

Tom Crawford Resume

Tom Crawford, [Praxis Northwest, LLC](#) president and principal, is a senior consultant and trainer with over 30 years experience working with state and local government, corporate and non-profit organizations on business improvement and information technology initiatives. He is committed to helping organizations improve coordination and productivity, encouraging individuals to speak authentically within their organizations, and supporting organizations that are addressing important social, environmental and economic issues. Tom has experience in the education, justice, transportation, social services, retail, information technology, environmental, and licensing/regulatory arenas.

Areas of Expertise

Business Process Redesign

Provides training, coaching and analysis to help clients understand where and why breakdowns in business process and communication are occurring, and to identify changes in roles, tools, and business practices that will improve process flow within the organization and with the client's customers and suppliers. Approaches used include the Language/Action framework, event / use case modeling, and Rummler-Brache.

Training / Facilitation

Designs and delivers courses in business process redesign, organizational alignment, and change management. Facilitates planning, process redesign and system requirements sessions for clients in commercial, non-profit and government sectors. Has broad experience training and facilitating decision-making for technical and non-technical managers and staff.

Business and Technical Requirements Development

Develops complete requirements and design specifications for process redesign, business improvement and systems development projects.

Project Management

Manages large and small business improvement and IT projects for non-profit, government, and commercial organizations. Experience includes managing system requirements, IT development, and organizational development efforts.

Professional History

<u>PRAXIS NORTHWEST, LLC</u> Olympia, Washington Owner and Principal	1991-present
DYE MANAGEMENT GROUP, INC. Bellevue, Washington Senior Consultant	2002 – 2006
ADMINISTRATIVE OFFICE FOR THE COURTS Olympia, Washington Senior Analyst/Project Lead	1988 – 1991
WASHINGTON STATE UNIVERSITY Pullman, Washington Systems Analyst/Team Lead	1984 – 1988
UNITED INDIANS OF ALL TRIBES FOUNDATION Seattle, Washington Contract Services Director; Management & Curriculum Specialist	1978 – 1981
J.O.M. CONSORTIUM, REGION V Nespelem, Washington Coordinator	1976 - 1978
ADVOCATES FOR INDIAN EDUCATION Spokane, Washington Curriculum Specialist	1974 - 1976

Selected Projects

The following consulting projects highlight Tom's facilitation and training skills and experience:

Provided business process re-engineering and transition planning services for the **Washington Department of Social and Health Services, Health and Recovery Services Administration (HRSA)**. Tom led process analysis and documentation for claims processing, imaging, coordination of benefits, financial services and security managers and staff, leading to a redesign of their business processes for the **ProviderOne Project**. ProviderOne's purpose is to implement a new Medicaid Management Information System (MMIS). Tom also facilitated assessment of needed staffing changes, documented a transition plan and checklist of transition tasks for each office, and obtained management approval of these plans. He designed and co-delivered two one-day training sessions in business process re-engineering and transition planning skills and tools, using advanced interactive and action-learning techniques. Training participants included managers and staff from throughout the agency.

As part of an organizational alignment and process design project for [Climate Solutions](#) of Seattle and Olympia, Tom trained management and staff on clarifying expectations and improving coordination and collaboration. He also facilitated sessions to develop a new organizational map based on commitments required to fulfill the organization's strategic goals. This helped position the organization for dramatic growth as it was taking a leadership position on climate change policy at the state, regional and national levels.

Led business process redesign efforts as part of a combined quality improvement and automation project for the [Washington State Department of Financial Institutions](#). Tom coached DFI management, supervisors and staff in identifying business improvement opportunities; facilitated business process redesign sessions and documented session results; developed baseline metrics for measuring the impact of future improvements; developed descriptions of adopted and proposed business improvements for review by agency managers and executives; and presented proposals, issues, and decision points to the project steering committee and executive management. He also facilitated functional requirements sessions for two subsystems (fiscal and licensing), gathered data requirements, and consulted with the data modeling team on data requirements.

Managed a **Statewide Drinking Water Database Partnership Project** (a partnership of the [Washington Department of Health](#) and three county health departments). The purpose of this project was to provide easier, more reliable access to statewide drinking water quality data for county-based local health districts. Tom managed the engagement, coordinated with Department of Health and local health district management, and directed Praxis Northwest staff in completion of deliverables. These deliverables included an architectural model of the current data repository about water systems and drinking water quality throughout the State of Washington, an assessment of alternative approaches to providing better access to data repository for local health districts, pilot queries for use by three county health districts to access the statewide drinking water database, training materials and user documentation, and estimates of staffing and technology requirements for placing the system into production. The project also involved identifying and assessing business re-engineering opportunities and requirements for expanding the role of health districts in monitoring and reporting on local drinking water systems.

Served as Engagement Manager and Project Consultant for a statewide architectural integration project for the **California Health and Welfare Data Center** (now part of the [California Department of Technology Services](#)). Tom coordinated the definition of a process and information architecture for use by county-based welfare systems throughout the state of California for information sharing. He was responsible for documenting current system architecture, directing and coordinating the work of data, process and object modelers, and documenting new architecture. The functions he addressed included: enabling case transfers between counties; providing file clearance capability for counties at client intake; ensuring that local data is available for required statewide reports; providing flexible ad-hoc reporting capabilities; and providing interfaces to other

statewide automation systems. Deliverables included a high-level workflow model, an event-based functional model, a data model, and an object model.

For the [Washington Department of Health's WIC Program](#), Tom worked closely with WIC's project manager to develop a funding proposal for a \$4.5 million automation project in support of federally-funded nutrition program operated by local clinics and health districts. He developed functional architecture for the system, identified business re-engineering opportunities, facilitated sessions with state and local managers to confirm and clarify functional requirements, developed a phasing proposal, coordinated functional architecture with technology assessment, and assisted in development of ranking of functions by user representatives. He also led a team of consultants in completing detailed business requirements, including comprehensive business process analysis, data models and event-driven process models, conceptual application design and documentation for the development and implementation phase of the project. The system was successfully implemented and is in current use throughout the state.

Supported the [Washington Department of Information Services](#) in construction of a set of business-driven system development methods handbooks (including techniques, policies, standards and training). Tom led a team of five consultants who drafted significant portions of the handbooks and developed graphics and training materials. Tom also provided management support to the project manager; technical writing and editing for various components of the handbooks; and orientation training on methods and techniques to agency management and staff. The methods and techniques developed emphasized integration of application plans and designs with total quality management and process improvement principles and with defined business direction and priorities.

Education and Professional Achievements

Eastern Washington University, Master of Education in Instructional Communications

Gonzaga University, Bachelor of Arts in Philosophy

Founding Member, International Society of Sustainability Professionals

Member, Thurston Climate Action Team

Member, Pacific Northwest Organization Development Network

Past President, Board of Directors, Behavioral Health Resources (community mental health services provider for Thurston and Mason Counties)