

# PROJECT OVERVIEW

## CSD Service Delivery Redesign

The Community Services Division (CSD) provides the client interface and access to benefits and services for low-income households and vulnerable adults across the state. The Division is organized into 6 regions and 62 local offices, and has approximately 2800 staff. Staff use several enterprise mainframe computer systems to do their work. A wide range of service delivery configurations with varying degrees of specialization have resulted in a highly complex organizational structure.

The CSD service review project will take advantage of process improvements including current and emerging technology to improve customer service, improve the working environment for staff, and create capacity through reducing complex processes. The project started in October, 2008.

### Project Vision

*Develop and implement a customer-focused, staff-empowered, highly efficient, world class service delivery model.*

### Project Goals

- Increase access points for customers.
- Improve the working environment for staff.
- Implement consistent service delivery statewide.
- Implement efficiencies in work processes.
- Increase the time available for customers who need more intensive services.
- Maximize the use of available technology (online applications, call centers, processing centers, shared workload.).
- Establish and implement the framework for an ongoing culture of continuous improvement.

### Guiding Principles

- Quality customer service as defined by our customers
- Customer-driven access and issue resolution.
- Consistent service delivery statewide.
- Tools and training to help staff achieve goals.
- Timely and accurate processing
- A respectful and healthy work environment for staff.

### Project Governance Structure

**Project Sponsor:** Leo Ribas, CSD Director

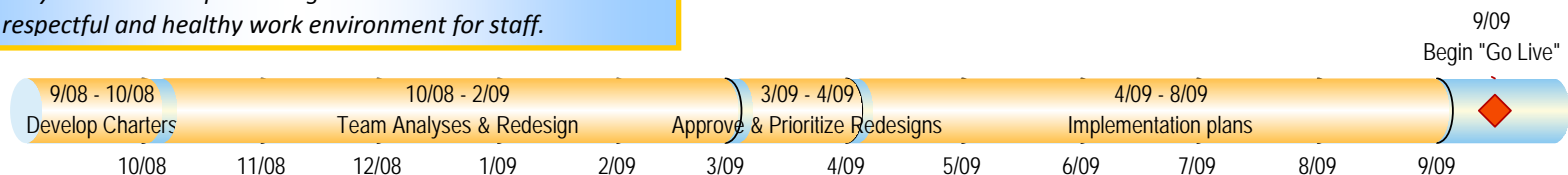
**Senior Project Manager:** Terre Penn

**Steering Committee:** The steering committee is comprised of CSD management, regional administrators and representatives from information technology, labor, human resources, Division of Child Support, and the project manager for the Service Delivery Advisory Committee (includes staff, partners, and advocates)

**Staff Workgroups:** A key to this entire effort is staff input and participation. Six teams will focus on:

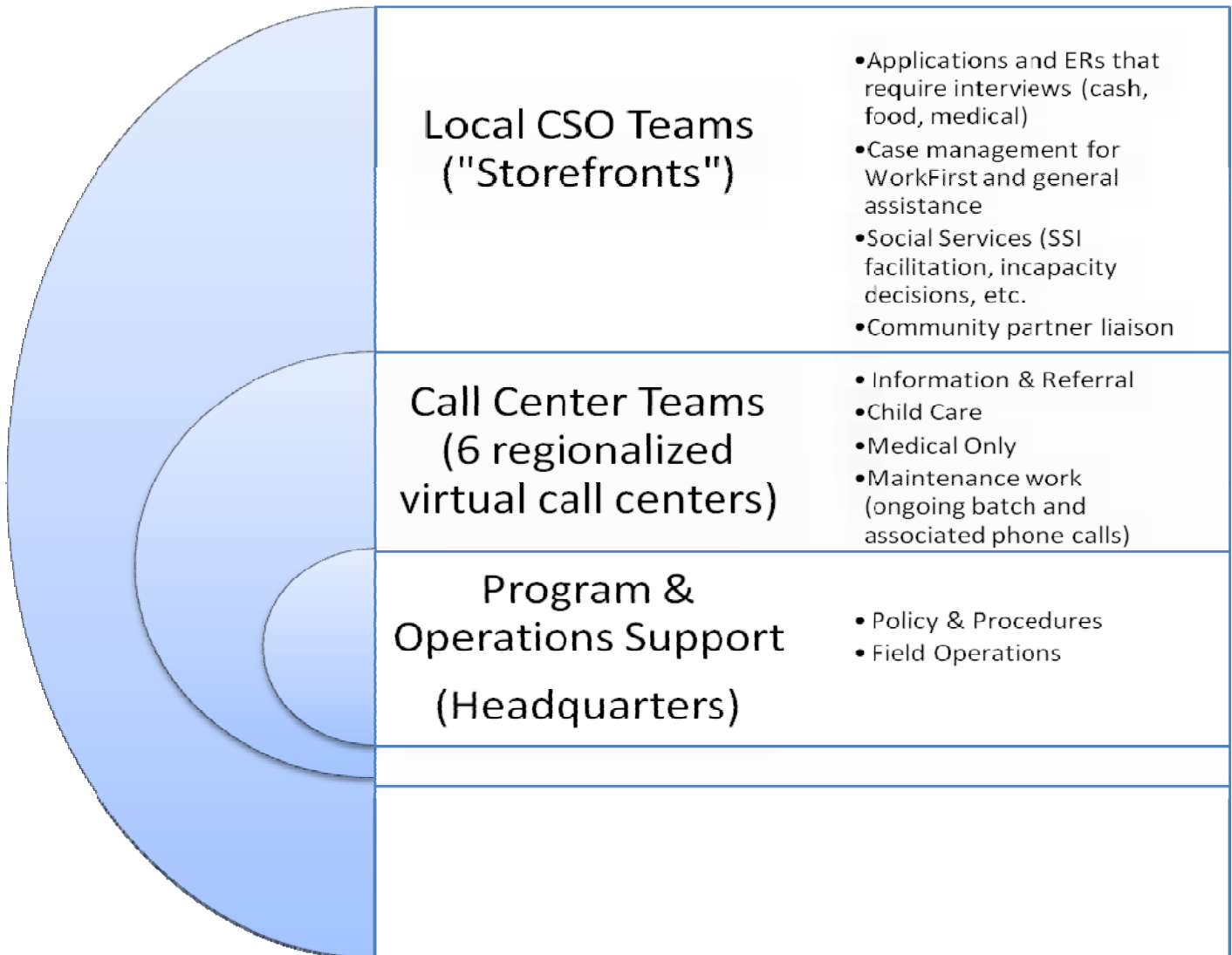
- Outreach, Intake & Interviews
- Verification & Eligibility Determination
- Maintenance, Recertification & Changes
- Case Management & Social Services
- Call Center Initiatives
- Demonstration Team ("Access Spokane" project)

**Stakeholders:** Each workgroup will conduct extensive stakeholder analyses and will call upon stakeholders to provide input and ideas.



## New CSO and Call Center Model

In January, 2009, the first Service Delivery Redesign initiative was approved: a new call center structure. The illustration below identifies the work separation between call center teams and local CSO teams.



The new call center operation model is a virtually connected statewide call center. CSD will use its existing voice and data networks to connect its six regionalized call centers into the statewide virtual model. This enables clients to use a single, state-wide toll-free number.