

31<sup>st</sup> Annual

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GOVERNOR'S  
LEADERSHIP IN MANAGEMENT  
AWARDS



Recognizing Excellence in Management

June 29, 2016  
Executive Mansion

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31<sup>th</sup> Annual  
GOVERNOR'S LEADERSHIP IN MANAGEMENT  
AWARDS LUNCHEON

Wednesday, June 29, 2016  
Executive Mansion

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

## About the Awards

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Welcome to the 31<sup>th</sup> 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 22 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 winners from a statewide group of 39 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.”*

## 2016 Award Winners

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Kathy Beith - Department of Revenue

Daniela Bremmer - Department of Transportation

Steve Campbell - Department of Retirement Systems

Terri Colbert - Workforce Training and Education Coordinating Board

Sreenath Gangula - Department of Transportation

Betsy Hagen - Washington Student Achievement Council

Julie Hudson - Washington State Patrol

Scott Jarmon - Washington State Patrol

Vickie Kennedy - Department of Labor and Industries

Catherine Kinnaman - Department of Social and Health Services

Dr. Yong Liu - Department of Agriculture

Michael MacKillop - Department of Services for the Blind

Dr. James Marra - Department of Agriculture

David Mitchell - Washington Student Achievement Council

Larry Pierce - Military Department

Connie Shumate - Department of Commerce

David Smelser - Department of Transportation

Kathy Smith - Health Care Authority

Annette Taylor - Department of Labor and Industries

Kathy Taylor - Department of Ecology

Brian Thomas - Office of Administrative Hearings

Haiping Zhang - Department of Licensing

Kathy is the Assistant Director for the Department of Revenue's Property Tax Division where she is held in high esteem for her leadership and expertise related to property assessments and the administration of property tax laws. She and her team excel in their ability to meet the requirement to establish the overall assessment level in each county, equalize utility values and determine the state school levy.

"Kathy's leadership style is to continually look for ways to address the business challenges of today and tomorrow. She shows visionary leadership through bold initiatives and constantly works to make sure we administer property taxes effectively and efficiently."

Vikki Smith, Director

Kathy is an effective, well-regarded leader who promotes a culture of innovation. Her team received national and international recognition for the first-in-the-nation use of the geographic information system to streamline and modernize the appraisal process used for \$20 billion in assets owned by utility companies operating across Washington.

She champions Lean strategies, which have improved communications with county governments and increased the number of advisory appraisals provided to county assessors. She has supported staff participation in the state's Standard Cost Model pilot, resulting in less administrative burden for nonprofits seeking property tax exemptions.

Kathy cares about her employees. She oversaw a process to increase telework options, which resulted in a double-digit increase in employee satisfaction on that measure in the next state employee engagement survey.

One way Kathy models work life balance is through her love of antiquing. She and her husband enjoy searching out interesting pieces they can sell in a small space they rent at an antique mall.

## Daniela Bremmer

Director, Office of Strategic Assessment and Performance Analysis  
Department of Transportation

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Daniela serves as the Director of WSDOT's Office of Strategic Assessment and Performance Analysis, where she is responsible for various tactical and strategic planning and analysis functions. Daniela has been a public servant and member of WSDOT's team since 1992, and brings a unique, multicultural and multidisciplinary perspective to her work. Much of her recent work has been focused on creating a strategic alignment with agency, state and national priorities as well as communicating agency and system results through effective and innovative means, thereby increasing WSDOT's public credibility and accountability.

“Daniela’s vision and leadership for results have made WSDOT more transparent and accountable to the public and helped support important transportation investments.”

Keith Metcalf,  
Acting Deputy Secretary

Daniela is recognized locally and nationally for this work in government efficiency, performance management and accountability. Governing Magazine referenced Daniela's work in Washington's Gray Notebook as "... providing gold-standard data in a way that tells a story and is accessible to the average reader. As Washington State's experience is showing, doing the right thing by being transparent about performance can be a win-win. Making investments based on objective data showing that an agency is using public money efficiently is how democratic government is supposed to work... .”

Daniela was raised along Germany's Rhine River, where as a child she played among castle ruins and earned pocket money working in the surrounding vineyards. When not taking care of her family, you will find her lacing up her hiking boots to explore the amazing outdoors of Washington.

## Steve Campbell

Web and Client Services Manager  
Department of Retirement Systems

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Steve has worked at the Department of Retirement Systems as a Web programmer for more than 14 years. This past year, he took on the role of Web and Client Services Manager and is the epitome of a supportive and engaged leader.

Drawing from customer feedback, Steve recognized the need to better convey the status of retirement applications as members moved through the online submittal process. He pulled together a team, looked at data and customer comments gathered from monthly customer interviews and proposed the concept of a retirement tracker. The color-coded tracker displays the various steps in the retirement process and highlights in which step the customer currently sits. The same tracker shown on the website is emailed to the customer to further communicate his or her status and, if needed, provide additional forms needed to complete processing the retirement.

Steve provides and supports an environment in which team members are coached and empowered to solve problems, make improvements and deliver 100 percent customer satisfaction. He consistently models a leadership style that is focused on ensuring team members are successful in meeting the needs and expectations of DRS customers.

Steve spends his time away from the office enjoying gardening, photography and traveling, and spending time with family and friends.

“Steve focuses on key outcomes to improve customer satisfaction. His leadership approach and working with a sense of urgency to consistently deliver results make DRS a best practice leader in our industry.”

Marcie Frost, Director

## Terri Colbert

Program Administrator, Career and Technical Education  
Workforce Training and Education Coordinating Board

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With her commitment to helping all Washingtonians succeed, Terri, a 12-year Workforce Board veteran, was the right candidate to oversee a transformation process for Washington's workforce development system. Gov. Inslee had directed the Workforce Board to lead this comprehensive, inclusive planning effort. The process that Terri oversaw was co-led by business and labor, and engaged 1,000 stakeholders from across the system and all customer groups.

“Terri is that rare manager who inspires others to reach important goals, all the while hammering out the details that go into achieving those goals. As a result of Terri’s work, the most vulnerable workers will get good jobs and employers will get the talent they need to be successful.”

Eleni Papadakis,  
Executive Director

Many stakeholders reported their gratitude to be “at the table” and to be heard. Terri facilitated and mediated among disparate perspectives to build the cohesive, multi-agency, multi-stakeholder team that wrote Washington's workforce development plan, “Talent and Prosperity for All.” Partners said they felt like true co-owners of this groundbreaking blueprint for better customer service to both jobseekers and businesses that will lead to better performance outcomes.

Terri's creative spirit is fostered by designing handmade greeting cards. Her competitive spirit is fed through an evening of gaming with family or friends. She and her husband love their time together, especially if the grandkids are visiting!

Sreenath is a licensed Professional Engineer and certified Professional Traffic Operations Engineer. He is nationally recognized for developing the Corridor Capacity Report, WSDOT's comprehensive annual analysis of multimodal state highway system performance. This report has set a standard for mobility performance measurement and reporting for agencies nationwide. He is the primary author and lead analyst for this annual publication and corollary publications, which provide multimodal systems analysis detailing congestion trends, and a contributor to the quarterly Gray Notebook, which provides agency performance data. In addition, Sreenath was instrumental in developing reliability and capacity measures for Results Washington.

“Sreenath takes pride in public service as it is a very important and rewarding experience. He is nationally recognized for his expertise in mobility performance measurement and is a proven asset for WSDOT. Because of his dedication to excellence and commitment to public service, WSDOT mobility performance measurement is nationally recognized as the benchmark for other agencies.”

Dan Davis, Acting Director,  
Strategic Analysis and  
Performance Management  
Division

Sreenath has worked with WSDOT programs while partnering with statewide transit and planning agencies in urban areas to successfully develop a multimodal system performance report. He leads a statewide congestion working group. On a national level, Sreenath is active in mobility performance research.

He continues the tradition of family farming in India by gardening here during the summer. Sreenath and his wife have two young children who keep them on their toes.

## Betsy Hagen

Associate Director for Operations  
Washington Student Achievement Council

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As a certified Lean Six Sigma Black Belt, Betsy is the agency leader for continuous process improvement — one who strives for greater efficiency, maximum effectiveness and outstanding customer service. Betsy consistently goes above and beyond her job expectations. She frequently collaborates with other agency divisions and state agencies, and leads GET’s employee development and retention efforts. She heads an interagency work group she established to help other small and medium-size agencies identify areas of opportunity for process improvement.

“Betsy is a high-functioning employee, a strategic leader and a thoughtful colleague. We are lucky to have Betsy on staff at the Student Achievement Council.”

Dr. Gene Sharratt,  
Executive Director

Over the past year, she has led several cross-divisional initiatives in the agency, including:

- » A project to improve the process of reconciling internal records management systems to AFRS.
- » A coordinated response to the College Affordability Program to alleviate GET customer concerns and enact measures to protect and provide flexibility for their accounts.
- » A work group responsible for oversight of “Goal Two – Strive for exceptional work and continuous improvement” in the agency’s STEP UP internal strategic plan.
- » The WSAC Wellness Committee, which she chairs and for which she has been recognized by the Health Care Authority with the Zo8 award for the second year in a row.

Betsy and her husband enjoy their six grandchildren and urban hiking, gardening, the theater, traveling, photography, reading and the Food Network. She has published the book, “One Last Hill to Climb, A Caregiver’s Journal,” in memory of her dad and with inspiration from her mom. She belongs to a bunco group, a craft group and a supper club.

As a member of the WSP's Communications Management team, Julie works collaboratively with her peer managers and staff to support and enhance the WSP's efforts to be the best public safety agency in the United States.

Julie displayed strong management skills which have resulted in the following successes for the agency in 2015:

- » Assisted the training team with revalidation of the CritiCall testing process, resulting in a 26.7 percent increase in the number of 911 dispatcher applicants receiving a passing score.
- » Tested 128 Communications Officer applicants for centers on the east side of the state.
- » Maintained staffing at 95 percent or greater and held overtime expenditures to a minimum.
- » Provided training and mentoring opportunities for all her center's lead operators/trainers in preparation for promotional opportunities ahead.
- » Improved the training reporting system by revamping guidelines and replacing weekly observation reports with a daily one.
- » Received a \$3,000 grant through the Yakima County Traffic Safety Task Force for staffing during DUI emphasis patrols.

Julie ensures she has a good work/life balance by participating in charity events, staying active in hobbies and spending time with her husband.

“Julie works very hard to ensure the safety of first responders and the public. This is reflected by the exemplary 24-hour emergency communications work her team provides to the public and troopers, and to state, tribal and federal partners. Julie’s leadership embodies the WSP motto, “Service with Humility.”

Chief John R. Batiste

## Scott Jarmon

Assistant Division Administrator  
Washington State Patrol

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In 2013, Scott rejoined the WSP as the Mobile Office Platform — or MOP — program manager charged with implementing this program to provide computers and video cameras to all trooper/sergeant vehicles.

Scott used proven leadership and organizational development techniques. These tools created a collaborative work atmosphere which supported interactive communication across all disciplines of IT that spanned multiple divisions and resulted in the following areas.

Improved officer safety by:

- » Completing laptop/tablet deployment with eCitation and collision report software installed 12 months ahead of schedule for sergeant/trooper vehicles.
- » Completing full camera deployment for all trooper vehicles thereby providing video records of incidents.
- » Providing quick access to critical dispatch and criminal history information using an in-vehicle remote query tool connected to the WSP network.
- » Providing troopers with remote access to common office applications.

Increased the use of electronic ticketing and collision reporting through laptops.

Facilitated the installation of automatic Wi-Fi video upload from inside vehicles to servers at WSP's districts.

Scott and his family make time for many recreational hobbies such as kayaking, visiting with friends and family, and martial arts. His current project is remodeling his house.

“The MOP program has provided technology that is critical to the WSP’s mission of providing the best public safety services. Scott is an exemplary leader whose team achieved extraordinary results by practicing exemplary management principles to create a positive work environment.”

Chief John R. Batiste

Through Vickie's leadership, the Department of Labor and Industries reduced the rate of long-term disability from workplace injuries by more than 14 percent. Now, the 2.5 million workers covered by Washington's workers' compensation insurance have a better chance of successfully recovering from a workplace injury.

Vickie energized and motivated her 1,100+ employees with a new vision — moving from a system that administers procedures and determines employability to one that works collaboratively with injured workers, employers and stakeholders to help injured workers heal and return to work. This shared vision earned participation and support from stakeholders statewide. Results include:

- » Reducing expected workers' comp liabilities by more than \$500 million in fiscal year 2015.
- » Steady and predictable workers' comp rates for employers (increasing below wage inflation since 2013).
- » Helping pass legislation that codifies and improves vocational services for injured workers and increases incentives to bring injured workers back to work.

Vickie loves to cheer on her Seahawks and plays in a bunco group. Vickie's daughter is a Broadway actress and her son has followed Vickie's footsteps to public service.

“Vickie has dedicated her very impressive career to improving the lives of those who reside and work in Washington.

Her knowledge of workers' compensation is unparalleled. Her ability to collaborate effectively with stakeholders and to create a sense of excitement for our shared vision is commendable. Vickie is truly an asset to L&I and the state of Washington.”

Joel Sacks, Director

## Catherine Kinnaman

Office Chief of the Financial Eligibility and Policy Unit  
Department of Social and Health Services

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Catherine is the Office Chief of the Financial Eligibility and Policy Unit. Due to Catherine's leadership, Washington was successful in securing federal matching dollars which allowed reinvestment of state savings in services for clients. Catherine's strong relationships with partners, including the Economic Services Administration, the Health Care Authority, legal advocates as well as field staff, were key in the division's ability to quickly implement changes in financial policy and eligibility systems that allow Washington to continue to innovate the types of benefits offered to clients. In addition, her commitment ensures the division has the data necessary to make critical decisions that improve responsiveness and inform policy.

“Catherine is a national expert in the complex rules of Medicaid eligibility for individuals needing long-term services and support.

She is rare because she translates that complexity into simple terms that assist individuals to get access they need to services that support them in promoting choice, independence and control over their daily lives.”

Bea Rector, Director,  
Home and Community  
Services Division

Catherine has influenced and overseen the following 2015 accomplishments:

- » Negotiating and implementing financial eligibility for a new Medicaid program, bringing additional federal funds to the state.
- » Increasing the number of individuals receiving Medicaid services.
- » Rewriting Washington Administrative Code sections.
- » Making substantial changes to the ACES eligibility system, allowing for additional analysis and trending of eligibility groups.

Most of Catherine's free weekends are spent creating a peaceful retreat at her cottage at Ocean Shores. She loves remodeling and has already flipped two houses. Catherine and her husband enjoy having friends over for dinner and going for walks. They also enjoy wine tasting and travel.

Dr. Yong Liu has significantly improved the work culture at the agency's Microbiology Laboratory. Job satisfaction has increased among his staff who work to safeguard the foods and beverages we consume. Morale is so high that his staff nominated Yong for "Boss of the Year" through the Thurston County Chamber of Commerce — an award he then won. Yong has also won awards from WSDA's employee recognition program.

Yong's leadership and support for his staff are highlighted by the response to a significant foodborne illness outbreak that came to light in late December 2014. The lab became a critical resource for information during a multiagency investigation of an outbreak of *Listeria monocytogenes*. Making headline news, consumers had fallen ill after eating ice cream. Quick, accurate lab results were vital. With several laboratory analysts scheduled for time off during the Christmas holiday, Yong worked overtime, including Christmas Day, so some staff members could go on leave. As a result, lab results were shared with health agencies in a timely manner.

Yong enjoys traveling with his family, bike riding and playing volleyball. As a dedicated father, Yong became a USA swim referee which allowed him to contribute to his son's sport.

"Yong is a star employee in our Food Safety and Consumer Services Division. He offers respectful, innovative ideas and proposals during any discussion. Even when faced with difficult budget or personnel situations, Yong calmly provides insightful recommendations and solutions. He is one of the best employees I've ever worked with."

Dr. Candace A. Jacobs,  
Assistant Director

## Michael MacKillop

Deputy Director

Department of Services for the Blind

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Michael has worked at the Department of Services for the Blind since 2001. He began in the Assistive Technology unit, using his strong technical skills to help clients achieve a solid foundation for their success. He earned a master's degree in adaptive technology/human services in 2013. His leadership skills led to his promotion to Assistant Director and then to Deputy Director in 2014.

### Accomplishments:

- » Initiated a strategic planning process to provide outside perspective in confirming high performance as a vocational rehabilitation agency, and outlined strategic initiatives for the next five years.
- » Developed the state plan incorporating changes from the Workforce Innovation and Opportunity Act.
- » Met with community rehabilitation providers to elicit discussion about how to be more successful serving agency participants.
- » Met with community partner agencies on deaf-blind issues.
- » Organized community partners to discuss ways to streamline and improve services to youth.

“Michael has been key in growing an agency culture where employees thrive and customers increasingly benefit. The agency has steadily improved in every quality and outcome measure since 2011. Results include 675 blind participants taking charge of their lives, acquiring good jobs with benefits, paying taxes and giving back.”

Lou Oma Durand,  
Executive Director

As a result, audits have provided data that the agency is consistently following policy and procedure, and under his leadership has addressed all identified areas of concern.

Michael loves to travel; his office has photographs from places you didn't know existed! He thoughtfully brings back little gifts for all his staff following his trips. Michael is an amazing chef and has a secret “Hello Kitty” collection.

Dr. James Marra leads and supports the agency's Pest Program, a team dedicated to keeping invasive species from becoming established in Washington, where they could threaten the economy and environment. Jim's team accomplishes this feat by placing and monitoring tens of thousands of insect traps statewide, conducting hundreds of field visits and continually working on public outreach and education.

"Jim is well deserving of this award. He is a thoughtful, intelligent manager who is well liked and respected by his staff. At the same time, his expertise as a scientist makes him exceptional at protecting our state from harmful, invasive pests. He is a genuine pleasure to have on our management team, and our agency is fortunate to have a person of his caliber."

Derek Sandison, Director

Last summer, his team found Asian gypsy moths at seven locations in Western Washington. This pest insect has not been seen in the state for more than 15 years — and never in the numbers found then. Jim immediately recognized the response needed would exceed the scope of any in recent years, and quick action was necessary for successful eradication.

Jim's dedication to employee development and employee ownership of processes and tireless enthusiasm were key in ensuring he had a team in place for this daunting task. He brings a unique balance of scientific expertise, operational acumen and stakeholder networking to addressing invasive species. Through 2015, Jim prepared his team to develop, fund and stage the necessary response to the Asian gypsy moth in 2016.

Jim is an avid and moderately successful angler as well as an artist, with carved sculpture being a favorite medium. In fact, his interest in art was the gateway through which he entered the natural sciences. He enjoys relaxing with his family by cooking and repairing damage caused by his Labrador retriever.

## David Mitchell

Chief Technology Officer

Washington Student Achievement Council

David has been an IT professional at the Washington Student Achievement Council (and its predecessor) for 15 years, now serving as the Chief Technology Officer. Through David's vision and leadership, WSAC has leveraged cutting-edge technology to host multiple interactive web-based platforms to administer financial aid, savings and college access programs that serve students, families and institutions.

In 2014, David's team developed or enhanced secure and user-friendly online application systems for programs such as the College Bound Scholarship and Health Professional Loan Repayment Programs; modified the need-based reporting system for 68 institutions to indicate student eligibility and funding with an easy-to-use one that manages complex business rules to ensure compliance for programs such as the State Need Grant and College Bound; and leveraged advanced data-mining techniques to automate data matches with DSHS and OSPI to meet requirements for several financial aid and access programs.

David completed a multiyear project to shut down an outdated administrative website and move all programs and tools to the web-based portal, reducing technical debt, minimizing legal and fiscal risk, providing efficiencies for employees and more responsiveness to users.

David gets quite involved in his kids' annual Lego Robotics tournaments. He has named all the printers in the agency after Star Wars characters!

“David provides outstanding leadership to WSAC’s technology team. His contributions have significantly advanced the tools provided for students, institutions and families engaging with state financial aid, GET or college access programs. David’s commitment to service is unwavering. He is an inspiring supervisor to his unit of 10 professionals.”

Dr. Gene Sharratt,  
Executive Director

Larry has a bachelor's degree in counseling psychology and a Master of Business Administration. He has more than 30 years of experience working in secondary, postsecondary and adult education settings. His administrative experience includes positions as a Drug Education Specialist/ Unit Activity Test Control Officer in the U.S. Army, a division administrator in the community college system, a tribal school superintendent, the deputy director of the Washington Youth Academy and currently the director.

“Larry has provided an unprecedented level of commitment, dedication and vision for the program he helped initiate and the young cadets it has served.”

Brig. Gen. John S. Tuohy,  
Assistant Adjutant General  
Washington Air National  
Guard

Larry has received numerous awards for his work, including designation as a Distinguished Soldier and as a Distinguished Alumnus of Pierce College and listing in *Who's Who Among Outstanding Americans*, among many other awards for his work with and on behalf of Native American students and students of color. He has also served in leadership roles in a number of professional organizations at both the state and national level.

Under his leadership, WYA exceeded graduation targets by 105.6 percent in 2014 and 116.8 percent in 2015, and received an “outstanding” for the 2014/15 National Guard Bureau CORE evaluation, the highest score nationally and to date.

Larry is a biker, has an appreciation for classic cars and is a martial arts enthusiast. It is reported that he can snuff out a candle flame with the blade of a sword without touching it.

## Connie Shumate

Fiscal Operations Manager  
Department of Commerce

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In 2015, Connie was called upon by the agency's executive and financial teams to support Commerce's budgeting efforts as numerous staff transitioned. She worked diligently to support the agency and its staff in this effort. In addition, she led the Community Services and Housing Division and influenced the agency in creating and implementing a monthly financial status review process. This work is completed with each unit and program in the division. The agency's central budget office has endorsed this to enhance its efforts with Results Commerce.

“Connie is a leader who takes initiative, consistently follows through and demonstrates a positive attitude even when times are challenging. She daily demonstrates her ability to connect with internal and external partners. She has been a pillar in state government and continues to emulate a high-performance work ethic.”

Diane Klontz,  
Assistant Director

Connie has led many efforts to support Results Washington and, in turn, Results Commerce. She is the core process owner for Operating Process 7, closing out funding periods; she supported and facilitated two cascading groups; and is the subteam lead for Supporting Process 2 to develop and provide financial training.

She supports many community efforts in the Tumwater and Olympia area, and has been a champion for Tumwater High School for a number of years.

## David Smelser

Rail Capital Program Manager  
Department of Transportation

David leads Washington's High Speed Rail capital program, managing nearly \$800 million in infrastructure improvements along a 300-mile intercity passenger rail corridor. His responsibilities span from the Canadian border to the Oregon border and encompass freight rail improvements across the state. Under his guidance, 20 separate passenger rail projects are focused on enhancing rail safety, relieving rail congestion, upgrading passenger stations and acquiring new locomotives.

"David personifies the very best in public service. He is a role model for those he works with and is dedicated to making a positive difference for Washington citizens by providing them with better transportation options, delivered with the highest level of fiscal responsibility, timeliness and safety."

Ron Pate,  
WSDOT Rail Director

Over the past year, a major milestone was reached when the final project moved into the construction phase, resulting in 10 smaller projects completed and 10 in construction. The projects in construction will be completed by 2017.

During 2015, David's team also managed 43 freight rail improvement projects, including grant and loan programs to local entities. During his 16-year career with WSDOT, David has held key positions in cost estimating, highway construction and traffic design.

In his downtime, this Washington native is happiest when surrounded by his family, relaxing by a campfire or fishing a secluded river.

## Kathy Smith

Internal Auditor

Health Care Authority

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Kathy joined the Health Care Authority in 2014 as the agency's first internal auditor. Kathy has extensive experience in auditing in government agencies; she put this experience and expertise to work immediately in designing and implementing HCA's audit infrastructure. The agency is subject to both federal and state rules, resulting in significant monitoring and control by auditing entities including the State Auditor and at least three federal agencies. Kathy's work has resulted in a reduction in the number of findings and questioned costs.

“Kathy has ‘hit the ground running,’ taking HCA from a lackluster to a stellar performer in responding to external audits. The new internal audit function has effectively managed both legal and financial risk for the agency, improving overall effectiveness at HCA.”

Susan Lucas,  
Chief Operations Officer

Kathy's office has conducted four internal audits, one resulting in recommendations that gives HCA control over the cash coming into the agency through the mail (\$89 million per year). Her dedication and skills enabled HCA to turn the corner from an agency with many unresolved audit findings to one that deals with findings effectively and in a timely fashion.

Kathy is a board member of the local chapter of the Institute of Internal Auditors. She enjoys singing with the Masterworks Choral Ensemble and is a certified yoga instructor. She and her husband have one daughter.

Annette has provided exemplary service to Washington state residents for more than two decades. She serves as deputy assistant director of L&I's Fraud Prevention and Labor Standards division.

In 2015, Annette co-led the Data Risk Management Committee, a project to ensure all L&I staff are trained in how to protect the agency's confidential and restricted confidential data. She also played a key role in launching the Coordinated Enforcement Pilot Project, a partnership with the Washington Attorney General's Office to hold L&I's worst violators accountable.

"Annette has a unique balance of calm and persistent focus on the results that matter most to our customers. Her infectious enthusiasm both motivates and supports the staff who deliver those results. Her leadership style not only complements, but is an essential component to the division."

Elizabeth Smith, Assistant Director, Fraud Prevention Labor Standards

Annette also oversaw:

- » Audits of 3,632 employers, resulting in the discovery of 865 employers without workers' compensation accounts.
- » Identification of more than \$20.1 million in workers' compensation premiums owed through audits.
- » Efforts to improve selection of employers to audit, enabling the department to focus on employers most likely to owe premiums. This resulted in identification of 81 percent of audited employers owing debts to L&I.
- » Collection of \$165 million in delinquent employer premiums.
- » Completion of more than 3,500 worker fraud investigations.

Annette is an avid cyclist, golfer, motorcycle rider and gym-goer. Her embrace of adrenaline-filled thrills is contagious!

## Kathy Taylor

Statewide Resources Section Manager  
Department of Ecology

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Dr. Kathy Taylor stepped in as acting program manager at the beginning of the 2015 legislative session, when stakes were very high. The Spills Program was completing a report on risks associated with transport of crude oil. Gov. Inslee's oil transportation safety legislation was in play; the issue generated huge public interest. Stakeholder groups and the public were deeply divided over crude oil trains which had never been regulated in our state. Kathy led the spills team in meeting community and legislative expectations that ensured the highest level of safety. She worked tirelessly to support the Governor's Office during nearly four months of negotiations. Her work resulted in the new statute, enacted into law in April 2015.

“The timing of Kathy’s acting appointment resulted in her dealing with extremely intense and challenging policy and budget issues during the 2015 legislative session as well as internal culture issues. Kathy’s ability to lead, strategically communicate and collaborate was critical to the success of the program and passage of the governor’s Oil Transportation Safety Act.”

Mai Bellon, Director

Internally, Kathy led a significant effort to develop a culture of transparency and professional engagement between managers and staff. Her calm demeanor and leadership skills guided this work and built the foundation for a healthy and productive workplace. She is a wonderful coach and mentor.

Kathy works to balance her home and personal life. She is a proud parent of two sons who are attending two of Washington’s great universities.

OAH has experienced an extreme technology makeover under Brian's leadership. In 2015, a total network and application reconstruction was completed. Dependencies on old and high-risk legacy infrastructure and applications were eliminated. New or enhanced IT services have been provided to OAH users in support of the agency core business functions and mission.

When Brian joined the agency in 2012, OAH was using ancient technology and outdated software. OAH employees had no trust in technological solutions that would make their job easier.

“Brian leads by example and brings out the best in others. He approaches his responsibilities with the belief that IT service delivery should be the ‘same or better service at cheaper or lower cost if we are to be good stewards of taxpayer dollars.’ His accomplishments provide real value to OAH customers.”

Lorraine Lee, Chief  
Administrative Law Judge

The IT team that Brian pulled together has accomplished a phenomenal amount of work revamping the agency's technology infrastructure. These work efforts have brought rigor and discipline to planning, development and implementation of IT projects. The development and refinement of the new case management system that was built in-house have resulted in work standardization across the agency, more collaboration with business users and stakeholder agencies, and enhanced data integrity to better manage workload.

Mindful of the importance of maintaining his personal well-being, Brian has set a personal goal of hiking the Pacific Crest Trail in sections, beginning this summer.

## Haiping Zhang

Research and Data Analytics Administrator  
Department of Licensing

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Haiping joined DOL in November 2004 and immediately had a positive impact. She successfully developed a holistic, agency-wide research and data analysis program. Under her leadership, R&A has become the state's central source of driver, vehicle, vessel and professional license data and information for internal and external customers. Due to Haiping's relentless pursuit of excellence, DOL is respected as a source for accurate data, reliable information and scholarly in-depth research/analysis.

“Haiping is a very talented leader and one of the most dedicated and hardworking people I have ever met.

She provides depth to our organization and allows us to use data to make decisions we have confidence in. Haiping and her team have been invaluable to many critical agency projects.”

Pat Kohler, Director

In 2015, Haiping and her team completed major studies on young driver fatalities, conducted a comprehensive review on elder drivers and analyzed results from the early warning letter project that reduced traffic infractions for young drivers by 13 percent. She led the completion of 400+ ad-hoc data requests and the predictive modeling of the expected customer traffic and wait-time impacts for 50+ proposed Real ID implementation scenarios. R&A also created savings of \$90,000 by internally completing the Legislature's driver and vehicle services fee study/analysis.

Haiping holds an MBA from Beijing Economic University and a Master of Economics from Miami University. She lives in Olympia with her husband and daughter; her son lives in Seattle. Haiping and her husband are involved in their children's lives while each parent maintains a successful career.

## Acknowledgments

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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

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