



CUSTOMER SERVICE

EFFICIENCY

INNOVATION

PROCESS IMPROVEMENT

TECHNOLOGY IN GOVERNMENT

2008

**GOVERNOR'S AWARD FOR
QUALITY AND PRODUCTIVITY**



Governor Matt Blunt

Coordinated By:
Office of Administration
Division of Personnel
Training and Development
www.training.oa.mo.gov

2008 GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

SCHEDULE OF EVENTS

MASTER OF CEREMONIES

*Larry Schepker, Commissioner
Office of Administration*

SPECIAL RECOGNITION OF GUESTS

AWARD PRESENTATIONS

*Governor Blunt's Chief of Staff, Trish Vincent
Department Executives*

WINNING TEAMS

Efficiency

Mail Consolidation Team

Process Improvement

Dealer Renewal Process Improvement Team

Technology in Government

The eFolder Project Team

Customer Service

I-64 Closure Command Team

Innovation

Asthma Care Training for Missouri's School and Child Care Workforce Team

HONORABLE MENTION

Innovation

Downtown Revitalization Economic Assistance for Missouri [DREAM] Initiative

Process Improvement

Statewide Employee Benefit Enrollment System [SEBES]

2008 GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

Established in 1988 by the Governor's Council on Quality and Productivity, the Governor's Award for Quality and Productivity (GAQP) is a team award recognizing service excellence, efficiency, innovation, technology, process improvement, and employee development in Missouri State Government. All winning projects must meet established requirements of effectiveness, responsiveness, and efficiency of such quality that would make the project a model of excellence in state government nationally.

Any team (two or more individuals) employed by the State of Missouri, who successfully completes a project with another section, division, department, agency, or community organization, which exemplifies the purpose of the GAQP, can submit a nomination. Teams must provide documentation which may include, but is not limited to, background information, procedures, and measurable impact of the project nominated.

As part of a continuous commitment to improve government efficiencies, the GAQP may recognize one winning team from each of the following categories that will serve as a model of efficiency, quality, and effectiveness in Missouri State Government.

- Customer Service
- Efficiency
- Innovation
- Process Improvement
- Technology in Government

A selection committee of state executives evaluates each nomination and recommends teams to receive the award based on the following criteria: ground-breaking idea, documentation, measurement, and ideal goal/model of quality and productivity.

A total of 32 nominations were received for consideration representing the Departments of Conservation; Corrections; Economic Development; Health and Senior Services; Insurance, Financial Institutions and Professional Registration; Labor and Industrial Relations; Mental Health; Natural Resources; Office of Administration; Public Safety; Revenue; Social Services, and Transportation. Other state entities represented in these nominations included Departments of Agriculture; Elementary and Secondary Education; Higher Education; Missouri State Employees' Retirement System; and Missouri Consolidated Health Care Plan. From these nominations, five teams were selected and approved by Governor Matt Blunt to receive this prestigious award.

Today we recognize and congratulate each winning team.

2008 GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY
SELECTION COMMITTEE MEMBERS

David Baker

Outreach Specialist
Department of Agriculture

Andrea Beck

Chief Financial Officer
Division of Accounting
Department of Elementary and Secondary Education

Mara Campbell

Strategic Planning and Policy Manager
Department of Transportation

Terri Durdaller

Communication Director
Department of Public Safety

Allan Forbis

Training and Development Manager
Division of Personnel
Office of Administration

Rhonda Meyer

Director of Administration
Department of Economic Development

Vicki Myers

Director
Division of Human Services
Department of Corrections

Kimberly O'Brien

Director
Division of Regulation and Licensure
Department of Health and Senior Services

Lowell Pearson

General Counsel
Governor's Office

Steve Reeves

Director of Administration and Quality Management
Division of Comprehensive Psychiatric Services
Department of Mental Health

EFFICIENCY

MAIL CONSOLIDATION TEAM

Office of Administration; Departments of Agriculture; Conservation; Corrections; Economic Development; Elementary and Secondary Education; Health and Senior Services; Higher Education; Insurance, Financial Institution, and Professional Registration; Labor and Industrial Relations; Mental Health; Natural Resources; Public Safety; Revenue; Social Services; and Transportation

<i>Gayle Allen</i>	<i>Lynne Angle</i>	<i>Tom Cardwell</i>	<i>Alan Clements</i>
<i>Gary Crawford</i>	<i>Shawn Cunningham</i>	<i>Brenda Davis</i>	<i>Joan Farris</i>
<i>Rhonda Fogelbach</i>	<i>Alice Gaines</i>	<i>Diane Gresham</i>	<i>Mike Haake</i>
<i>Janet Heckemeyer</i>	<i>Rochelle Hendrickson</i>	<i>Mark S. Kaiser</i>	<i>Kevin Kolb</i>
<i>Rhonda Meyer</i>	<i>Mandie Morriss</i>	<i>Stan Perkins</i>	<i>Debbie Reynolds</i>
<i>Timothy Ritter</i>	<i>Greg Sandbothe</i>	<i>Susan Sneller</i>	<i>Doug Stephan</i>
<i>Matt Stockman</i>	<i>Rodney Vessell</i>	<i>Robert White</i>	<i>Ken Wilks</i>
<i>Regina Wilson</i>			

The Mail Consolidation Team recommended solutions that streamlined operations, lowered cost and improved mail services for Missouri State Government. The team, comprised of one or more representatives from each executive state agency, successfully consolidated twenty-three individual mailrooms into one centralized operation, dramatically improving efficiencies in all aspects of mail services. In just one year mail consolidation has:

- Reduced required staffing levels by 33%, from 30 to 20 FTE's [full time employees]
- Reduced required postal metering equipment by 78%, from 23 to 5
- Reduced vehicles utilized for mail operations by 67%, from 24 to 8
- Increased average annual postage savings by 8%
- Saved the State of Missouri more than \$1.1 million

Prior to the team's efforts, each agency operated one or more individual mailrooms, resulting in significant administrative and operational redundancies, as well as under-utilized equipment and resources. In eleven executive agencies, more than 30 state employees worked in 23 mailrooms, operated 23 mail machines with reserve accounts and meter balances that tied up over \$500,000 in state funds and drove 24 vehicles more than 180,000 miles per year, all to provide mail services for state agencies in the Jefferson City area.

The team was free to consider any option and make any recommendation. Numerous factors, including significant duplication in resources and services, rising postage rates and mandated mail equipment replacement, drove the discussions, analysis, and recommendations. Remarkably the team, representing sixteen state agencies with unique needs and perspectives, voted unanimously to pursue the internal consolidation of mail services.

All state agencies played a critical role in this highly successful effort. With strong support from the Commissioner of Administration, the mail consolidation effort was initiated in September 2006. Personnel and resources from all 23 mailrooms were brought together and merged into Central Mail Services. The value brought by this team's efforts continues.

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

PROCESS IMPROVEMENT

DEALER RENEWAL PROCESS IMPROVEMENT TEAM

Department of Revenue

*David Bechtold
Peg Cassmeyer
Amanda Karr*

*Lynn Bexten
Diana Craighead
Miriam Pace*

*Jean Blackburn
Connie Falter
Kandi Singleton*

*Mary Bowen
Nicki Hollis
Tricia Watts*

The Missouri Department of Revenue issues dealer licenses to over 6,000 vehicle and marine craft dealers on an annual basis. All renewal notifications are mailed in September of each year and are required to be renewed by December 31 of the same year. This creates an influx of activities specifically in November and December. The old process was inefficient and resulted in long wait times for dealers, a high reject rate of transactions because of insufficient application information, and a delay in the issuance of dealer plates. The inefficiency of the old system even resulted in dealers running on expired dealer plates in January 2007 because they were not provided with current plates in a timely manner.

The process improvement team began the reviews by:

1. Identifying key players in the processing section
2. Evaluating the bureau goals and expectations from our review
3. Retrieving all written materials on the dealer licensing and renewal procedures, statutes, forms and communications
4. Mapping out current process
5. Meeting to define each step involved in the processing and renewal of dealer plates
6. Logging suggested improvements
7. Presenting suggestions to management for their review
8. Implementing recommendations

The team identified 16 necessary changes to the dealer renewal process that could be implemented immediately to improve customer service. The recommended changes were implemented and provided dealers with clearer communications, reduction in steps, quicker turnaround time for licenses to be mailed to dealers and for dealer plates to be delivered to dealers, cross-training of staff to handle multiple job functions and less rejected transactions for incomplete information.

In addition, dealers were greeted in a newly renovated customer service center. The new center provides a more professional atmosphere not only for our dealer customers but our title and registration customers and the office staff. We were able to reduce wait time, reduce the number of rejected transactions, and better respond to phone inquiries and issue dealer licenses and dealer plates more efficiently and timely. The congested flow of customers and long wait times did not exist this past November and December and dealers did not have to drive on expired plates.

For additional information on this team's accomplishment please contact Julie A. Allen at 573-526-1824 or at Julie.A.Allen@dor.mo.gov.

TECHNOLOGY IN GOVERNMENT

THE eFOLDER PROJECT TEAM

Department of Labor and Industrial Relations/Office of Administration

*Jared Brockman
Tony Giboney
Carolyn Koetting
Christine Luna
Cynthia Palisch
John Spillers*

*John Butler
Ken Holzem
Robert Lambert
Leah McWilliams
Rodney Rice*

*Edward Durrill
Stuart Huddleston
Janet Lepper
Patrick Noonan
Kathy Ruppel*

*Russell Franke
Karrie Ketchum
Carol Luecke
Lori Orman
Brenda Skidmore*

The Department of Labor and Industrial Relations' Employment Security Division and the Office of Administration's Information Technology Services Division achieved a completely paperless operation by developing and implementing the eFolder System, one of the most advanced electronic document management systems in the country for unemployment insurance benefit claim processing. The initial challenge was to document all current and future business processes in order to convert the manual workflow and paper document file system to an electronic process. The goals were to improve staff productivity and customer service, reduce cost and risk, and provide for disaster recovery.

Improved customer service, productivity, reduction in risk, and cost were realized through an instant electronic redistribution of workload for maximum utilization of staff in all four RCC's. With the implementation of the eFolder System, 14% fewer staff resolved 7.8% more cases in 2008 over the same quarter in the two previous years. Such a substantial increase could not have been realized without the eFolder System. Additionally, annual expenditures for mailing, faxing, and printing were \$104,268 which was immediately eliminated upon implementation of eFolder and payroll savings of \$2,971,056 are anticipated based on current production and staff levels.

The Division of Employment Security [DES] realized an exceptional increase in processing cases from 54,027 in the first quarter of 2006 to 58,201 in the first quarter of 2008. This is a 25% increase in production per technician. Prior to the eFolder System, customers calling the RCC often had to wait for staff to find their paper files. If the file did not reside at that RCC, the caller had to phone the center where the file was located. eFolder provides reduced phone time and improved customer service by providing all staff immediate access to information for customers statewide.

Originally the DES had no disaster recovery plan. A disaster striking one RCC could potentially wipe out over 25% of the active claims documents. The daily transport of completed case documents to Central Office [Jefferson City] from three remote offices [Kansas City, St. Louis, and Springfield] for imaging came with a risk and liability of losing documents for thousands of claimants. With eFolder, all correspondence is received in Jefferson City, immediately scanned, and distributed electronically to the appropriate RCC affording complete recovery capability.

As the future of the DES continues to operate in the ever changing dynamics unemployment insurance environment, the eFolder System is poised to adapt to these changes and allow for future enhancements.

For additional information on this team's accomplishment please contact Spencer Clark at 573-751-8086 or at Spencer.Clark@dolir.mo.gov.

CUSTOMER SERVICE

I-64 CLOSURE COMMAND TEAM

Department of Transportation/Department of Public Safety/St. Louis County/Metro/Gateway Constructors

*Becky Allmeroth
Tim Embree
Lesley Hoffarth
Bruce Pettus*

*Denis Bigley
Dan Galvin
Captain Ron Johnson
Deanna Venker
Linda Wilson*

*Tom Blair
Larry Grither
Teresa Krenning
Rachel Wilhelm
Karen Yeomans*

*Garry Earls
Owen Hasson
Jean Olubogun
Dianne Williams*

The Missouri Department of Transportation's reconstruction of Interstate 64 in St. Louis City and County included closing five miles of the interstate beginning January 2, 2008 for one year. This closure would displace 170,000 vehicles per day to the region's other roads and had the potential to profoundly impact the daily lives of thousands of Missouri motorists in a negative way. In advance of the closure, MoDOT worked together with St. Louis County and Gateway Constructors to make system improvements to all the region's roads to help traffic move more effectively. This preparatory process built relationships among the agencies as the closure date drew near.

The I-64 Closure Command Team was organized to ensure MoDOT and its partners were knowledgeable of the condition and operations of the region's transportation system, actively managing travel reliability and communicating conditions to the public. To achieve the purpose of the team - to do everything possible to minimize the impact of the project - the team was divided into sub-teams focusing on areas including interstates, arterials, law enforcement, maintenance, liaison with local cities, public information, St. Louis County, St. Louis City and Metro. Members worked from a central location to facilitate teamwork and efficient problem solving. The sub-teams used staff in the field and staff monitoring sensors and computers to gather the information real-time during each rush period. The information was quickly collected and reported at 10 a.m. and 8 p.m., following the morning and evening rush and was then shared publicly in a news conference at 11 a.m. and 9 p.m. to ensure timeliness.

The closure of I-64 occurred on January 2, 2008 with the region's traffic flowing better in some areas than before the closure. Incremental changes in signal timing on key arterials fine-tuned the trouble spots. Problems were identified, evaluated, and solved - often within hours of the first notice. Motorists used the traffic information resources that had been developed by the team, to find their recommended alternate routes and business offered flexible schedules to their employees and location or deliver options for their customers.

In some of the most impacted areas, commute times were no more than 25% longer than before the closure. A survey of motorists and stakeholders indicated that 90% felt they were kept well informed about the closure. The success of this unprecedented collective and cooperative effort in Missouri is undeniable and other states are now using the lessons learned from the team's experience in similar projects.

For additional information on this team's accomplishment please contact Ed Hassinger at 314-340-4200 or at Ed.Hassinger@modot.mo.gov.

INNOVATION

ASTHMA CARE TRAINING FOR MISSOURI'S SCHOOL AND CHILD CARE WORKFORCE

Department of Health and Senior Services/Missouri School Boards Association/University of Missouri/Southeast Missouri State University/OpenHealth, LLC

*Eric Armbrecht
Peggy Gaddy*

*Marj Cole
Sherri Homan*

*Joel Denney
John Kraemer*

*Ben Francisco
Kathy Penfold*

In Missouri, approximately 400,000 adults and nearly 111,000 children under 8 years old reported that they were currently living with asthma. Over one third of Missouri adults with asthma reported they were first diagnosed at or under the age of 10.

The Missouri Asthma Prevention and Control Program [MAPCP] creates “room at the table” for many organizations for planning as well as fostering collaboration. MAPCP and its project team have made substantial progress in developing workforce capacity at the community level to address the needs of children with asthma. In collaboration with a committee of practicing school nurses, MAPCP created the nationally recognized *Missouri Asthma School Manual* and coordinated its distribution to approximately 2,000 school nurses in Missouri. The manual provides easy-to-use forms, training materials and other resources for practicing school nurses.

Building from the success of the manual, MAPCP coordinated programs for nearly 500 school nurses to attend the *Becoming an Asthma Care Manager and Educator* course, an evidence-based program developed and sponsored by the Association of Asthma Educators. Missouri leads the nation in individuals completing this program.

Recognizing that children under age 6 are the most at-risk for hospitalization or emergency room visits for asthma, MAPCP developed training for childcare providers. From September 2006 through May of 2008 over 2,000 childcare workers received asthma-specific training. To expand the skills of school personnel in dealing with children with asthma or at-risk for asthma, MAPCP developed an in-service DVD program that allows schools to efficiently train teachers, coaches, bus drivers, cafeteria workers, etc. on the fundamental of asthma management and their role in supporting children with asthma.

The DVD package includes three other health topics prioritized by school health survey results – head lice, diabetes, and seizure. MAPCP’s workforce development has also addressed the needs of policy-makers at the local level through a partnership with the Missouri School Boards Association [MSBA]. MSBA has added an asthma module to its mandatory training for all newly elected school board members. The team set forth innovative goals to increase Missouri’s ability to coordinate and manage asthma care for children by training a statewide workforce whom now have the proper knowledge and skill. Workforce development is an ongoing project and will continue to be a central feature of MAPCP’s strategy to improve the well being of Missouri’s children with asthma.

For additional information on this team’s accomplishment please contact Harold Kirbey at 573-751-6080 or at Harold.Kirbey@dhss.mo.gov.



2008

GOVERNOR'S AWARD FOR
QUALITY AND PRODUCTIVITY

*Honorable
Mention*

HONORABLE MENTION

INNOVATION

DOWNTOWN REVITALIZATION ECONOMIC ASSISTANCE FOR MISSOURI [DREAM] INITIATIVE

*Department of Economic Development/Missouri Development Finance Board/Missouri Housing
Development Commission*

<i>Kathleen Barney</i>	<i>Kim Baughman</i>	<i>Krystal Davis</i>	<i>Rachel Davis</i>
<i>JoAnn Dent</i>	<i>Tony Grandison</i>	<i>Keisha Gray</i>	<i>Valerie Haller</i>
<i>Mike Heimericks</i>	<i>Sallie Hemenway</i>	<i>Dawn Holt</i>	<i>Brenda Horstman</i>
<i>Mark Kiesling</i>	<i>Jeff Kormann</i>	<i>Terry Maglich</i>	<i>Kim Martin</i>
<i>Joel McNutt</i>	<i>Robert Miserez</i>	<i>Mike Nichols</i>	<i>Andy Papen</i>
<i>Mark Pauley</i>	<i>Ann Perry</i>	<i>Pete Ramsel</i>	<i>Don Ransom</i>
<i>Liz Roberts</i>	<i>Marty Romitti</i>	<i>Steve Sillimon</i>	<i>Alan Spell</i>
<i>Darrell St. Clair</i>	<i>Hal Van Slyck</i>	<i>Kathryn Watts</i>	

The DREAM Initiative is a partnership between three of Missouri's largest development agencies: the Department of Economic Development, the Missouri Development Finance Board, and the Missouri Housing Development Commission. Together these agencies created a joint application process to provide the opportunity for Missouri communities to be designated as a DREAM community for a three-year period. Select communities have access to professional redevelopment planning for their downtowns which includes local downtown organizational structure review, land use, building surveys and mapping, infrastructure building design guidelines, destination/tourism surveys, streetscape and building design guidelines, financial analysis, financial modeling and more; all of which culminated in the development of a downtown strategic plan. The plan would contain detailed descriptions of high priority projects which would be evaluated for state, local, and private investment opportunities.

Ten communities were designated in 2006; ten more in 2007; and in September of 2008 ten additional communities will be designated. Each community is assigned a "team" from the sponsor agencies that work to provide the planning, technical, and financial assistance required to achieve success over the period of the designation. The community provides a point of contact and provides local leadership toward the effort. The DREAM sponsor agencies are not providing the services for the communities; rather they are providing the services with the communities, which will provide for a longer lasting impact. Through the initiative, communities are building relationships with professionals, learning how to work with the private sector, building a knowledge base of the state programs (and contacts), and learning how to plan and implement in order to achieve specific goals. Mostly, they are learning how to work together at the local level and across sectors, make the best use of their limited resources, to identify goals, and engage the community. The model for strategic planning provided to DREAM communities is one that they may replicate throughout their communities. It is not solely applicable to downtown revitalization. Instead, it is a process and tool that may be applied to neighborhood redevelopment, business development, and community development activities.

The greatest accomplishments to date for the DREAM Initiative belong to the communities. Through projects identified by local planning efforts, in conjunction with the DREAM sponsors, communities have accessed \$38.8 million in public assistance which has garnered over \$189.3 million in private investment. The use of the public dollar to capture private development on an almost 5:1 return is a measured result for both the agencies administering the funds (leverage of the state dollar) as well as to the community. The impact of private investment means real economic change in the community.

For additional information on this team's accomplishment please contact Sallie Hemenway at 573-751-8497 or at Sallie.Hemenway@ded.mo.gov.

HONORABLE MENTION

PROCESS IMPROVEMENT

STATEWIDE EMPLOYEE BENEFIT ENROLLMENT SYSTEM [SEBES]

Missouri State Employees' Retirement System/Office of Administration/Missouri Consolidated Health Care Plan/MoDOT & Patrol Employees' Retirement System/Department of Transportation/CitiStreet/Application Software, Inc./Missouri Voluntary Life Insurance Commission

*Shelly Adams
Stacy Gillmore
Mary Jordan
JoAnn Looten
Grace Rogers*

*Beth Allen
Pam Henry
Brad Kifer
Bruce Lowe
Norma Wieberg*

*Scott Dart
Mark Howard
Rhonda Kirkweg
Tasha Reinkemeyer
Jennifer Wilbers*

*Vandee DeVore
Jan Jackson
John Lipskoch
John Riddick*

The SEBES initiative was designed to improve the benefit enrollment process for new employees. Previously, employees were faced with completing numerous forms requesting the same information. Because each benefit provider had a separate process it was possible for employees to be unaware of some of their benefits or to overlook or miss enrollment deadlines. Employers and benefit providers worked together to ensure that enrollments were processed and errors corrected. However, everyone occasionally thought, "There must be a better way."

The Office of Administration [OA] considered addressing the situation through an upgrade to the statewide accounting management system, but funding was not obtained. The Missouri State Employees' Retirement System [MOSERS] approached OA with an idea to utilize the capabilities of existing technology to solve this problem. In May 2006, representatives from OA, Missouri Consolidated Health Care Plan [MCHCP], the Cafeteria Plan, Deferred Compensation Program [CitiStreet], the Department of Conservation, Transportation and Missouri State Highway Patrol Medical and Life Insurance Plan, Transportation and Patrol Employees' Retirement System and MOSERS met to preview a prototype of an automated enrollment system. The representatives agreed to work together on this ambitious project and the SEBES committee was formed. The committee researched outside vendor solutions but found them cost prohibitive. As a result, an aggressive 16 month timeline was established to develop and implement a custom-built enrollment system.

The work of developing a web-based portal application was done in-house with existing staff. MCHCP agreed to assume the cost of hosting the system and MOSERS volunteered to be responsible for programming, including integration with the various agency websites. Each benefit provider accepted responsibility for programming changes to their existing systems as required.

Current information suggests Missouri is the only state in the nation that has designed and implemented such a project. The SEBES project team was able to streamline a cumbersome enrollment process, provide better tracking, improve accuracy of information, and save \$80,000 per year in printing and mailing costs. The various members of the SEBES project team are commended for demonstrating a high degree of inter-organizational cooperation in order to achieve the goal of improving the benefit enrollment process for new employees. The ongoing result for all new state employees is faster and easier enrollment and improved customer service through a consistent presentation of benefits. The project also highlights the State of Missouri's comprehensive benefit package.

For additional information on this team's accomplishment please contact JoAnn Looten at 573-632-6180 or at JoAnnL@mosers.org.