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**From:** Nordlund, Jim  
**Sent:** Tuesday, June 26, 2001 3:19 PM  
**To:** ALL DPA Statewide Staff  
**Cc:** Perdue, Karen; Livey, Jay A.; Olson, Jo E.; Bacolas, Bob J.; Scandling Bruce (E-mail)  
**Subject:** tarnish to a good reputation

## Broadcast to All DPA Staff

From Jim Nordlund, Director

Recently, an unfortunate situation came to light regarding a DPA employee's criminal misuse of public information, theft and State Ethics Law violations. Our examination of EIS and EBT system records found clear evidence of this staff member's actions. Legal action was taken, and the worker has been indicted.

This has been a discouraging situation, particularly for all the honest and hard-working DPA staff members who feel betrayed by their co-worker. As you are aware, this incident has received statewide media attention. Unfortunately, the illegal actions of one dishonest employee can reflect poorly on all of us in the eyes of the public. I want to assure you that we will vigorously pursue a state ethics investigation (which can lead to the replacement of stolen benefits, a fine and a lifetime ban from state employment) and we will cooperate in every way possible with the criminal prosecution.

I want you all to know that I continue to have the highest regard for our dedicated employees. This was the action of one misguided person in our large work family. We are all entrusted with great individual responsibility, and such unethical events are extremely rare. We are proud of this fact, and thus, even more shocked that it happened. We regret the negative impact this has had on Division staff. Systems Operations and EBT Unit staff are implementing measures to assure that we can promptly identify such misuse of the system in the future. I want to thank you all for the good work you do that continues to earn us the good reputation we enjoy.

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**From:** Ashenbrenner, Chris  
**Sent:** Wednesday, May 30, 2001 5:33 PM  
**To:** ALL DPA Statewide Staff; ALL DPA State Associates  
**Cc:** Perdue, Karen; Livey, Jay A.; Disanto, Diane  
**Subject:** Bon Voyage Rebecca

**This is a message for all DPA staff and associates who have known and worked with Rebecca Eames over the last 23 years.**

After 23 years of dedicated professional service to the Division of Public Assistance, Rebecca is retiring to her dream of owning and operating a small farm with her family. Rebecca started with DPA in 1978 as an ET I, worked her way up through the ET series, was Southcentral/Northwest (now Coastal) Regional Manager for six years, and Chief of Field Services for 10 years. During the last six months, Rebecca has concentrated on some management projects that will be of great value to the Division. Rebecca's last day with the Division is Friday, June 1.

Whether you are new to our agency, an "old timer" like me, or somewhere in-between, we should all take a few moments to recognize the things that Rebecca was instrumental in bringing us. They include:

- Modern, pleasant offices where staff are comfortable, working in a professional environment with good tools.
- Total Quality Management principles.
- The effort that produced DPA's mission, guiding principles and value statements.
- Leading Field Services through the implementation of welfare reform, changing the culture of our offices and transforming the welfare office to a job center environment in most of our offices.
- Having the vision to prompt the Department into developing an employee wellness program that will soon be a reality and great benefit for all of us.

Thank you Rebecca, for all your service and your many accomplishments during your career with DPA. We wish you the best of everything in your new pursuits.

Rebecca did not want a send off celebration, but instead would like to hear from people individually via phone, e-mail or letters. If you would like to write or speak to Rebecca, she can be reached at 248-6637 through June 6th, e-mailed at [rebecca\\_eames@health.state.ak.us](mailto:rebecca_eames@health.state.ak.us) through June 1, or you can write to her at 603 Turkey Ranch Road, Goldendale, WA 98620.

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**From:** Ashenbrenner, Chris  
**Sent:** Monday, May 21, 2001 3:09 PM  
**To:** ALL DPA State Associates; ALL DPA Statewide Staff  
**Subject:** DPA Projects Website

**This is a broadcast message for  
all DPA Staff and Associates.**

I'm very pleased to present to you the new DPA Projects Website containing the first project, ProBudgeting 2001. This new communication tool will allow you to stay up-to-date on the project status by viewing timelines, track plans, frequently asked questions (FAQ's), policy papers, meeting minutes, and the latest news about Probudgeting 2001.

In order to meet your needs and to operate in a continuous improvement mode, we need your feedback about this website's user friendliness. To give us feedback, go to the Probudget website, click on "discuss project," then click on "DPA Staff Feedback." You can post a message there with comments or suggestions. You can also send comments to [Curtis\\_Nelson@health.state.ak.us](mailto:Curtis_Nelson@health.state.ak.us) Thanks for your help!

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The ProBudgeting 2001 web site can be found at <http://dpa.liminis.net/>

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P.S. Kudos to DPA's Communications Officer Clay Butcher, SD&T's Debbie McDonald for the cool projects intro webpage, and Curtis Nelson, who is the Project Coordinator on several SOAR projects. We also appreciate the Food Stamp reinvestment project that has allowed us to fund Curtis's position and other support for this project. Soon to come on the DPA Projects Website are the SOAR, 60-Month Planning and Staff Recruitment and Retention projects. Stay tuned!

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**From:** Ashenbrenner, Chris  
**Sent:** Thursday, May 10, 2001 3:22 PM  
**To:** ALL DPA Division Managers; ALL DPA Field Supervisors  
**Subject:** Info on Division Policy

**This is a message for all DPA Supervisors about DPA policies on use of work time when our employees are seeking another job.**

We've had some questions lately about the use of work time and equipment for employees to complete Workplace Alaska (WPA) applications/profiles at work and the use of state time to attend job interviews. Here's a summary of our policies in these areas:

**Leave for State Interviews:** This is addressed in MAP Section 10-10 which gives clear guidance in this area.

**Use of State time and equipment for filling out the WPA application and profile:** This is the same policy as for personal use of the Internet. Employees may use their PC's for this purpose before or after their duty hours or on their lunch hour. Co-workers may assist one another, but it must be during their lunch or off-duty hours as well.

I'm thinking you already do this, but just in case, I'll remind you to please talk to your employees who are seeking other employment and find out what would need to be different to keep them at DPA, then use coaching and negotiation skills whenever possible to help us retain our staff. As we have often discussed, it's not always about money and sometimes people end up leaving because of dissatisfaction in areas that we have the ability to change.

Staff retention is such a crucial issue these days, not only for us, but everywhere. Mary Rogers has a Project Team working on initiatives for staff Recruitment and Retention. Once the project is up and running, we'll be posting information on a newly created "DPA Projects" web site. Stay tuned for more info on that soon. Also, perhaps this would be a good topic for a session at next fall's Leadership Conference. Let me know what you think.

Thanks.

**This is a message to all DPA Staff and Associates**  
**From Chris Ashenbrenner, DPA Deputy Director**  
**March 2, 2001**

I would like to take a few minutes of your time to update you on the progress of the DPA Business Analysis/Process Improvement project. As you know, our contractors (PGS and UAA) and Rebecca Eames visited many local offices last fall to gather information from staff. Subsequently, we held three other meetings with office representatives and Division managers to review recommendations and incorporated many into the Division's work plans for the next year or two.

Scores of excellent recommendations came from the local office meetings and field staff representatives who met at the Process Design Conference held December 12-14, 2000 in Anchorage (team members are listed at the end of this message for your information). Implementing these ideas will go a long ways toward improving your work life and our customer service.

In the interests of making this message short enough for busy people to read, I have included only the most substantial among the improvements that are or soon will be underway because of the recommendations. During the course of the year, you will receive broadcasts about data system improvements and policy or operational changes that are a direct result of the ideas generated by the Business Analysis.

Here are some of the recommendations to be implemented this year:

- **Prospective budgeting/change reporting for the Temporary Assistance, Food Stamp and Adult Public Assistance Programs.** This idea arose from the DPA management team after reviewing the information, including "rubs" and concerns, from the local office meetings and was endorsed by the field representatives at the Process Design Conference in December. You will soon hear more about implementation timelines, training, customer information, system information and the general "Grand Plan".
- **Eliminate annual reviews for APA and Disabled Child Medicaid cases with SSI income.** Policy and Systems Operations staff are working on this now and plan to start in April, assuming the programming proceeds with no glitches (one glitch already set us back from March to April – visualize "glitchless").
- **On-line Trial Eligibility.** We will be offering this on our web site in the near future. We plan to model ours on Washington State's - check it out at <http://www-app2.wa.gov/dshs/TEC/>.

- **On-line manuals and forms.** All DPA manuals and nearly all forms will be available on-line by the end of this year. The manual web site is still “under construction”. The Food Stamp Manual was added last week and the Temporary Assistance Manual should be included by next week. The web address is <http://dpaweb.hss.state.ak.us/main/manual/manual.htm>. You will be receiving more information next week on how to use Acrobat Reader to do manual searches. Systems Operations is also working on making an interactive version of the Food Stamp Manual as a prototype for the others.
- **Case Management System.** The Case Management System currently being tested in Fairbanks will be expanded to include address and phone number, on-line FSSP and EPI, TA status and case summary. It will also allow for Service Provider case managers to be assigned a JAS caseload. Further rollout of the Case Management System is planned to start in April with statewide implementation by this fall.
- **Increase hours we are available.** Starting March 5, 2001, EIS will be available from 7 a.m. to 7 p.m. weekdays (except Christmas, New Years and Thanksgiving) and 7 a.m. to 5 p.m. Saturdays. Occasionally, EIS may have to be brought down a bit earlier to run special jobs. Other recommendations for longer public hours in our offices are being considered in the context of the Job Centers. Kenai and Fairbanks are doing some surveying and cost/benefit analysis on this idea. As you can imagine, there are lots of issues ranging from security in some offices to flex schedules to increased utility bills, just to name a few.
- **Contractor Connectivity:** “In-house” contractors are starting to be connected now as well as Native TANF organizations. We plan to expand connectivity to more off-site contractors this year. The connections will include security agreements specific to non-state employees and sites.
- **On-line reports:** Systems Operations is making the EIS and JAS caseload reports available on-line and will be sending out instructions to you within the next month on how to access them through Document Direct software. It’s possible that Systems Operations could run updates to the caseload reports more often than weekly – they will work with the Field Services Unit on desired schedules.

The Business Analysis also generated a number of good recommendations that we are unable to do this year because of budget or manpower. These include putting APA on the EBT card (too expensive since APA costs are all state general fund); allow on-line filing of applications (we’re going to let PFD solve the electronic signature problem first), and 12-month continuous eligibility for Medicaid (too expensive).

After we held the local office meetings we realized the initial plan for our contractors to come back to the offices and help with implementation was not going to work because of the nature and timing of the changes. We will depend on Staff Development and Training, policy staff, the Field Services Unit and volunteers from Field Staff to provide implementation support and training. Still under consideration and quite likely to occur is the idea of bringing the Design Conference Teams that met in December 2000 back together toward the end of the year to see where we are in the context of the vision they set for each of their areas.

Once again, thank you for your time, interest and recommendations. Please e-mail me if you want to know the status of any particular recommendation that you had or heard about but don't see included above.

Seven Design Teams:

**Client Intake:** Faith Walton, Kenai; Debbie Gage, Coastal Field Unit; Lydia Milligrock, Nome; Linda Dawson, Ketchikan; and Suzi Pulczynski, Gambell.

**Case Maintenance:** Mary Lou Jorissen, Fairbanks; Dan Bergerud, Bethel; Barbara Howard, Mat-Su; Emily Riggins, Kenai; Kristen Harris, Muldoon; and Mark Armstrong, Gambell

**Case Management:** Rocky Grimes, Muldoon; Patience Reilly, Gambell; Julia Marshall, Juneau; Nikki Adams, Fairbanks; Dawn Giza, Gambell; and Barb Moultrie, Kenai.

**Contractor Interface:** Amanda Manning, Gambell; Chris Wheeler, Kenai; Stephanie Hoyt, Central Region, and Jane Urbanovsky, Coastal Region.

**Family Medicaid:** Anita Halterman and Danny Arthur, Denali KidCare; Michelle Wall-Rood, Central/Coastal Regions; Judith Murphy, Fairbanks; and Albert Wall, DMA.

**APA:** Sheri Petrie, Anchorage APA Richard Searles, Fairbanks; Linda Stollo, Mat-Su; Traci Dablemont, Anchorage; and Jennifer Hill, Kenai.

**Policy Clarification:** Marg Parsons, Sitka; Sheila Williams, Fairbanks, Jamie Jones-Birch, Gambell; Stacy Depriest, Wasilla; Steve Neal, Field Support Unit; and David White, Bethel

To: DPA Staff

From: Jim Nordlund, Director

Subj: Employee Wellness Program

Last fall within a two day period, two DPA Field employees suffered heart attacks. One passed away; the other is recovering. These incidents brought the need for an employee wellness program to the forefront.

DPA employees face incredible challenges year after year, with predominantly positive program outcomes. We work in essentially sedentary, high stress jobs with constant change and a client base consisting of Alaska's neediest residents. That, coupled with sometimes sedentary or otherwise unhealthy life styles, combine to produce high health risks for DPA employees. Division management wants to take a more proactive approach to addressing these issues. We believe that healthier employees are more productive, and have higher morale and less absenteeism. We believe that an organization that supports its employee's health and fitness efforts is a better organization which will better attract and retain good employees. We see an Employee Wellness Program as part of several initiatives we have undertaken to improve the work environment at DPA. Other initiatives include the HSS Employee Recognition Program, expansion of the SD& Unit, the Field Business Analysis, the APA Caseload Standard, and the Supervisory Performance Standards.

Rebecca Eames has been researching employee wellness programs and developed a proposal to implement such a program in DPA. It seems the timing is right for such a program. In fact, there is such a high level of interest within the whole Department that the decision has been made to develop a department-wide approach! One or more Divisions will be selected to pilot a program. Consequently, the DHSS Wellness Program Advisory Committee was formed with a representative from each Division and had its first meeting last week. The Committee determined that the first step should be to assess the level of interest the employees in each Division have in a wellness program and what topics you would like to have included. They are now developing a questionnaire to send you to answer those questions.

Please watch for this questionnaire to come out by next week. Please take the time to complete and return the short questionnaire. The volume and nature of the response to this questionnaire may well determine which Divisions are selected to pilot a Department Wellness Program. If you have any questions, please drop Rebecca a line at [Rebecca\\_eames@health.state.ak.us](mailto:Rebecca_eames@health.state.ak.us). Have a safe and healthy weekend.



Date: February 2, 2001

To: DPA Process Improvement Project Design Teams

From: Rebecca Eames, Project Director  
Chris Ashenbrenner, Deputy Director

Subject: Business Analysis Update and Next Steps

We want to give you an update on what's happening with the recommendations from the Design Conference and plans for moving forward with the Process Improvement Project.

On January 24, design team leaders met with the Division Steering Committee and PGS. The seven design teams were represented by:

1. Client Intake- Suzi Pulczynski
2. Client Maintenance- Emily Riggins
3. Case Management- Rocky Grimes
4. Contractor Interface- Jane Urbanovsky
5. APA- Richard Searles
6. Family Medicaid- Anita Halterman
7. Policy Clarification- Stacy Depriest

The Steering Committee members at the meeting were Chris Ashenbrenner, Mary Rogers, Rebecca Eames, Jim Dalman, Ellie Fitzjarrald, Karen Aaltonen, Paul Schoenborn, Margo Nash, Tom Sullivan, Val Horner, Ron Kreher, Margaret Brodie, Marilee Roberts, Ed Musselwhite, and Rudder Hulce.

We began the meeting by revisiting the purpose of the business analysis that is basically to streamline and improve the client service delivery so that staff has more time to work directly with clients and to ensure smooth and efficient client flows. Then we discussed the design targets each team developed to ensure we all had a common understanding of the teams' intentions and that the suggestions were supported.

The team leaders and field managers did the following:

- Reviewed and supplemented the recommended changes to ensure they would adequately achieve the targets
- Grouped the needed changes according to affinity/similarity. Groupings that emerged were: Technical, Personnel, Policy, Training and Operations.
- Noted and eliminated duplications within and across teams
- Prioritized changes

Recognizing that the work to improve the client service delivery system is only one of many division-wide priorities, we needed to find a way to integrate them. So the managers representing policy, systems, and field operations identified projects already committed to as a result of earlier feedback from the Business Analysis, legislative or administration mandates, or program requirements. We then identified the process

improvement changes that we believe can be completed, at least in part, within the next year. We are pleased to tell you that many of the projects already underway support the targets identified by the Design Teams.

Looking at the way the recommendations were grouped, it became clear that the first five of the seven processes could be considered one client service delivery flow. The remaining two, Family Medicaid and Policy Clarification, were distinct but underlying the others. Because it cannot all be done at once, and in order to achieve the most impact and workload relief for field staff, we decided to focus our initial efforts and Division resources primarily on the flow that subsumed the first five. In the meantime, however, the policy and field services support staff will work with Stacey and Anita address items their teams listed as “Low Hanging Fruit”.

Here are some highlights of some of the changes that either were started or modified as a result of your recommendations or were already underway and will fit nicely together:

- No more annual reviews for APA/SSI recipients. To be rolled out between April and June (yes, this year!). You’ll be hearing more from the APA gurus and Sys Ops soon.
- Prospective Budgeting for Food Stamps, Temporary Assistance and Adult Public Assistance. Planning for this huge project is underway and we’re looking at this fall for this change.
- The Case Management System currently being piloted in Fairbanks will be enhanced with some of the teams’ recommendations, including on-line FSSP’s and service provider case manager CARC’s.
- Contractor connectivity, including redesigned security agreements for contractors, will begin this year with our on-site contractors and we will demo with off-site contractors. We are surveying in Kenai and Fairbanks right now on what customers want in regard to expanded office hours at Job Centers. We can also make EIS available for longer hours.
- Most of our forms and all our manuals will be available on-line (at least in PDF format) by the end of the year.
- Our budget request this year asks for funds for a call center, development of social services partnerships to coordinate services for the “hard-to-serve”, and enhance our ability to use home visits.
- The new Gen 50B released last month asks applicants what programs they are applying for as well as what their needs are. This should help with the rural applications.
- We are planning ET III and a Leadership Conferences this year.

There are many more areas being worked on. We will be putting them into a project plan in order to keep track and will make that available to you when done. We did not have time at the January 24 meeting to develop the priorities into a concrete project plan for the year, complete with assignments and time frames. However, we have a meeting scheduled for next week to complete that task. Leaders of the first five teams (as noted above), Jim Dalman, Ellie Fitzjarrald, Karen Aaltonen, and Mary Rogers will attend.

Once again, field representatives demonstrated an inspiring energy, competence and dedication, and policy and other program support professionals are also inspiring in their dedication to accomplishing as much as humanly possible to support the field needs. We look forward to continuing to work together on these very importance projects. Although we cannot accomplish everything as fast as we would all like, implementation of the changes planned for this year will provide a significant measure of streamlining for staff and customers. Toward the end of this year, we plan to revisit the recommended flows, offer updated redesign suggestions, establish the priorities, and develop a plan for 2002.

We also plan to establish a web site where you and other interested DPA staff can access information about this project – what it includes and the status of the ongoing work. You'll be hearing from us when that is ready.

# STATE OF ALASKA

DEPT. of HEALTH and SOCIAL SERVICES

DIVISION of PUBLIC ASSISTANCE

TONY KNOWLES, GOVERNOR

P.O. BOX 110640

JUNEAU, AK 99811-0640

PHONE: (907) 465-3347 FAX: 465-5154

## MEMORANDUM

**DATE:** January 4, 2001

**TO:** Senior DPA Management  
Regional Managers

**FROM:** Angela Salerno

**SUBJECT:** Legislative Contact Reports: Forms and Procedures

Hello to all. The first session of the 21<sup>nd</sup> Alaska Legislature will begin Monday, January 8<sup>th</sup>. I will again be the Legislative Liaison for the Division, and am looking forward to a busy 2001 session. This memo will provide you with procedures for handling contacts and requests for information from legislators and their staff. Remember that this is not an attempt to censor legislative contacts. The purpose of these procedures is to make certain that department staff who testify or otherwise interact with the legislature on a regular basis are aware of all pertinent information that has previously been communicated to the legislature. In this way we can be sure that we are providing clear and consistent information.

### FORMS

I have attached an Excel file of the legislative request/contact form for use during the 2001 session. Please see that all appropriate staff under your supervision receives a copy of this memorandum and a copy of the electronic version of the attached contact form.

### RESPONDING TO REQUESTS

A contact form must be completed for every work-related contact between DPA staff and legislators or legislative staff about DPA programs or issues. Reports should be made immediately after the contact and should be sent via email. The report must include the following information: 1) Who was the contact and from which office? 2) What was the question? 3) What was the response given by DPA staff? 4) Is any follow-up required, and if so, what is the nature of the follow-up?

If the request is for an opinion on an issue or a piece of legislation, inform the caller that someone will get back to them. Contact me immediately at **465-3200** and send in a contact report. If the request is for copies of documents (or extracts of documents) that are readily available to you, go

ahead and provide them and follow up with a contact report that includes copies of the information you sent. If, however, you get a request for a written response that must be developed by Policy staff, inform the caller that we will get back to them, inform me immediately and submit a contact report. All written responses (other than copies of available documents) must be cleared through the Director's office.

Naturally, courtesy and tact in our dealings with the Legislature are essential. If you have any doubt at all about how to respond to an inquiry or if you do not have the information on hand, promise a return call as soon as you have collected the requested information. Again, if you have any questions or concerns about how to respond, please contact me immediately.

Please note: Department staff who wish to communicate personal opinions or positions on legislative matters such as testifying on bills, corresponding with legislators, and so forth are encouraged to do so, but, must request personal leave if these activities occur during business hours.

### COMPLETING THE FORM

We've been asked to take extra care to be sure that the forms are filled out completely and clearly. The contact reports are transmitted daily to the Governor's legislative office and are read by people who aren't familiar with the terminology we use; write for an audience that is not acquainted with our jargon.

Please give close attention to the open format sections of the report. It's important to relate exactly what was requested and how you responded, if and when a follow-up response is necessary, and any recommendations you have about completing the follow-up response. If something that needs follow-up is too complicated to write up in a paragraph, call me.

### DISTRIBUTION

The Commissioner's Office has requested that one person in each division receives and distributes the contact forms. **Send all reports to Pam Van Kirk in the Director's office**; Pam will distribute copies to the Director, the Commissioner's office and me. If you have a contact that requires immediate action by someone other than yourself or your staff, please contact me at 465-3200 and I will arrange for a response.

Thanks for your help.

# LEGISLATIVE REQUEST/CONTACT FORM

## DEPARTMENT OF HEALTH AND SOCIAL SERVICES

### DIVISION OF PUBLIC ASSISTANCE

DATE: _____	TIME: _____
PERSON REPORTING CONTACT: _____	
SEN/REP/AIDE WHO CALLED: _____	
TELEPHONE NUMBER(S): _____	
DEADLINE DATE: _____	
RELATED BILL: _____	

STAFF TO RESEARCH REQUEST:

SPECIFIC INFORMATION REQUESTED AND/OR GIVEN:

**SUBJECT:** \_\_\_\_\_

**INFORMATION REQUESTED:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**INFORMATION PROVIDED:** \_\_\_\_\_

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**FOLLOW-UP REQUIRED?** \_\_\_\_\_

DISTRIBUTION:

- \_\_\_\_\_ Jim Nordlund, Director - DPA
- \_\_\_\_\_ Angela Salerno - DPA
- \_\_\_\_\_ Elmer Lindstrom - DHSS Commissioner's Office

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**From:** Lindstrom, Elmer A.  
**Sent:** Thursday, January 04, 2001 9:50 AM  
**To:** Anita Everson; Bob Labbe; Denise Kaufman; Donna Jones; Ernest Turner; George Buhite; Janet Clarke; Jim Nordlund; Joanne Gibbens; Karen Pearson; Karl Brimner; Marilee Fletcher; Myrna Gonzales; Pam VanKirk; Peter Nakamura; Robert Buttane; Rosalyn Coleman; Susan Taylor; Tanoury, Theresa M.  
**Cc:** Angela Salerno; Anne Henry; Barbara OBrien; Brad Whistler; Chris Ashenbrenner; Dave Williams; Deborah Smith; Eric Weatherby; Larry Streuber; Laura Baker; Leonard Abel; Linda Cryan; Nancy Weller; Randy Super; Timothy Spengler; Diane Disanto; Gayle Byrne; Jay Livey; Karen Perdue; Nancy Cashen; Russell Webb  
**Subject:** FW: Legislative Contacts  
**Importance:** High

The Legislature will convene on Monday, January 8th and it is time to remind all department staff of the rules of the road regarding legislative contacts. Please impress upon staff that these rules are necessary to make certain that department staff who testify or otherwise interact with the legislature on a regular basis are aware of all pertinent information that has previously been communicated to the legislature. To that end, we will all adhere to the following rules:

- 1) ALL contacts with legislative staff or legislators must be reported to a designated person or persons in each Division Director's Office and to the legislative liaison in the Commissioner's Office. Reports should be made immediately after the contact and should be sent via email. The report must include the following information: A) Who was the contact and from which office? B) What was the question? C) What was the response given by DHSS staff? D) Is any follow-up required?
- 2) All questions relating to proposed legislation and the budget that require a detailed response should be referred to the Directors' Offices for handling. Directors' Offices should consult with the legislative liaison on questions relating to legislation and to the Budget Office on budget related questions. The Budget Office will keep a detailed log of budget inquiries and responses. Each Division's Administrative Officer is familiar with the budget log protocols.
- 3) All correspondence with legislative offices should be routed through Directors' Offices and the Commissioner's Office prior to transmittal.
- 4) Department staff who wish to communicate personal opinions or positions on legislative matters--testifying on bills, corresponding with legislators, and so forth are encouraged to do so; but must request personal leave if these activities occur during business hours.

**The department's goal is to always provide consistent, accurate and timely information to the legislature.**

The cooperation of all department staff will be very much appreciated.

*Elmer A. Lindstrom*

Legislative Liaison  
Department of Health and Social Services

## MEMORANDUM

**DATE:** December 22, 2000

**TO:** All DPA Staff

**FROM:** Jim Nordlund, Director  
Chris Ashenbrenner, Deputy Director  
Rebecca Eames, Special Projects  
Division of Public Assistance

**SUBJECT:** Business Analysis Project Status Report

As you know, we are involved in a project to improve service delivery processes so that field staff can spend more time with clients rather than doing unnecessary paperwork or redundant, non-value added functions. Our contractors, Curt Lomas and PGS, completed a series of eleven workshops in ten field offices to explain the reason for the project and identify concerns with the project and “rubs” with the current system. The next step was a conference held last week for field staff to design new processes using the data from the workshops.

This conference turned out to be an incredible event, one which we wish you could all have experienced. For three days, 37 field staff from around the state, representing all job classes, worked in 6 thematic teams of 5-6 people each. The six themes were: Client Intake, Case Maintenance, Case Management, Contractor Interfaces, Family Medicaid, APA, and Policy Clarification. Also participating as resources and working on project planning was division management and policy staff.

Following briefings on the reasons for the project, the approach to the project, and presentation of findings from the eleven workshops in ten field offices, Jim Dalman and Ellie Fitzjarrald gave a presentation on plans for prospective budgeting implementation. Everyone then enjoyed an interactive session to help get the creative juices flowing. Then the hard work started. By the end of the third day, each team had accomplished the following:

- Identified and located rubs in the existing service delivery flow.
- Defined performance targets for new processes.
- Developed a good understanding of the Division’s vision and priorities.



- Found that there is more standardization than realized, and rediscovered the value of standardization for job classes and certain processes.
- Learned to flow chart processes.
- Flow charted a new, improved process for each assigned function, incorporating the data from the eleven workshops.
- Shared information, and ideas and negotiated design features with policy, system and management staff.
- Identified what tools and changes are needed to support the improved processes.
- Prioritized the needed changes.

The energy, creativity and knowledge of the design teams were absolutely impressive! Throughout the conference, they maintained a focus on improving processes for clients and field staff. They demonstrated the value of collaboration between different job classes and different offices.

The next step in this project is for management to develop a concrete game plan. We will be meeting in mid January after receipt of the conference report from our contractor. At that time we will review the priorities conveyed by the teams, determine what can be done within our resources, make assignments and establish time frames. We expect to utilize as many of the design team members as possible for the system design and implementation phases.

Many of you were involved in the workshops or various project briefings so have an understanding of the project plan. Two changes in the plan were identified as a result of the conference:

1. Rebecca's project to develop a staffing analysis tool and eligibility caseload standards will have to be delayed. Because of the degree of change involved in a MRFless system, it is not possible at this time to estimate the amount of time that will be needed for each eligibility task.
2. PGS will likely not be working on-site with each office to develop an implementation plan because most of the changes identified involve technology enhancements or policy/procedures changes rather than operating procedures changes.

We are very excited about the work of the design teams and are committed to honoring the excellent work done. It was gratifying to find that work had already begun on a number of the solutions independently identified by teams; for example, contractor connectivity, case management automation, and interfaces with tribal TANFs.

We are on a good course to achieve the goal of the Business process Analysis - freeing time for field staff so more quality time can be spent with clients. We welcome any ideas you may have to help improve the success of this project. Please feel free to e-mail or call us if you have questions or suggestions.

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**From:** Nordlund, Jim  
**Sent:** Friday, December 22, 2000 2:51 PM  
**To:** ALL DPA Statewide Staff  
**Cc:** Perdue, Karen; Livey, Jay A.  
**Subject:** 2000 - Another stellar year

To: All DPA Staff  
From: Jim Nordlund, Director

The year 2000 is nearly complete and what a stellar year it has been for DPA. At the risk of failing to mention something, let me recount some of our accomplishments:

- We continue to help Temporary Assistance clients into employment. The ATAP caseload is down 8% from last year, a total drop of 42% since 1996.
- In one year, due to the concerted effort of our staff, we have dramatically reversed the trend in our Food Stamp error rate, going from a penalty range of 14% to 8%, better than the national average.
- Over 60% of the Temporary Assistance caseload are now in a job or other work activity. We rank 8th in the nation for the percentage of adults in unsubsidized employment.
- We continue to provide quality, essential services to a growing APA caseload.
- We continue to upgrade and modernize our facilities, especially through the expansion, continual upgrades and clever new applications of our PC network, and solid, innovative programming on EIS.
- EBT implementation is nearly 100% complete, including the most remote regions of our broad and diverse state.
- In face of rising fuel prices and dangerous cold spells we have continued to meet the household heating needs of poor Alaskan families.
- We have devoted funding and hours of planning, training and technical assistance to the development of Native TANF programs, including new programs for T&H and AVCP in addition to TCC.
- We opened a beautiful new Job Center at 4th and Gambell; the old welfare office is now a state-of-the-art one-stop job center.
- Health coverage for the children of Alaska's working poor continues to increase as the enrollment for Denali KidCare has now gone over 17,000.
- We have continued to improve our two-parent parent work participation rate.
- We continue to maintain public confidence in our programs through the judicious pursuit of welfare fraud and internal quality assessments of our work.
- We held a successful Work Services Conference with over 200 participants.
- We have made an excellent start to redesigning our work processes for even better efficiency and client service.

This summer we recognized our accomplishments and expressed our appreciation through DPA Appreciation Week and DPA Appreciation Day. Recognizing the value of our work and the importance of recognition the Department has adopted policy and procedures to encourage more recognition and reward activities throughout DHSS. Don't be surprised if you see other such programs being developed throughout state government. I say it is time for state employees to be better recognized for the valuable services we provide to all Alaskans. Thank you for setting the example and giving us so much to be thankful for.

Of course challenges remain. Foremost is the fact that, eighteen months from now, the first families receiving Temporary Assistance will be hitting the 60 month limit. We must do all we can to assist those families into self-sufficiency before their clock runs out and/or to determine if the family has a legitimate reason to be exempt from the time limit.

Thanks again for all your hard work. I am very proud to be a member of the DPA team.

I hope you all have a very happy holiday season.

Jim

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**From:** Van Kirk, Pam  
**Sent:** Thursday, June 10, 1999 9:28 AM  
**To:** Ridgeway, Stan; Ashenbrenner, Chris; Fitzjarrald, Ellie; Dalman, Jim; Nordlund, Jim; Nash, Margo; Riggen-Ver, Mary; Moore, Randy; Rebecca Eames; Kreher, Ron; Horner, Valerie  
**Cc:** Fidler, Heidi; Hotchkiss, Anna; Moles, Lori  
**Subject:** FW: Public Notices/Ad Orders  
**Importance:** High

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**From:** Cashen, Nancy G.  
**Sent:** Monday, June 07, 1999 4:19 PM  
**To:** 'Magnusson, Barbara'; Ocskai, Patrice D.; Brakes, Janette C.; Carlock, Lori V.; Bacolas, Tonessa; Byrne, Gayle; Cryan, Linda; Gonzales, Myrna; Kaufman, Denise; LaValley, Deborah; Lewis, Carl; MacKinnon, Paula; Miller, Shane; Shales, Claudette; VanKirk, Pam  
**Cc:** Everson, Anita M.; Byrne, Gayle; Cryan, Linda M.; Simono, Lisa  
**Subject:** Public Notices/Ad Orders  
**Importance:** High

A "nagging" reminder:

All print ads submitted in the newspaper must be sent electronically to the Commissioner's Office at the same time the ads are submitted to the newspaper. (It does us no good for the ad to show up via snail mail in hard copy a week after the fact.) We then compile all the department's ads into a specified form and electronically send them to the Lt. Gov's Office for submission in the Alaska Administrative Journal (AAJ), which is issued every Monday. Our deadline is Wednesday at 4:00 pm, so DHSS staff need to send us the ads no later than noon Wednesday to be in the following Monday's journal. Gayle Byrne, Secretary to Deputy Commissioner Livey, usually takes care of this procedure, but in her absence, I am doing the AAJ. Please email to me any ads that will run next week or any subsequent week, no later than noon Wednesday. If you don't do ads yourself, please make sure your division/separate office staff who do knows and understands this procedure.

We really need to get this process well-instituted because, as of July 1, the Governor's new public notice law goes into effect which requires that all public notices be posted on the Internet (through the AAJ). We must make absolutely sure that every ad gets sent to us electronically for submission in the AAJ in a timely manner. Right now, I would guess that we get maybe 75% of the ads the department prints, and a lot arrive via snail mail, too late for submission in the AAJ.

All ads sent to us electronically must also be in the following format:

- 12 pitch Universe font
- Plain block paragraph format, with no bold, italic, underline, centered, tabs, bullets, etc.
- No boxes, logos, pictures, headers/footers, etc.

All we want is plain text, or, as they say, "just the facts, ma'am." If the ad, as printed in the newspaper, is in small font, inside a box, with bold, centered titles, staff needs to take it out of that format and put it into 12 pitch Universe font, in plain block paragraph format, removing any bold, underline, tabs, centered, etc., before it is emailed to the Commissioner's Office.

Enough nagging. Please forward this message to all staff who do ad orders and ensure that we receive all ads electronically in a timely fashion each week. Thank you for your assistance.

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**From:** Van Kirk, Pam  
**Sent:** Wednesday, June 30, 1999 3:43 PM  
**To:** Ashenbrenner, Chris; Fitzjarrald, Ellie; Dalman, Jim; Nordlund, Jim; Nash, Margo; Rigger-Ver, Mary; Moore, Randy; Rebecca Eames; Kreher, Ron; Stan Ridgeway; Horner, Valerie  
**Cc:** Hotchkiss, Anna; Moles, Lori; Fidler, Heidi  
**Subject:** FW: New Procedure: On-Line Public Notice

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**From:** Cashen, Nancy G.  
**Sent:** Wednesday, June 30, 1999 3:18 PM  
**To:** Brimner, Karl; Buhite, George; Clarke, Janet; Jones, Loren; Labbe, Bob B.; Nakamura, Peter M. (JNU); Nordlund, Jim; Tanoury, Theresa M.; Allen, James; Brakes, Janette; Magnusson, Barbara; Majoros, Walter; Maltman, David; Nielson, Jack C.; Watts, Pam; Byrne, Gayle; Cryan, Linda; Gonzales, Myrna; Jones, Donna; Kaufman, Denise; LaValley, Deborah; Lewis, Carl; MacKinnon, Paula; Miller, Shane; Shales, Claudette; VanKirk, Pam; Cherian, Tom; King, Eric; Lowe, Sharon K.; Mitten, Susan; Moore, Randy; Super, Randy; Taplin, Carol  
**Cc:** Disanto, Diane; Lindstrom, Elmer; Livey, Jay; Perdue, Karen; Simono, Lisa; Smith, Deborah; Thomas, Ralph; Webb, Russell  
**Subject:** New Procedure: On-Line Public Notice

Yesterday I distributed a memo from Commissioner Perdue regarding the Governor's Administrative Order requiring the posting of public notices on-line, which goes into effect July 1. I have attached the memo here so you can forward it to staff electronically. The hard copy memo includes the Administrative Order and our SOP for ad orders. Please forward this and the hard copy to all staff statewide. Thank you for your assistance.

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## MEMORANDUM

**DATE:** June 29, 1999

**TO:** Division Directors  
Separate Office Heads

**FROM:** Karen Perdue  
Commissioner

**SUBJECT:** New Procedure: State of Alaska's Online Public Notice

On June 4, 1999, Governor Knowles signed Administrative Order No. 183, requiring that, as of July 1, the executive branch must post all public notices online on the State of Alaska's Online Public Notice web site (see copy of Administrative Order attached). This includes all legal notices, notices of public meetings, proposed actions, and other public matters. I recommend you and your staff view the new web site at <http://notes.state.ak.us/pn/pubnotic.nsf> to review the public notice categories and see how the site looks and works.

Gayle Byrne, secretary to Deputy Commissioner Jay Livey in the Commissioner's Office, is the Department's designated staff responsible for posting our public notices on the web site. Please instruct your staff statewide whose job it is to do ads or publicly notice items such as RFPs, invitations to bid, public meetings, regulations, etc., to send an electronic copy of the ad to Gayle via email at [gayle\\_byrne@health.state.ak.us](mailto:gayle_byrne@health.state.ak.us). The current Wednesday noon deadline for submitting electronic ads is no longer in effect. ***Please instruct staff to transmit the electronic copy of the ad to Gayle immediately upon completion of the ad order, so that she can post ads daily, as necessary.***

Also attached is a copy of the Department's Standard Operating Procedure (SOP) for ad orders. The SOP is very out-dated (i.e., the department logo is no longer required) and we are in the process of updating it. When the new SOP is complete, training will be provided on the new procedures and online posting, hopefully sometime in late July.

Thank you for your assistance in ensuring that this new administrative procedure is followed. If you or your staff have questions with regard to this new on-line requirement, please contact the Commissioner's Office for clarification.

Attachments

cc: Commissioner's Office Staff  
Administrative Managers  
Division/Separate Office Secretaries

# STATE OF ALASKA

## DEPT. OF HEALTH AND SOCIAL SERVICES

OFFICE OF THE COMMISSIONER

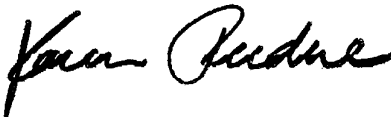
TONY KNOWLES, GOVERNOR

P.O. BOX 110601  
JUNEAU, ALASKA 99811-0601  
PHONE: (907) 465-3030  
FAX: (907) 465 3068

### MEMORANDUM

DATE: December 5, 2000

TO: All DHSS Staff

FROM: Karen Perdue  
Commissioner 

RE: Tribal Recognition Policy

On September 29, 2000, Governor Tony Knowles signed Administrative Order No. 186 formally establishing State recognition of Tribes in Alaska (see copy attached). The purpose of this memorandum is to clarify the effect of the Administrative Order to prevent any confusion about its impact on the role and responsibilities of DHSS employees.

The Administrative Order establishes the policy of the State of Alaska to recognize and respect the governmental status of the federally recognized Tribes within the boundaries of Alaska. It formally recognizes the important contribution Alaska's Tribes make to the citizens of Alaska and notes that it is of paramount importance to all residents of Alaska to foster a constructive and harmonious relationship between Tribal and State governments.

The Administrative Order does not change jurisdiction or legal responsibilities for any party. Formal recognition of the existence and importance of Tribes does not change the state's responsibilities or the Department's legal obligations to serve Alaska's citizens under state or federal law.

Our Department has long recognized and worked with Tribal entities, and will continue to promote these relationships as we have in the past. The Department works successfully with Tribes on a broad range of issues such as the Indian Child Welfare Act and community courts. The Administrative Order signed by Governor Knowles does not change the responsibilities of our Department or Tribes in implementing state or federal law. We will continue to work with Tribes to assist Alaskans within the existing legal framework.

You should continue carrying out your responsibilities as usual, working closely with Tribes in the best interests the children, families, and individual Alaskans we serve. If, during the course of your work in villages and rural areas you encounter resistance to your authority, please be mindful that those you have contacted may not fully understand or may have misunderstood the Administrative Order. As you have done previously, continue to conduct yourself professionally and sensitively to resolve the issue. If you feel unable to resolve the issue or need guidance in this regard, please contact your supervisor or director as soon as practical.

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**From:** Ashenbrenner, Chris  
**Sent:** Friday, December 01, 2000 5:11 PM  
**To:** ALL DPA Statewide Staff; ALL DPA State Associates  
**Subject:** Message for All Staff

**This is a message for all DPA staff and associates from Chris Ashenbrenner, DPA Deputy Director**

Hello everybody and happy holiday season to all. I have some important news to share with you about a project that will bring a big change in the way we do business toward the end of next year. For lack of a better name, I'm calling it the MRF-less Project.

I'll start with a bit of history first. About two years ago, the Division decided to work toward moving away from monthly reporting and use of the retrospective budgeting toward a less burdensome method reporting and budgeting. Most states had moved this direction, primarily because prospective budgeting of benefits is more conducive to client self-sufficiency efforts and once implementation is over QC errors generally drop. However, we decided not to implement then because we were still in the throes of sorting out the great change wrought by Welfare Reform and we thought it would just be too much change at once.

As we head into 2001, the 'real' millennium, we have realized it's now time to make the change. A couple things pointed us toward the decision. First, the Food and Nutrition Service (a.k.a. food stamp feds) has changed the rules on change reporting and policy that will allow much less restrictive reporting without an increase of QC liability. They are also allowing much closer alignment with Temporary Assistance policies under the new rules. And when we saw the synopsis of the eleven Business Analysis Workshops and thought about staff coming together in the Design Conference later this month to work toward improvements in our business processes, we realized that this major change needs to be incorporated into their planning. To layer it on later, even a year from now, could negate the good work of the Design Conference teams. We don't want these efforts to be wasted or minimized.

I realize that to MRF or not to MRF has been a subject of contention in our world for a long time and there may be some who don't agree with this decision. On the theory that you won't totally take my word for it (because I'm from management and I'm here to help), let me give you some of the positives.

- No more MRF registration
- Greatly reduced PFD Hold Harmless processing
- No more trying to explain PMB to clients (or partners)
- Simpler budgeting (honest!)
- Benefit amounts are better coordinated with the client's actual circumstances
- Prospective budgeting can reduce QC liability, especially coupled with shorter cert periods
- Fewer inappropriate closures for otherwise eligible households
- Training of new ET's is easier
- Some of the areas of FS and TA policy we'll be able to align include self-employment, resources and vehicle exemptions

Of course, we have to acknowledge that there is always a down side. Going MRF-less is a huge project and we'll have to manage it well. There will be implementation glitches, some clients won't report changes and we'll have to control for that, and it will involve a training effort for both staff and clients. However, we are almost the last state with universal monthly reporting. Most states have realized the benefits and changed their systems. We are in the preliminary stage right now, but are targeting Oct. 1, 2001 as our implementation date so that we can take advantage the significantly reduced PFD Hold Harmless effort.

Jim Dalman and Ellie Fitzjarrald will be putting out a message next week to the Design Conference Team members that provides more details on the proposed policies now under development. Also, during the Design Conference, they will be on hand to provide guidance and parameters for the process improvement



initiatives. We will need to tap into the expertise of line staff as we design our new system so you'll be hearing from us again soon asking for volunteers and ideas.

Once again, thanks for your dedication and support - and flexibility! .....I think I feel another Appreciation event coming on for late next year after this change is implemented.

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**From:** Ashenbrenner, Chris  
**Sent:** Friday, November 17, 2000 10:40 AM  
**To:** ALL DPA Division Managers; ALL DPA Field Supervisors; ALL DPA Field Managers  
**Subject:** Classification Project

For quite some time now, managers and employees of the Division have recognized the need for a division-wide job classification study to be conducted, particularly in the arena of ET/WDS as agreed to in our response to the Article 17 complaint resolution, the need to look at the new child care work we are doing, and in light of recruitment and retention challenges we and the rest of the State are facing. Our recruitment challenges are in the arena of the supervisor and analyst series and retention is in our case worker series. Of course, another driving force for this effort is that it's just plain good management practice to continually review our organization in order to make improvements. We expect the review of classifications to fit together nicely with the Business Analysis currently underway and subsequent staffing analysis.

You will be happy to know that, with the help of our Human Resources section, we are finally moving forward with the Classification Project effort! Jackie Dailey, a classification expert with extensive experience in our Department and others, was hired this month by the Human Resource office to conduct the studies. We are lucky to have Jackie - she worked some years ago on the Eligibility Technician and Workforce Development Specialist series and has a good understanding of our core classes and business.

A big classification study like this one is quite an undertaking for management. We think the benefits far outweigh any downside. However, employees might have valid or invalid perceptions or concerns about the positive or negative effects of a study. Some positive perceptions, rightly or wrongly, might include the upgrading of job classes or positions; balancing of workload; creation of positions; salary (range) equity established between job classes belonging to different departments which are serving the same clients; creation of career ladder opportunities; improvement of employee development plans; clarification of job class definitions, and improvement of employee morale. On the other hand, there exist negative concerns, again rightly or wrongly, surrounding the downgrading of job classes or positions; increasing workload; abolishment of positions; salary (range) inequities; reduction in career ladder opportunities and so forth. It is important that we address these issues through open and honest communications .

We have to be frank and fair with staff about what's going on, the reasons and the possible outcomes. We will probably have to communicate often and repeat the messages over and over to ensure folks understand. We will want to answer their questions to the fullest extent possible and be honest about admitting we don't know answers when we don't, then working on finding answers whenever possible.

The other crucial factor in a successful classification study is that the agency has to give it full support and devote resources to the effort. We have appointed a Core Team (better than another Steering Committee, don't you think?) to oversee the Classification Project. The Core Team includes myself, Jim Dalman, and Mary Rogers. The Core Team will be designating "subject matter experts", or SME's in Human Resource's acronym lexicon. The SME's will assist with defining types and levels of work, providing clarification, and reviewing and commenting on product content.

A project plan with timeframes will be developed shortly. It will include identification of outdated position descriptions that need to be updated and the order of work to be done. We expect to begin with the job classes of Eligibility Technician I-IV, Workforce Development Specialist I-IV and Public Assistance Analyst I-II. Please be prepared to share information with Jackie Dailey. If you have any material that might help her understand our organization, its functions and position, and problems or issues, please share it with her.

Thank you in advance for your cooperation, participation and support of this effort. If you have any questions or comments, please let me know.

*Chris Ashenbrenner*  
Deputy Director

From: Nordlund, Jim  
Sent: Friday, October 22, 1999 3:52 PM  
To: ALL DPA Statewide Staff  
Subject: follow-up  
Hello again,

As a follow-up to my earlier message today I want to bring to the attention of all DPA staff our policies regarding use of the internet and e-mail.

If you have Internet access, you should have been to the training that explains the state rules regarding illegal and prohibited uses of the internet. Our Department also has a Policy and Procedure addressing Internet usage (P&P 650-2). Please be sure you are familiar with it. One of the areas addressed in the P&P is use of Internet for personal reasons during business hours, including e-mail and personal research (on non-prohibited subjects, of course). In order to further clarify the P&P, Network Services has provided the explanation below which is our Division's policy. Please be sure you are familiar with and follow these rules.

#### Personal Internet Use Policy

Personal Internet use is acceptable:  
before 8:00 am or an employee's regular work hours, whichever is earlier,  
between noon and 1 pm,  
after 4:30 pm or the end of an employee's work day, whichever is later.

Personal Internet Use:  
is limited to activities not prohibited as described in the Department P&P 650-2.  
excludes downloading of any executable software, such as computer games.  
may not be done from workstations that are not in public view, such as general use computers.

#### Personal Email Use Policy

Personal Email use is acceptable:  
before 8:00 am or an employee's regular work hours, whichever is earlier,  
between noon and 1 pm,  
after 4:30 pm or the end of an employee's work day, whichever is later.

Personal Email Use:  
is limited to activities not prohibited as described in the Department P&P 650-2.  
excludes sending and receiving any attachments, such as executable software, computer games, or graphics.  
may not be stored on state computers.

Of course, as most of us know, there are some downsides to our new technological world. One is the possibility of overusing hands and wrists that can lead to injury. Please be

sure that you are aware of the ergonomic measures available to avoid this type of injury and that you use them.

Thanks, and I hope you find our new technological tools helpful and enjoyable.

Jim