plan/performance measure development

In his free time, Bill enjoys spending time with his wife and two grown children, fishing and cheering on his favorite sports teams, including his son's college baseball team.

"Throughout his career, Bill has demonstrated dedication to improve the lives of clients by ensuring they are respected, given choices about how they receive services and supported to make decisions. Although he leads one of the largest and fastest-growing administrations, Bill makes it a consistent priority to connect with his staff."

Bea Rector, Director, Home and Community Services Division

Initiative 900 directs the State Auditor's Office to "review and analyze the economy, efficiency, and effectiveness of the policies, management, fiscal affairs, and operations of state and local governments, agencies, programs, and accounts." Under Chuck's leadership, the Performance Audit division of Washington State Auditor's Office has elevated the goals of I-900. He has restructured his division into a sustainable, collaborative, positive team. Through proactive outreach, management and an understanding of challenges faced by governments and programs, Chuck has built Performance Audits into an efficient, collaborative tool to help improve government.

Chuck likes to "Go Outside!" He hunts mushrooms and fly fishes and hikes and bird watches and generally gets grubby and wet. Chuck spends a lot of time with his family (especially the grandkids who show promising talent at being grubby and wet), explores the possibilities of metaphysics and tries to get in a game of golf every now and then.

"Chuck Pfeil is a key member of our executive team. He has taken on expanded leadership responsibilities with enthusiasm and grace and has consistently succeeded in meeting each challenge. He brings a wealth of knowledge and experience and, through his compassionate management and strategic approach, he brings out the best in those on his team and those of us on the executive team."

Jan Jutte, Acting State Auditor

Babette Roberts

Director, Community Services Division
Department of Social and Health Services

Babs is a mission-driven, inclusive leader who not only values staff feedback but actively solicits and transparently applies that feedback to achieve quantifiable results. For the past five years, Babs has led her team of 2,700 through the implementation of a variety of continuous improvement initiatives to transform lives by increased program performance on the Community Services Division (CSD) triple bottom line: Engaged CSD Employees; Effective, Efficient Service Delivery; and Client/Customer Satisfaction.

Her accomplishments this year include:

- » Completion of a five-team CSD on-boarding redesign project that put employees in the driver's seat to assess and identify process improvements.
- » Completion of a six-team WorkFirst Lean project that brought CSD staff, partners and stakeholders together to identify program efficiencies that streamline workload while yielding better program outcomes. Early results include 30.7 percent fewer clients referred to DSHS from the Employment Security Department, and 23 percent more clients completing job preparation training and engaged in 1.4 percent more hours of participation.
- » Achievement by the CSD Statewide Customer Service Contact Center of an 11.1 percent reduction in the number of callers unable to connect.

Babs is a dedicated wife, daughter and mother of three who loves living in rural Mason County for the smaller sense of community and easy access to tranquility and the outdoors.

"Ms. Roberts is incredibly deserving of this award. Her inspiring leadership for staff and her unwavering dedication to clients have been instrumental in achieving the department's mission to transform lives by ensuring our most vulnerable clients have access to services that will help them achieve self-sufficiency."

David Stillman, Assistant Secretary

Captain Sass has led District 7 through several devastating events. In 2013, the Skagit River Bridge collapsed on I-5 and was followed by the loss of Trooper Sean O'Connell in the subsequent response. These events had effects that reverberated well into 2014. Employee morale was greatly affected by the loss of a co-worker. Significant staffing shortages required remaining staff to work longer hours on regular occasions.

When the Oso landslide and the Marysville school shooting occurred, Captain Sass managed his staff and used resources to assist other local departments. All the while, Captain Sass carried out his regular duties of motivating and leading his district to greater safety and fewer deaths on the highways. Those duties continue to make a mark: There were fewer fatalities on the roadways of District 7 during 2014.

Captain Sass enjoys spending time with his family. He has spent many years coaching his two sons in football, baseball and basketball. He is an avid golfer and enjoys playing whenever he gets a chance. An overall sports enthusiast, he enjoys going to games at the local high school and to professional sporting events.

“Captain Sass is a high-energy manager who always looks for better and more efficient ways to serve the citizens of the state. He takes great pride in and care of his community and employees, understanding that each day the presence of the WSP can make a positive impact on many lives.”

Assistant Chief Ron Rupke, Field Operations Bureau

Janet Shimabukuro

Assistant Director, Taxpayer Services
Department of Revenue

Janet leads the Taxpayer Services Division, which is integral to helping taxpayers understand their rights and responsibilities. Janet is nationally recognized as an effective, inspiring leader who has overseen many innovative improvements.

Last year, Janet helped DOR become one of the first state agencies to use live chat technology to serve its customers. A champion of continuous improvement, Janet and her team used Lean principles to introduce several improvements with impressive outcomes for taxpayers and employees. Those included adding visual management boards and encouraging daily huddles; simplifying tax return instructions and tax forms for businesses that only file once a year; and increasing the percentage of business license renewals completed online.

Janet has overseen a recent website study to increase the effectiveness of DOR's webpage — which receives more than 500,000 hits each month. She serves as the agency's small business liaison and is helping DOR with the comprehensive, multi-year project to replace its legacy tax and licensing systems. Her division also introduced interactive webinars to help new businesses understand their tax responsibilities.

Janet enjoys spending time with her husband, children and extended family. She has served on the PTA board and is active with Helping Hands ministry at St. Michael Parish. Janet loves the outdoors and going for walks and jogs, but her true passion is supporting her children in their activities.

“Janet is one of the most phenomenal professionals. She is unparalleled in how her intellect, intuition and vision blend to make her such an effective leader. Her ability to motivate and inspire has taken her division to new levels.”

Vikki Smith, Acting Director

Whether leading in front (taking charge, setting vision, driving results) or leading from behind (assessing the environment, encouraging others, supporting colleagues and direct reports), Vann's leadership impact is strongly felt by others. His astuteness from listening and observing, his versatility in quickly adapting to different circumstances and people, and his dedication to cultivating leaders make his leadership approach incredibly powerful.

Vann partnered across the department, other agencies and the community to ensure a Vancouver community's concerns were addressed when DSHS opened a new office in its neighborhood. He influenced the department to consider the best way to handle duplicative warehousing functions. He taught staff a very simple, useful methodology to categorize tasks as mission critical, essential or enhancing. He implemented an operations unit that supports the entire division. He executed a formal leadership development program, and has been instrumental in making DSHS' capital budget requests effective. Few leaders are as adept as he is in establishing forward-thinking intent and a plan for implementation in an inclusive and engaging way.

Following a long Army career, Vann retired as a colonel. He is fully committed to family and community, supporting his wife and kids in all their activities and dedicating time to coach pre-teens in football each year.

"Vann's skills in leading, partnering, assessing, planning and implementing are extraordinary. His vision and his passion for creating more effective and efficient business processes throughout DSHS have led to measurable improvements and great results. DSHS is fortunate to have a leader of Vann's caliber on our team."

Kevin Quigley, Secretary

Elizabeth Smith

Assistant Director, Fraud Prevention and Labor Standards
Department of Labor and Industries

Liz has led the agency-wide effort to make a monumental shift in the way L&I ensures compliance with workers' compensation, safety, wage and other laws it oversees.

Last year, Liz led the Lean leadership pilot in her division, personally facilitating a dozen weeklong sessions that eliminated unnecessary paperwork and staff time, and improved customer service. Here are just a few results from 2014:

- » Fraud program efforts saved \$10.4 million in future benefits that won't be paid for fraudulent workers' comp claims.
- » The Claims Recovery Unit collected \$6.2 million in overpayments to claimants, nearly \$1.4 million more than the previous year.
- » The Investigations Program referred 24 fraud cases to the Washington Attorney General for consideration of prosecution, 26 percent more than the previous year.
- » "Pay a Balance Due" launched, letting customers use credit cards and electronic bank payments to pay L&I debts online.

Liz is an honors graduate of Western Washington University. After graduation, she completed a public affairs leadership fellowship in San Francisco with the Coro Foundation, a nationally competitive postgraduate leadership training program. Liz and her husband are raising two sons. They enjoy growing vegetables and whatever sport happens to be in season.

"Liz's passion for public service is demonstrated every day by her actions with stakeholders and staff. By actively engaging and listening to those relying upon our services, she understands their interests and works tirelessly to solve problems and improve performance. Liz embraces Lean process improvement philosophy and is a true champion of problem solving at the first level."

Ernie LaPalm, Deputy Director

As the first chief information officer for DES, Dawn faced the challenge of merging IT organizations from five agencies into one team to deliver technology solutions that lower the cost and improve the operations of government. The five teams had operated in very different ways; Dawn had to drive major reorganization, standardization and modernization for the new division to be successful.

Through Dawn's leadership, the DES Enterprise Technology Solutions division has emerged from the foundational work of the consolidation with impressive results in 2014. State agency customers have experienced more than \$10 million in biennial savings. More than 110 redundant systems have been decommissioned, freeing up staff capacity and reducing software costs. This work and other process improvements have allowed thousands of resource hours that used to be devoted to system maintenance for redeployment to be directed to adding new business value. The team has been honored with two national innovation awards. System improvements have reduced work, rework, costs and time for employees across state government. Results from the 2014 statewide employee survey indicate Dawn's 270 employees are thriving in the new culture she has fostered, showing gains on every question ranging from 10–22 percent.

Dawn is a devoted grandmother to her three grandchildren. Contributing to cancer awareness and research, and helping with fundraising events, are a major priority for her. Dawn also loves to attend plays, concerts and events featuring family and members of her work team.

“Simply put, state government needs more Dawn Tatmans.”

Chris Liu, Director

Jennifer Tecca

Intake Manager

Employment Security Department

Jennifer leads a team of 64 agents who file benefit claims for Washington's unemployed workers. Last year, with the smallest staff since the inception of claims centers, Jennifer's team, in conjunction with a peer organization in Thurston County:

- » Eliminated a manual work-around that had been in place for years, saving \$80,000 per year.
- » Restructured staff schedules to reduce worker fatigue, decrease overtime and speed up service to customers.
- » Launched a number of small process improvement projects that eliminated paper processes, saved time for supervisory staff and introduced visual management concepts.
- » Supported her employees in initiating and supporting ongoing Lean work and events.
- » Trained her peer manager who is new to the Lacey Claims Center.
- » Led a team of analysts in managing the design of new technology infrastructure that will dramatically improve employee effectiveness and customer satisfaction.
- » Exceeded federal standards for on-time payments to customers 51 of 52 weeks.

Jennifer and her husband have four boys; three are Guatemalan brothers of whom they are justifiably proud. She makes time to attend her sons' many sporting and scholastic events. Jennifer stays close with her seven siblings and participates in various community activities.

"Jennifer exemplifies Lean leadership in our organization. Her intelligence, hard work and dedication produce measurable advancement. She sets the example for integrity in her dealings with employees and customers. Her professional and personal values embody what this department strives to do and be."

Dale Peinecke, Commissioner

Megan has made outstanding contributions to Washington's transportation system and resource protection efforts. She provides statewide leadership for the agency's environmental challenges through building partnerships, identifying efficiencies and empowering staff to make good decisions. Using her engineering background and more than 30 years of environmental experience, she has built and leads an effective program that has delivered environmentally responsible transportation projects through the largest construction seasons in the agency's history.

Last year, she guided the agency through the environmental challenges posed by large, complex projects such as the State route 530 Oso slide recovery project, the SR 520 Bridge replacement project and the Alaskan Way Viaduct tunnel project. She led the development of WSDOT's first sustainable transportation action plan in support of Governor Inslee's initiatives to address greenhouse gas emissions and climate change challenges. She also sponsored a Lean evaluation of designing fish passage projects and directed the efforts to more efficiently eliminate state culverts that block fish.

Megan has a Master of Science in civil and environmental engineering from Utah State University and a Bachelor of Science in natural resources from Humboldt State University. Megan and her husband are proud of their daughter, who is a veterinarian in Houston. She enjoys warm weather and getting outside for gardening, biking and hiking.

"There are few folks who can accomplish what Megan does. Her understanding of the agency's strategic plan, familiarity with the environmental and permitting challenges facing our projects, support of the maintenance and operations crews, and knowledge of resource agencies' expectations place Megan in an elite category of leaders."

Linea Laird, Assistant Secretary

Acknowledgments

This recognition event is sponsored by the State Human Resources Division, Office of Financial Management.

Appreciation is extended to members of the Selection Committee and to individuals who helped make today's event a success.

Alfie Alvarado-Ramos

Washington Department of Veterans Affairs

Tristan Atkins

Distinguished Managers' Association

Marty Brown

State Board for Community and Technical Colleges

Glen Christopherson

State HR, Office of Financial Management

Marcie Frost

Department of Retirement Systems

Chris Liu

Department of Enterprise Services

Weldon Wilson (photographer)

Washington State Patrol



JAY INSLEE
GOVERNOR

