

# 2007 Governor's Award for Quality and Productivity

Missouri State Employee Work Teams  
Focus on Effectiveness, Efficiency and Quality of Services and Products  
to Deliver Enhanced Services to Missourians

On Thursday, October 11, 2007, Governor Matt Blunt awarded the prestigious Governor's Award for Quality and Productivity (GAQP) to five state employee work teams in a ceremony held in the Ballroom of the Governor Office Building in Jefferson City.

This is the 19th year the GAQP has been awarded to state employee work teams whose accomplishments serve as an example of continuous improvement, quality and productivity in Missouri state government.

This year, 32 state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency, Innovation, Process Improvement, and Technology in Government.

"The Governor's Award for Quality and Productivity honors Missouri's state employees who have answered my call to serve the people of Missouri by focusing on effectiveness, efficiency and quality of services and products," Governor Blunt said. "I commend these dedicated state employees who have worked hard to restore the public's confidence in their government and to deliver Missourians enhanced services.



*Keynote speaker, Governor Matt Blunt, gives remarks on the winning teams accomplishments.*

For more information on this event, please contact Denise Osborne, the Program Coordinator at 573-526-4554 or at [Denise.Osborne@oa.mo.gov](mailto:Denise.Osborne@oa.mo.gov).

The Office of Administration, Division of Personnel is proud to provide the following information about the winning team in each award category.



## CUSTOMER SERVICE

### *Offender Fraud Committee—Departments of Corrections*

In 2005 volunteers from several divisions within the Missouri Department of Corrections sought authorization to form an Offender Fraud Committee. With endorsement from the Department's administration, the team began their work with a goal to improve public safety by identification and prevention of fraudulent offender activities, and to hold offenders accountable for intentional misrepresentation to others.

The Committee conducted detailed research, sponsored focus groups, and gathered data, which verified that Missouri's inmates were actively participating in a variety of fraudulent activities. The Committee discovered several inmates were even earning thousands of dollars annually through creative prolific letter writing campaigns promising personal relationships, soliciting funds for fictitious religions, medical or treatment programs, or to pay for legal or release fees. Unsuspecting and misled citizens were sending in thousands of dollars each week which inmates used to purchase snacks or other commodities in the institutional canteens. Additional cases of government fraud, banking fraud and other deceptive practices were also identified. Use of internet pen-pal websites were especially profitable for those offenders involved in fraudulent activities. As a result of this Committee's work and recommendations, the Department has implemented a number of changes to curb fraud, identify misleading activities, and hold those involved responsible for their behavior. These recommendations have already benefited the Department, citizens, and taxpayers of Missouri.

Dozens of offender accounts were frozen and available funds were confiscated and used to pay for the cost of their incarceration. An offender fraud alert was posted on the Department's website and news releases were made which urged citizens to use caution and verify offender information. A ban was placed on offender use of internet pen-pal sites. Staff training and procedural changes were instituted to supplement the Department's mission to ensure public safety. Through this Committee's initiative the State of Missouri has improved their service to the state's taxpayers and also improved public safety.

*For additional information on this team's accomplishment please contact Matt Sturm at 573-526-6499 or at [Matt.Sturm@doc.mo.gov](mailto:Matt.Sturm@doc.mo.gov).*

# 2007 Governor's Award for Quality and Productivity

Missouri State Employee Work Teams  
Focus on Effectiveness, Efficiency and Quality of Services and Products  
to Deliver Enhanced Services to Missourians



## EFFICIENCY

*Smart Lease Vehicle Program—Office of Administration, Department of Health and Senior Services, Department of Elementary and Secondary Education, Department of Corrections, Department of Social Services*

Each day, state agencies must use vehicles to transport employees and clients throughout Missouri. Agencies primarily use state-owned vehicles for transportation; however, personally owned vehicles are often utilized due to necessity or preference. The state's mileage reimbursement rate, tied to the federal rate, has increased sharply over the past few years, rising 36% since Fiscal Year 2003. Despite efforts to control travel, mileage reimbursement expenditures continued to rise and would have increased by one-third or over \$4.5 million in just four years without this team's intervention. The Smart Lease Vehicle Program team developed an innovative approach to address annual increases in state mileage reimbursement expenditures. Data compiled through the Fleet Information System confirmed that the cost to operate a state vehicle per mile was considerably less than paying mileage reimbursement, and the difference was widening each year. In one example, a state employee was being reimbursed over \$19,000 per year when providing a state vehicle would have cost just \$9,500. Clearly, the state could save considerable money by placing certain employees in state vehicles.

Unfortunately, the state fleet is aging and funds had not been available to sufficiently replace existing vehicles, much less expand the fleet for this initiative. The team explored options, reviewed best practices, and developed a plan to implement a transition to more cost effective travel. Key to this program was finding a way to finance the purchase of the necessary vehicles. The team developed and implemented a new master lease program that cuts the financing costs of equipment more than 50% from prior lease-purchase programs. Smart Lease has saved over 43% in travel costs by replacing business miles paid through mileage reimbursement with state vehicles. This team established two new innovative cost saving programs in state government through considerable research, advocacy and significant effort.

*For additional information on this team's accomplishment please contact Mark S. Kaiser at 573-751-4656 or at*



## INNOVATION

*Snowplowing Into the 21st Century—Solutions for Gang Plowing in Kansas City and St. Louis—Department of Transportation, Viking Cives*

The Missouri Department of Transportation (MoDOT) is known nationally as one of the most aggressive agencies in keeping roads open during snowstorms. However, this approach requires a large amount of staff time and equipment. Expansion of interstate routes within that state from three to five lanes has further complicated snow removal operations. Each winter, MoDOT operates more than 1,700 snowplow trucks requiring more than 3,000 operators for 24-hour service.

MoDOT snowplow trucks, plow 10 to 11 feet wide, but require overlapping when operating in gang plowing. This approach often requires eight or more trucks to clear five lanes.

The implementation of the *TowPLows*, a trailer plow pulled behind MoDOT snowplow trucks, began as an idea of one of MoDOT's technical experts. Based on his farming experience and knowledge of newer farming equipment technologies, he questioned why the concepts of wide farming equipment could not be used to dramatically increase snowplowing on Missouri highways. The challenge was to find a method to clear two lanes (24 feet or more) with one truck and operator.

The development process had numerous obstacles to overcome and took nearly five years. However, with the help of Viking Cives, MoDOT's snowplow contractor, the first *TowPLow* was placed in service January 2005 in Kansas City. MoDOT now has more than a dozen in service. With just one truck able to do the work of more than two conventional snowplow trucks, the benefits of *TowPLow* are adding up quickly. *TowPLow* is an effective approach allowing MoDOT to provide superior customer service today and in the future.

*For additional information on this team's accomplishment please contact Carlis Callahan at 573-526-6752 or at [Carlis.Callahan@modot.mo.gov](mailto:Carlis.Callahan@modot.mo.gov)*

# 2007 Governor's Award for Quality and Productivity

Missouri State Employee Work Teams  
focus on effectiveness, efficiency and quality of services and products  
to deliver enhanced services to Missourians



## PROCESS IMPROVEMENT

*Child Support Enforcement Structure and Workflow—  
Department of Social Services, Office of Administration*

Enforcement of child support obligations is challenging as many factors contribute to an individual's payment, or nonpayment of their support obligation. Staff in Missouri's child support enforcement program see these challenges daily in their attempts to enforce child support obligations.

Over the years, Missouri's child support program began to struggle in maintaining successful program performance and national ranking. Departmental employees also struggled to maintain accuracy, take timely actions and respond to customer inquiries in the face of growing caseloads and staffing reductions. It was time to take a hard look at the way the work of enforcing child support obligations was approached and to that end, the Enforcement Structure Workflow workgroup was formed.

The group researched other state programs and also researched and analyzed statistical data about the cases in Missouri and identified causes of nonpayment. The group began to realize that the actions to be taken on a case depended greatly on the circumstances of the non-custodial parent—and that one-size did not fit all. Eventually, they began to realize that the cases should be categorized according to non-custodial parent circumstances and that certain work activities should be engaged based upon the case category. By stratifying the cases, arrearage balances would also be stratified allowing more intelligent discussion about the arrearage balances and why they exist.

The structure is innovative, brings greater efficiencies, improves services and allows staff to manage their work in a much more productive and focused manner. Through their commitment, hard work, enthusiasm, and engagement, this work team found a better way of implementing an entirely new structure and workflow for the enforcement of child support obligations.

For additional information on this team's accomplishment please contact Janel Luck at 573-751-4247 or at [Janel.R.Luck@dss.mo.gov](mailto:Janel.R.Luck@dss.mo.gov).



## TECHNOLOGY IN GOVERNMENT

*Missouri Accountability Portal (MAP) - Office of Administration,  
Tier Technology*

In 2006 Congress passed a law requiring a searchable web site for federal contracts and grants, which was to be working by the end of 2007. Five states—Kansas, Hawaii, Minnesota, Oklahoma and Texas enacted laws this year requiring state internet sites that can search government contacts, grants, and in some cases, other kinds of expenses according to Americans for Tax Reform, a low-tax advocacy group based in Washington, D.C.

As part of his on-going efforts to capitalize on emerging technologies to improve state services and provide information to Missouri's citizens, Governor Matt Blunt commissioned the Missouri Accountability Portal (MAP) website.

A project team formed and launched a first of its kind website that allows citizens of Missouri to easily search a database of state expenditures, both by broad categories, by specific vendors and by contracts in order to see where their tax dollars are being spent. The data available at this website is updated nightly from the State of Missouri's Enterprise Resource Planning (ERP) tool known as SAM II, which includes the state's accounting system.

The team delivered a highly successful and well executed project in a very short timeframe – only two months. The MAP project started on May 1, 2007 and was available to the public on July 1, 2007. The team achieved in two months a transition from main-frame development skills to web development skills that often takes a year or more to accomplish. Kansas is working on a similar system and estimates it will take three years to implement and will cost approximately \$40 million in technology upgrades. (<http://www.stateline.org/live/printable/story?contentId=209153>).

MAP was accomplished in a very short time frame and was accomplished using existing state resources. "What Missouri has done is the most extensive, and it got there first," said Americans for Tax Reform President Grover Norquist. Missourians can now easily search the new site to find information that previously required a sunshine law request.

For additional information on this team's accomplishment please contact Dan Ross at 573-526-7746 or at [Dan.Ross@oa.mo.gov](mailto:Dan.Ross@oa.mo.gov).