President’s Corner

By Kara Daniel
MAPP President, 2019

Fellow MAPP Members,

First and foremost I want to offer my prayers to all of our MAPP members and their loved ones who have been impacted by the severe weather and flooding which have impacted much of Missouri this Spring and Summer. It has been a wild weather season and for those impacted by hurricane Dorian I offer my prayers as well. Fred Rogers from Mister Roger’s Neighborhood often told this story about when he was a boy and would see scary or tragic things on the news: “My mother would say to me, ‘Look for the helpers. You will always find people who are helping.’ To this day, especially in times of disaster, I remember my mother’s words, and I am always comforted by realizing that there are still so many helpers — so many caring people in this world.” Thank you to the many “helpers” for coming together to assist those in their time of need.

MAPP Updates:
Our 2019 MAPP Spring Conference and Reverse Vendor Fair held at the Chateau on the Lake in Branson, MO April 17-19th was a huge success! More than 80 MAPP members attended the conference and nearly 150 vendors attended the RVF. Our keynote speaker Frank Kitchen taught us all how to live F.R.E.S.H and Stacy Adams offered us a Guide to Time Management. MAPP held its first ever service project, I was blown away by the donations from our members! We filled nearly 20 boxes of personal items for our veterans! Thank you all for your generous donations and helping with the card writing campaign! I would like to extend many thanks to all of our wonderful MAPP conference volunteers, our resident Activities Director Russ Pankey and our fearless Program Chair Todd Cox for all of their hard work and dedication! It really takes a team to pull off our conferences and your efforts are truly appreciated!

I would also like to take a moment to recognize and honor our 2019 award winners who were announced during the awards luncheon on April 18th.

...continued on next page
Manager of the Year Large Entity, Dave Pelletier, CPPB, Director of Purchasing for the School District of Springfield R-12

Manager of the Year Small Entity, Russ Pankey CPPO, CPPB, MAPP Vice President, Procurement Manager for the City of Independence

Buyer of the Year Large Entity, Todd Cox, MAPP Program Chair, Buyer II for the City of Springfield

Buyer of the Year Small Entity, Ann Struttmann, MAPP Nominations Chair, (recently promoted) to Purchasing Agent for Franklin County Government

Please join me in congratulating our winners!

Save the Date: The MAPP 2020 Spring Conference will be held April 15-17th at Camden on the Lake at the beautiful Lake of the Ozarks. More details will be released soon!

It is bittersweet for me to announce that Russ Pankey, CPPO, CPPB, Vice President of MAPP, Procurement Manager for the City of Independence has announced his retirement from the City. But wait there is more…Russ is relocating his family to Virginia Beach, VA where he has accepted a purchasing job. Russ has been an asset to MAPP and always willing to step in, step up and volunteer. Russ will be greatly missed but I wish him all the best in his new adventure. Good luck Russ and please keep in touch!

KCRPE Updates:
The Kansas City Regional Procurement Exposition (KCRPE) will be held October 28-30th, 2020 at the Hilton Garden Inn in Independence, MO.

UPPCC Updates:
Recently the UPPCC introduced broader eligibility requirements for those wishing to become certified. Below is taken from the UPPCC press release issued 7/17/19.

New requirements for the CPPO:
Bachelor’s Degree from a post-secondary accredited institution of higher learning; 96 contact hours of procurement-related coursework/training completed within the previous 10 years; and 5 years of procurement experience within the previous 10 years of which a minimum of 3 years is in a management or supervisory position. A minimum of 50% of the required years of experience must be in public sector (remaining experience may be from either public or private sector).

New requirements for the CPPB:
Completion of a 2-year post-secondary educational program OR 2 additional years of experience; 72 contact hours of procurement-related coursework/training completed within the previous 10 years; and 3 years of procurement experience within the previous 10 years. A minimum of 50% of the required years of experience must be in public sector (remaining experience may be from either public or private sector).

If you have questions about these new requirements please contact the UPPCC by visiting https://www.uppcc.org/.

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President’s Corner, cont...

NIGP Updates:
NIGP recently introduced PATHWAYS a professional development and credentialing tool to help their members get where they want to go. PATHWAYS is comprised of four components, Public Procurement Competency Framework, Certificates, Specializations, and NIGP Certification.

If you have specific questions regarding PATHWAYS please visit the following link: https://nsite.nigp.org/nigppathways/home. This NIGP microsite is full of information including a robust FAQ and a link to ask questions of NIGP staff regarding this new platform.

If you are currently working towards testing for your CPPB/CPPO certification I encourage you to stay on your path and keeping working towards earning your designation!

**NIGP recently announced they have reduced the cost to attend many of their face to face courses.**

Three day courses for NIGP members has been reduced to $595. The following NIGP courses are currently scheduled in our area:

**Sourcing in the Public Sector 10/09/19 Lee's Summit, MO**

**Strategic Procurement Planning 10/23/19 Jefferson City, MO**

As a reminder MAPP does offer scholarships for MAPP/NIGP sponsored events if you have been a MAPP member for at least six months.

This year’s Forum was incredible, I am honored to have attended on behalf of MAPP. While at Forum Ann, Russ, and I attended the President’s and Chapter Ambassador’s Luncheon. I have attached MAPP’s Certificate of Recognition for participating in the NIGP award for the Chapter Excellence in Membership, Recruitment, Retention and Engagement. This year’s winner was the South Carolina Association of Governmental Purchasing Officials. It is disappointing but, we were up against some fierce competition. I am glad we gave it a shot! I am very proud of our great organization, each of your efforts to keep moving us forward and keeping it F.R.E.S.H!

In closing I wish you all a safe and happy end to your summer and beginning to your fall. If you have any questions regarding MAPP or NIGP please feel free to contact me any time!

I would like to leave you with this quote from Walt Disney.

Sincerely,
Kara M. Daniel, CPPB
MAPP President 2019
**Education Opportunities**

**Sept. 17th  ** Webinar - Making Agile Procurement a Reality in Your Organization

Technology moves quickly and changes constantly—but the traditional procurement process moves slowly and is bound by a rigid structure. This mismatch leads to a myriad of challenges in IT procurement: cost overruns, delays, low adoption, unhappy end users, and lack of innovation. To combat this, many teams are turning to agile procurement, which places greater emphasis on iteration and collaboration throughout the process. In this webinar, we’ll give a quick primer on agile procurement and take a look at some concrete ways that public organizations can become more agile in their procurement process, without breaking any rules.

**Sept. 24th  ** Webinar - Risk Reduction in Public Sector eProcurement Implementations

Presentation will discuss five key phases of a project lifecycle areas that if you manage effectively, you can tangibly reduce the level of risk to your S2P project. These areas are Plan, Mobilize, Execute, Deploy and Sustain. The focus is on public sector; however, these apply to any organization. The approach to the rest of the presentation will be centered on the Do’s and Don’ts for each of the five phases. The intent is to be able to assess where you own project may be and how you may be able to reduce Risk throughout the project.

**Sept. 26th  ** Webinar - 5 Mistakes you Might be Making in Your RFP Evaluations — and How to Avoid Them

RFP evaluations are where your organization’s biggest spending decisions are made. Getting it right at this stage of the process has a ripple effect across the rest of the organization—sometimes for years to come. However, the set-up and facilitation of RFP evaluations can present challenges for procurement teams. From compliance oversights to missed opportunities for value, there are a few mistakes that are common to public sector organizations. This webinar covers the top 5 most common RFP evaluation mistakes—and more importantly, how to avoid them in the future for a more defensible and effective RFP process.

**Nov. 5th  ** Market Volatility: Is it Impacting Your Organization?

Every day, we hear and read about events happening across North America that are having a direct impact on our lives, business, and governments. In this “new normal” world, it’s beneficial—and almost imperative—to examine how various industries and social drivers impact success, especially with the unpredictability of the world within the larger supplier-procurement community. Join us as we explore these volatilities, identifying and discussing how various industry and procurement strategies can help navigate these rough waters to ensure strategic triumph.

**NIGP Webinar Information**

Webinars are **COMPLIMENTARY** for NIGP members ($190 cost for non-members)

Include 60-70 minutes of content followed by a Q&A session

1 Contact Hour awarded for each webinar attended
Don’t Miss the Opportunity to Take the Following In-Person NIGP Courses:

Sourcing in the Public Sector 10/09/19 Lee's Summit, MO

Format: Face-to-Face Course  
Accreditation: Accredited  
Start Date: 10/09/2019  
Location: Lee's Summit, MO  
Instructor: Edward Pabor  
Non-Member: Standard Fee : 695.00  
Institute Member: Standard Fee : 595.00  
Contact Hours: 22.5  
CEUs: 2.30

This course provides the participant with a comprehensive overview of the sourcing process within the public sector. Essential elements, including pre-sourcing planning, needs assessment, specifications, scope of work, deliverables, procurement strategies, value analysis, and internal control processes are explored. Determining the appropriate sourcing method, preparing the relevant sourcing invitation document, managing the acquisition process, evaluation of response submissions, and contract awards will also be explored. In addition, trends and technology developments and their effect of processes will be discussed.

Strategic Procurement Planning 10/23/19 Jefferson City, MO

Format: Face-to-Face Course  
Accreditation: Accredited  
Start Date: 10/23/2019  
Location: Jefferson City, MO  
Instructor: John Robinson  
Non-Member: Standard Fee : 695.00  
Institute Member: Standard Fee : 595.00  
Contact Hours: 22.5  
CEUs: 2.30

This course will cover strategic planning within an organization and the importance of its relationship to procurement planning. Planning models will be discussed as will public sector budgeting. Developing key partnerships within the organization in requirements determination will be explored, as this will lead to the development of proper specifications. Pricing strategies employed in the public sector such as cost analysis and life cycle costing will also be covered.

Tips & Tricks

Are you certified?

If so, did you know you can track your certification expiration dates in your ChapterManager Profile?

Follow these instructions to update your profile to begin tracking your important dates. We suggest reviewing your profile in ChapterManager on an annual basis to ensure your information is up-to-date!

1. Login to your account. 2. Once logged in, click on the Certifications tab and enter your Certification type. 3. Enter your Certification Number if known. 4. Enter your Certification Issuance Date. 5. Enter your Certification Expiration Date. 6. Upload your Certification certificate. 7. Save.

If you need assistance acquiring CPPB/CPPO certification information, contact the UPPCC at https://www.uppcc.org/
Please help MAPP in wishing a warm welcome to the following New MAPP Members:

Trish Adamson - Office of State Courts (new member)
Jeff Ball - Missouri Department of Transportation - Central Office (new member)
Autumn Deacon - State of MO, Office of Administration, Division of Purchasing (new member)
Paul DiBello - Department of Elementary and Secondary Education (new member)
Patrick Doll - City of Columbia (new member)
Frank Erzar - Veterans Commission - Warrensburg Veterans Home (new member)
Vincent Hollis - State of MO, Office of Administration, Division of Purchasing (new member)
Benjamin Jermain - Northwest Missouri State University (new member)
Patricia LaPresta - St. Louis County Government (new member)
Erik Lueders - Parkway School District (new member)
Kelly Miller - State of MO, Office of Administration, Division of Purchasing (new member)
Theresa Parker - St. Louis County Government (new member)
Patricia Reuter - St. Louis County Government (new member)
Darlene Richardson - Parkway School District (new member)
John Tigert - St. Louis County Government (new member)
Christine Watterson - St. Louis County Government (new member)
Shelby Williams - State of MO, Office of Administration, Division of Purchasing (new member)

MAPP has Facebook and Twitter pages that can be found by searching the Missouri Association of Public Purchasing MAPP #3 Chapter of NIGP on Facebook and MAPP of NIGP on Twitter and LinkedIn!

Did You Know?

To our President Kara Daniel who received her CPPB certification during the Spring of 2019.

MAPP was once again saddened to learn in July that we lost another member, Christina “Chris” Stephens, CPPB - MoDOT SW District. Chris has played a key role in MAPP by volunteering for the 2015 MAPP Conference in Springfield and also volunteered with this past spring’s RVF. Chris was a wonderful person and many MAPP members will remember how proudly she walked across the stage at Forum in KCMO in 2015 when she received acknowledgement for earning her CPPB. Please keep her loved ones in your thoughts and prayers.
Another Congratulations goes out to MAPP Membership Chair Stephanie Austin-Rashid. Stephanie was honored in St. Louis during May with the Inclusion Advocate of the Year Award.  
Great Job Stephanie!

St. Louis employee honored as Inclusion Advocate of the Year

Diversity and inclusion is essential to the success of any company. At MoDOT, every employee is encouraged to take leadership/ownership in diversity and inclusion. Recently, one St. Louis employee’s dedication to this effort led to an award.

Senior Procurement Agent Stephanie Austin-Rashid was honored with the Inclusion Advocate of the Year award at the Civil Rights Compliance DBE Training Symposium last month. Austin-Rashid received the award for her outstanding community outreach at vendor fairs.

During the events, Rashid gives presentations and provides community partners with resources to find MoDOT’s solicitations. Currently, two minority business enterprise companies working for MoDOT gained their contracts by following her guidance at vendor fairs. The companies are Woodley Building Maintenance, a janitorial company, and Limbs R Us, a tree vendor.

"I'm truly honored and excited about receiving an award for something that I love doing," said Austin-Rashid. "I really enjoy helping these companies understand that MoDOT has opportunities and resources to help them to flourish."
LIVING F.R.E.S.H AND LEADERSHIP

Lynn Crawford

As an attendee at the 2019 MAPP Spring Conference I particularly enjoyed Mr. Frank Kitchen, the Keynote Speaker. During the two day conference Mr. Kitchen led three sessions and of the three, two stood out to me personally. The first topic was titled “What’s Your Recipe? “Live F.R.E.S.H!” and how to apply the recipe ingredients of Focus on who or what you want to produce, Resources needed to make dreams reality, Enthusiasm by exuding the energy and excitement needed to exceed, Strength of mind to create a step-by-step plan, and lastly Honesty to know when help is needed, accepting it and evaluating outcomes. Applying yourself and following Mr. Kitchen’s methodology can be a game changer and you can become a difference maker in your professional and personal life.

The second session that Mr. Kitchen hosted was about leadership. He indicated that to acquire great leadership you have to play the song “Follow the Leader” and Dance the 7 Steps to Great Leadership. The seven (7) steps to the leadership dance are: 1) Show Genuine Interest in people; treat everyone as an individual; 2) Be Visible and available; 3) Be the Teacher by sharing experiences and listening with an open mind to change; 4) Delegate which can be empowering to employees and show them you trust them to do a good job; 5) Do the Sugar Honey Ice Tea Jobs! By rolling up your sleeves to do the dirty job, make hard decisions and being open to change; 6) Be Consistent by being committed to the mission, exhibit good habits and behaviors and treat everyone equally; and lastly 7) Reward Employees when earned with either monetary reward or a simple “Atta Boy.” Some people may say that a great leader possess a clear vision, is courageous, has humility and clear focus which are all good traits of an effective leader. However, there are other traits that are also required according to Kitchen. Mr. Kitchen goes on to list compassion, integrity, and having the ability to listen and practice what you preach. It's not what you say, but what you do that has the greatest impact.

In summary, as I recap the information I gathered from the sessions of living fresh and how to become a great leader, I believe that the two ideologies go hand-in-hand. Applying the F.R.E.S.H recipe plays to one’s state of mind which can lead to the 7 dance steps that a great leader can acquire that will earn him/her the knowledge to effectively perform their duties, inspire subordinates and colleagues, and gain the respect of both groups. At the end of the day, being a great leader requires one to stay true to him/herself, work hard, be compassionate, make sound decisions, and sometimes hard decisions that are required to get the job done. To be a great leader you have to also be a great follower.
By Robyn Siebeneck
Department of Public Safety—State Emergency Management Organization

If you missed the 2019 MAPP conference this year, shame on you. Definitely put it on your schedule for next year. The Chateau on the Lake in Branson was BEAUTIFUL, and made you feel like a movie star upon check-in. Very accommodating staff, and luxurious rooms.

The keynote speaker, Frank Kitchen, was informative and entertaining on the topic of Leadership. His sessions were interactive and lively. You could not attend and stay in your seat. He had everyone dancing and jumping around (on purpose). His topics were applicable to supervisors and non-supervisors alike. I walked away with a fresh outlook on my co-workers, and I am extremely grateful for the personnel with which I work.

Lightning networking, once again, touched on many topics that procurement personnel work with every day. There were many new in-sights and resolutions to shared problems at the tables with which I participated. I am grateful for the vast amount of experience that is shared during these sessions.

I found time to take advantage of the spa located at the Chateau, and it was AWESOME!! I now know the difference between a massage and a SPA TREATMENT. The host location always has so much to offer, and you short-change yourself by not experiencing what is available. Not just at the Chateau, but at any location which is selected by the Committee for the conference.

I attended the Breakout session for the State, and it was mainly about MissouriBUYS. This was a tremendous session on “what works” and “what doesn’t”. Many times, the “what doesn’t” is due to not using the system to its full capability. There were some tips given that made contract and order entry much easier. Office of Administration personnel were also there to advise and inform of liaisons assigned to each State Agency. If you have any question about who to call for assistance, all that information was provided. Face-time is so much more valuable than trying to find information on the website.

I had never attended a Reverse Vendor Fair, and when I was told I had a table assigned, I panicked. I didn’t request a table, I didn’t bring anything with me, I had no table covering or banner or giveaways. I FREAKED. However, once it was explained to me that this gives the vendor an opportunity to approach the clients with which they wish to connect, and have a captive audience, I quickly settled into my assigned seat and laid out my business cards. I had SO MUCH FUN. I had a chance to meet with my current vendors that attended, as well as meet many new vendors that wish to do business with the State of Missouri (in the field of disaster response). I walked away with much more knowledge about products available for various situations.

All in all, it was a GREAT conference. It was relaxing, the food was great, the years of experience and knowledge that was shared was vast (but not overwhelming). I now have contacts for any certification questions, contract questions, and quasi-governmental questions (if you don’t know what quasi-governmental is, attend a conference).

If you have not attended a MAPP conference, and you are in the field of purchasing within the State of Missouri, you owe it to yourself and your career to attend the next one. It is surprising how much you gain, and not just by what is on the agenda.
My MAPP 2019 Spring Conference and Reverse Vendor Fair Experience

I work at the Missouri Department of Corrections as a Procurement Officer I. I have been in this position for just over a year and a half. I received a scholarship from the Missouri Association of Public Purchasing (MAPP) Board to attend the MAPP 2019 Spring Conference and Reverse Vendor Fair. This was my first time attending a MAPP conference, and I thoroughly enjoyed it. I met many wonderful people, learned many new things, and got to listen to great speakers.

Frank Kitchen was the keynote speaker this year. Over the three-day period of the conference, he shared his five-part recipe for living F.R.E.S.H. (focus, resources, enthusiasm, strength, and honesty), his 7 steps to being a highly effective leader (show genuine interest, be visible, be a teacher, delegate, do the sugar honey ice tea jobs, be honest, and reward people), and his philosophy of it’s okay to play (“positive cultures produce productive people”) during his sessions. Frank was very energetic and motivating, and I learned things from his sessions that I can apply to both my professional and personal life.

There were also other great learning opportunities. I loved the lightning networking! There were several tables set up with different procurement themes. We set at one table and discussed the theme with others at the table, then we would move to a different table with different people to discuss the theme at that table, and we kept going until we had discussed many topics. Kim Hopkins-Will presented a breakout session titled RFP Evaluation Committee Formation & Procedures. It was very clear from listening to Kim that she has a wealth of experience to draw from, and I kept my copy of her slides handout for future reference. I attended the state agency breakout session right after that, and MissouriBUYS was the hot topic during that session. The next day, Stacy Adams presented a session titled breaking the Wheel: A Hamster’s Guide to Time Management in Public Procurement. I have felt like a hamster spinning out of control a few times, so I made sure to write down a lot of her time management tips. Thank you to all that presented. I learned something from all of you.

My favorite part of the conference was all the networking opportunities. I had never broken outside of my own workplace procurement bubble before. I am not a social butterfly by nature, but I pushed myself to get out there and was rewarded greatly by my effort. It was nice talking to people outside my workplace about procurement and having them understand exactly what I was talking about, sharing issues and ideas, and just getting to know everyone in general. I also enjoyed meeting vendors at the reverse vendor fair and working on the service project.

In conclusion, I want to thank the MAPP Board for awarding the scholarship to me. I am now hooked, and I definitely plan to attend future MAPP conferences. If you have not attended a MAPP conference before, I highly recommend you attend the conference next year. You will get to hear great speakers, learn many new things, and meet many wonderful people. I hope to see you there!
MAPP conferences are essential educational events for public procurement professionals. MAPP conferences are career development tools designed to enhance the procurement professional’s knowledge in an ever changing procurement environment.

Keynote Speaker: Frank Kitchen
Frank Kitchen was an inspiring speaker. He is the Founder of Frank Kitchen Enterprises, LLC. He stated, “every procurement professional has the ability to be a positive difference maker and life changer.”

**Live F. R. E. S. H.**
I learned from Kitchen that dreaming is not living, and people don’t live their dreams. Do we convert our dreams into measurable goals? As procurement professionals, let’s take a look at “what’s your recipe according to Kitchen.”

**Key Points to What’s Your Recipe:**
**Focus** – What’s your focus? Focus on what you want to do and do it. Make it a reality.
Every great recipe has a desired result that needs to be produced in a particular amount of time. A recipe is measurable.

**Resource** – Now that you have focused and gathered your information and experiences, you may seek out others for help.
If you don’t have the proper ingredients and equipment, you won’t be able to create your masterpiece.
Delois continued...

**Enthusiasm** – What is your why? It is finishing the work – completing the task and moving on to the next task?

> Your “why” will provide the energy, desire and excitement you need to make your it happen.

**Strength** – Your step-by-step plan in action – putting things in order according to being focused, using your resources and being enthusiasm.

> Action and mental strength leads to reality!

**Honest** – Being honest with yourself. If you need help with a task be honest with yourself and ask for help.

> When you lie to others and to yourself, you’re on the road to negative results.

**Leadership:**

*Characteristics of a good leader:*

*Show Genuine Interest*
- Show you care
- Listen
- Be sincere

*Be Visible*
- Be available
- Make an impact
- Have an open door policy

*Be a Teacher*
- Be open to change
- Continue education
- Know the job/train others

*Delegate*
- Empower others to do more
- Make you expectations clear
- Provide the right tools to be successful

*Do the sugar, honey, ice tea jobs*
- Help do the dirty jobs
- Never say “NO”
- Be accountable

*Be Consistent*
- Equal treatment
- Respect
- Share the Vision

*Reward Staff*
- Say “thank you”
- Always reward your staff

My development as a procurement professional through the MAPP educational opportunities is an essential reason why I enjoy attending/volunteering each year.
Wow, another great conference. The setting was breathtaking and it was so nice to see everyone and meet even more new procurement professionals. I am so thankful to the MAPP Board for allowing me the opportunity to attend the conference with the award of a scholarship. Just when I think it can't get better, it does. I enjoy the variety of settings in which the conference is held. This year was the best yet. The lake view, the amenities, the courteous staff, it was just wonderful. Thank you MAPP Board, I appreciate you!

This year was the Reverse Vendor Show and as always, I enjoy meeting new vendors, catching up with returning vendors and learning about the various services and commodities they have to offer. I was even lucky enough to have one of my own vendors come this year after sending out an invitation to all my vendors. Meeting a vendor face to face is great, because generally you only communicate through emails or phone calls. I took the time later, to sit down with the vendor, and learn more about him as a person. I realize we all have professional boundaries we must keep, but I find it helpful to know more about a person because it improves the working relationship we have with our vendors. After all, first and foremost...they are people.

I also enjoy the speakers each year. The motivation and positive nature the speakers bring is one of the main things I bring back to my office each year. It never hurts to learn more about yourself and human nature in general. We all work with different types of people, different personalities and different atmospheres at the work place. This year’s speaker was wonderful. Frank Kitchen not only brought a bright spot to the days, but he also taught us to push ourselves more, to get out of our comfort zones and provided tools in which to do so. His live F.R.E.S.H. methodology, not only applies to our personal lives, but to our work life. Frank also talked about the seven actions exhibited by highly productive leaders. Supervisors are generally the persons in the office we think motivate and push people to improve work skills and to become better employees. Frank Kitchen pointed out that everyone has the ability to help train and motivate the people we work with every day. It never hurts to let someone know they did a great job, or give a thanks for helping out with a project or mentor/help someone struggling on your team. None of us can do our jobs or reach our dreams alone, we all need the help and assistance of others. It’s important to create a work environment where people flourish and they feel they can meet their dreams and goals and feel good about their job. We all have the ability to help another, but do we do it? Do we reach outside ourselves, outside our comfort zones, to achieve our goals and help others do the same?

I look forward to what next year brings with MAPP. This is a great organization filled with wonderful, helpful people. I have learned so much about purchasing in my almost 5 years doing this. I have had the benefit to learn from those in my own office, as well as from people I have met at the conference and in trainings. I look forward to more years in purchasing and with MAPP. I hope everyone enjoyed the conference....and CONGRATULATIONS again to our fearless leader Kara Daniel in creating our new Emblem. It’s awesome!!
By Sara Foan-Oliver  
City of Kirkwood  

I recently took the Legal Aspects for Public Procurement course offered by MAPP. Knowing legal aspects of contract writing and negotiating are a large part of my carrier field I was really excited for this class. It was everything I was looking for. I was very impressed with the teacher and his vast knowledge and experience. He was very well prepared and organized to present over the three day class. The book we were given is a fantastic resource to keep by my desk. There is a great glossary of terms in the back along with several case studies to read. In fact one of my favorite parts of the class was reading the case studies and having open discussion in class regarding them. As we know Procurement ever evolving and having open forum with people from difference aspects of procurement was an amazing wealth of information.

I was surprised at all the terms we discussed and learned about in class that I hear often, see and use in my work life but that I didn’t truly know the extent of the entire term. Now, when I review contracts I not only know what terms go in the contract but I fully understand why and how it molds the entire agreement. I plan to go through some of our standard contract terms and make sure they are being used in all of the appropriate situations. I also plan to do the same for our purchase orders I know them; I use them daily but after taking this class look at them in a whole new light of understand all the components to them. Being aware of essential principles and really understanding them are two different things. This class starts at the foundation and builds on it. Helping you understand the terms before learning how to apply them.

Our class consisted of people who had been in public procurement for a year and people who had over 20 years. We all commented that no matter the length we are constantly learning something new every day. This class is perfect for those new and season in public procurement. The class was taught in a common sense, experienced base manner that everyone could relate to.

I would absolutely recommend this course to anyone in public procurement. I have sung the praises to my entire staff.
Why Government Efficiency is NOT an oxymoron – First Steps to Lean Procurement in the City of St. Louis

6/24/19

Pamela Kuehling, Director of Procurement/Supply Commissioner

Most people think of local government as a monolith, not as a conglomeration of many distinct components performing different functions. While many areas are public facing, such as Parks, Health, and Fire, many are not. One such function is procurement. Someone needs to buy all the trash trucks, the lawn mowers, runway deicer, medical supplies, food, and all of the other thousands of items of equipment and supplies that City Departments need.

This procurement has to be done on a timely basis, so that trash does not pile up in alleys, parks do not become overgrown, the airport can function in inclement weather, and jail inmates can have dinner.

Purchasing also has to be done in a cost effective manner. The City of St. Louis spends approximately $115 million annually on non-construction products and services. A 2% savings in the purchasing of these items means savings of over $2 million – a significant amount of money for a cash-strapped city.

The City of St. Louis procurement function serves over 60 Departments, Divisions and Agencies. Approximately 76% of the dollars we spend, and 37% of the purchase orders generated are via individual bids, rather than on contract. We use individual bids for more expensive, infrequently requested items that have complex or constantly changing specifications. In 2018, these totaled about 4,800 individual bids generated by a “green screen” Cobol-based system from the early 1980’s, and Excel.

The Mission of the Procurement Division is “to ethically, efficiently, and cost effectively source products and services that departments need in order to service the citizens of the City of St. Louis.”

Having worked in the corporate, not-for-profit and governmental worlds, I have seen many opportunities for improvement (OfI’s) in workflows. When I came to the City as Director of Procurement/Supply Commissioner under newly elected Mayor Lyda Krewson, I found some of what I expected – outmoded technology, lack of understanding of big picture processes, silos and lots of inefficiency. However, I also found employees who wanted change and improvement, not just for themselves, but for the citizens as well. They needed the tools, direction, and leadership buy-in to implement strategic, resilient change.

Government can actually become more efficient within the limits of the laws, restrictions, transparency needs, lack of funding, hiring difficulties and other problems. Private companies may have more flexibility to make swift decisions, or more financial options. Public companies with shareholders, and governmental entities, however, face higher or additional hurdles. Corporate Social Responsibility, and the role of government as a resource for its Citizens, often engender “non-productive” uses of resources to benefit the “greater good.” We must appreciate this distinction.
Fortunately, the City’s Director of Operations gave me the mandate to use what he referred to as my “newfangled” theories (the Baldrige Criteria and Lean Six Sigma), as tools to improve our understanding of the voice of the customer, and become more effective in meeting their needs.

Our internal customers are the departments such as Streets, Refuse, Health, Human Services, and entities such as the Airport and Water Division. External customers, in our case, are the vendors who want to sell goods and services to the City.

Procurement is complex because the Procurement Division does not control most of the processes. Why? This is due in part to legal requirements from the City Charter and Ordinances that are very difficult to modernize. It is also a result of lack of funding to replace outdated technology using overnight batch processing. Finally, we face redundant approval processes that my predecessors created to assure compliance with the Charter. Many of these processes do not add value, and create delays and roadblocks.

Delays in procurement cause:

- Department frustration and dissatisfaction
- Avoidance of proper procurement procedures (non-compliance)
- Wasted time and taxpayer money
- Possible legal exposure from disgruntled vendors
- Most importantly, delays of service to the citizens of the City of St. Louis

For this project, we created a CQI (Continuous Quality Improvement) Team consisting of the Director of Procurement (Pam), Deputy Commissioner (Lynn), Buyer (Dotlyn), Contract Specialist (Rico) and the Director of Operations for the City (Todd) was our Sponsor. Other Department and Division employees provided input for their subject matter expertise.

The scope of the project was narrowed to advertised bids of products over $5,000, which had the highest level of internal customer complaints. Reducing cycle time was the main objective. Using fishbone diagrams, brainstorming sessions, etc. the Team determined that the controllable root causes for most of our delays are:

- No formal backup plan for sick or vacation time
- Buyers face more volume than they can handle with existing technology (need > staff)
- Buyers don’t report roadblocks to management for help in removal of those roadblocks
- Lack of Excel training
- Buyers possibly using conflicting priorities to plan work schedules

Technology and training were out of scope due to budgetary constraints. However, the City of St. Louis does plan to purchase a new ERP (Enterprise Resource Planning) system that should offer many solutions in a few years.

At this time, many of the other roadblocks not listed are outside the control of the Procurement division. For example:

- Mandatory advertising period of 3 weeks (most other Cities use 2 weeks)
Editorials

- Charter provisions requiring a total of 6 signature approvals before a Purchase Order can be issued
- Sealed bid process for awards done manually on paper/no electronic submissions allowed
- Department approvals/changes can take a long time
- Corrections needed due to poorly written specifications or missing specifications from the requesting Department or Division.
- Some specifications are very complex/technical based on the product needed.
- Vendors not submitting required paperwork or incorrectly filing paperwork
- Addition of new Departments and inability to access cooperative purchasing agreements increased volume while capacity remained constant. Volume is up over 15% in the past fiscal year alone.

A few quick fixes were implemented. I immediately created and implemented a formal backup plan for sick and vacation days. In addition, I asked for more staff and Excel training in the FY 2020 budget and received funding for both options. These should have a big impact on cycle time in FY 2020 and beyond.

Of the other processes that we could control at this time, the Team looked at the bid tabulation (bid tab) process. Bid tabs are created after product bids are received from the vendors, and the results are entered into an Excel spreadsheet, so that the Buyers and Requesting Department can see an “apples to apples” comparison of the bids. This format helps the Departments make better selection decisions for which product they want and who is the winning vendor.

Bid Tab creation cycle time is the number of days from when the Buyer receives a bid for a particular Requisition until he or she sends the completed spreadsheet to the Department for review and approvals

Bid complexity is a major factor in causing delays in bid tab creation, but we don’t control what Departments choose to buy. For example, fire truck specifications and bid responses can be hundreds of pages long. The Team decided to focus on management assistance in removal of roadblocks. The City is a hierarchical structure, rigidly enforced by both the Civil Service system and internal “command and control” structures in the Police and Fire departments. A follow up call from the Director will usually get a quicker response than a call from a Buyer.

The goal was to decrease the time it takes to create a bid tab by 49%. Reaching this goal would immediately impact customer satisfaction and alignment with our mission. Data showed the current process could not meet customer requirements. The mean number of days for bid tab creation was 2.9, with a standard deviation of 4.2 and a range of same day to 24 days. The sample of 116 data points used data from the prior 5 fiscal years. The p value of 0.00 verified what the graphs said – the data was non-normal.

Using the 5 Why’s, we found out that Buyers were not bringing roadblocks to Management attention because they were not aware that the delays were so long, and that they did not want to get the cause of the roadblock in trouble by having “bosses” get involved. A test was conducted over 21 days in which the Buyers came to Management on the third day of a bid tab not being complete so that roadblocks could be removed.
It worked.

**April 2018 vs. April 2019**

April 2018 with Old Process

April 2019 with new Process

**2013 – 2018 Historical Data vs. New Process Data from April 2019**

Using a two sample t-Test, we found that there was improvement vs. last year for the same time period, and even more improvement versus the 5 year historical data. Versus last year for the same month, the mean decreased 15%, range decreased 11% and the standard deviation went down 7%. Even more striking, using data from 2013-2018, we saw a 54% decrease in average days, 48% decline in standard deviation and a 67% reduction in the cycle time range. The CQI Team and Management were happy with these results.
Based on the test, the Team helped craft a new policy and charted the new workflows. We also generated a bid tab creation Monitoring, Control and Response plan. As long as the Buyers keep to the new “3 Day Plan,” the City should continue to see improved cycle times.

Lessons Learned:

1) YOU DON’T OWN AS MUCH OF YOUR PROCESSES AS YOU THINK YOU DO. Process charting and workflow analysis made this very clear to our team.

2) Defining the Process is the hardest part, but it must be done correctly to improve.

3) Small, incremental change can have a big impact on performance. Quick, small wins motivate the team and the stakeholders.

4) Stakeholders need sound communication to be more willing to embrace change.

5) Visual communication must be used in conjunction with verbal to ensure understanding.

6) The process of removing roadblocks improves trust in both management and the processes themselves.

7) MOST IMPORTANTLY — YOU CAN USE LEAN SIX SIGMA TECHNIQUES AND THE LESSONS FROM THE BALDRIGE CRITERIA TO IMPROVE THE CUSTOMER EXPERIENCE IN GOVERNMENT!

Pamela Kuehling
Editorials

By Kara Daniel, CPPB
MAPP President
The School District of Springfield R-12

The 74th NIGP Forum in Austin, Texas was one for the record books with more than 1500 attendees. The 2019 Forum featured over 70 workshop sessions and a vendor expo with more than 245 suppliers!

The opening plenary with keynote Roy Spence was amazing! You may not know Roy Spence by name but I am sure you know his work. Have you ever heard of the slogan “Don’t Mess with Texas” the ad to discourage littering in Texas? That famous slogan and ads were Roy’s work!

Here are a couple more examples of Roy’s work that you may recognize: I am an American which ran after 9/11 [https://www.youtube.com/watch?v=ISltHnLC0iA](https://www.youtube.com/watch?v=ISltHnLC0iA). This is a current Good Year ad featuring the late Dale Earnhardt Sr. and Dale Earnhardt Jr. [https://youtu.be/HMcrjtrlWZE](https://youtu.be/HMcrjtrlWZE).

Roy’s bio is impressive: Roy Spence is cofounder and chairman of GSD&M, a leading marketing communications and advertising company. Under Roy's leadership, his agency has helped grow some of the world's most successful brands, including Don't Mess with Texas, Southwest Airlines, Walmart, and more. He is also cofounder and CEO of the Purpose Institute, a consulting firm that helps people and organizations discover and live their purpose. Spence is a Gallup Senior Adviser and works with their teams on global strategy and on the mission and purpose of the most important companies and institutions in the world. He is Gallup’s expert on purpose and a champion of Clifton’s Strengths Movement. He is a best-selling author and member of the board of directors of the Lyndon Baines Johnson Foundation. Spence is a Distinguished Alumnus of the University of Texas at Austin and a UT McCombs School of Business and American Advertising Federation Hall of Fame inductee.

Roy shared amazing stories, such as the time he was tasked with uniting five United States Past Presidents to come together in a short amount of time to create a common message in a thirty second time slot! You may recall this ad which ran after Hurricane Harvey [https://youtu.be/WCKJPn1UcXe](https://youtu.be/WCKJPn1UcXe).

Roy is the chairman and co-founder of the PROMISELAND PROJECT, a marketing campaign to bridge the cultural divide in America. You can learn more about this project at the following link: [https://www.thepromiselandproject.com/](https://www.thepromiselandproject.com/).

The PROMISELAND PROJECT is set on 10 key principles:
- Purpose, not politics
- All work has dignity
- Many paths to success
- Let talent shine through
- Calling all entrepreneurs
- Stand tall for small
- Serve our Veterans Well
- Health is everything
- Cities: the engine of new ideas
- E Pluribus Unum (the motto of the US out of many, one)

The PROMISELAND PROJECT 2019

Inspired by the 1994 song by Tracy Lawrence If the World Had a Front Porch, Roy had an idea to bring people together to work on a common project. The project that resulted is from his idea is America’s New Front Porch. The very first America’s Front Porch event was in Watford City, ND. Over the next eight years Roy plans to bring the project to the all fifty states. You can view more about this project at the following link: [https://youtu.be/IlxyLOgdM5k](https://youtu.be/IlxyLOgdM5k).

In his closing Roy shared with us that he had written a purpose statement for purchasing professionals I have included the statement below.

**The Purpose of Public Purchasing Professionals:**

"To buy the best products and services at the best possible price to serve the greater good...to deliver a solid return on investment to the taxpayers of the US and Canada...whether they ever know it or not."

...continued on next page
Editorials

Roy’s message really resonated with me, the purpose of life is to do good and be happy!

Oh and did I mention Roy is friends with Matthew McConaughey??

Photo credit SXSW.com

Thank you MAPP for allowing me the opportunity to attend forum as your 2019 President!

Save the date: The 75th NIGP Forum will be held in Chicago, IL August 22-26th 2020

Just a Few Reminders

MAPP is always looking for information/news about members or past members, articles for Editorials, Procurement News, Family Matters, Where Are They Now, etc. for upcoming newsletters.

Please contact Megan Howser, Communications Chair and MAPP Newsletter Publisher at megan.howser@oa.mo.gov to submit ideas or for more information. Thank you for your support!

NIGP also offers other opportunities to GROW PROFESSIONALLY through their online course offerings - check their online offerings out at:

https://www.nigp.org/home/your-learning-journey/education/take-a-course
# 2019 MAPP Board Roster

## Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Term Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kara Daniel, CPPB</td>
<td>President</td>
<td>December 2019</td>
</tr>
<tr>
<td>Russell Pankey, CPPO, CPPB</td>
<td>Vice President</td>
<td>December 2019</td>
</tr>
<tr>
<td>David Weidler, CPPO, CPPB</td>
<td>Treasurer</td>
<td>December 2020</td>
</tr>
<tr>
<td>Leslie Kemna, CPPB</td>
<td>Secretary</td>
<td>December 2019</td>
</tr>
</tbody>
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**Kara Daniel, CPPB**  
Coordinator I - Purchasing  
The School District of Springfield R-12  
1458 E. Chestnut Expressway  
Springfield, MO 65802  
Phone: (417) 523-0225  
Fax: (417) 523-0496  
E-mail: kmdaniel@spsmail.org

**Russell Pankey, CPPO, CPPB**  
Procurement Manager  
City of Independence  
111 E. Maple, PO Box 1019  
Independence, MO 64050  
Phone: (816) 325-7091  
E-mail: rpankey@indepmo.org

**David Weidler, CPPO, CPPB**  
Director of Procurement  
City of Kirkwood  
212 S. Taylor Ave.  
Kirkwood, MO 63122  
Phone: (314) 822-5850  
Fax: (314) 984-5975  
E-mail: Weidledc@kirkwoodmo.org

**Leslie Kemna, CPPB**  
Buyer IV, Purchasing Manager  
Missouri Division of Purchasing  
301 W. High Street, Room 630  
Jefferson City, MO 65101  
Phone: (573) 751-4887  
Fax: (573) 526-9816  
E-mail: leslie.kemna@oa.mo.gov

Visit us at [www.mappi.org](http://www.mappi.org) follow us on social media LinkedIn: MAPPoNIGP Twitter: @MAPPoNIGP

We support education as a means to continually furnish excellence in our ranks. We promote ethical, efficient and cost effective procurement practices for the promotion of integrity and best value for our public stakeholders.
Corey Duemmel
Director, Purchasing and General Services
Department of Mental Health
Division of Administrative Services
1706 E. Elm Street
Jefferson City, MO 65101
Phone: (573) 751-3081
E-mail: corey.duemmel@dmh.mo.gov

Past President
December 2019

2019 MAPP BOARD MEMBERS – ELECTED POSITIONS

Todd Cox
Program Chair
Buyer II
December 2020
City of Springfield Division of Purchases
218 E. Central
Springfield, MO 65802
Phone: (417) 864-1708
Fax: (417) 864-1927
Email: tcox@springfieldmo.gov

Megan Howser, CPPB
Communications Chair
Buyer IV, Purchasing Manager
Missouri Division of Purchasing
301 W. High, Rm 630
Jefferson City, MO 65101
Phone: (573) 751-1686
Fax: (573) 526-9816
E-mail: megan.howser@oa.mo.gov

Nicolle Backes, CPPB
Scholarship Chair
Buyer III
December 2020
Missouri Division of Purchasing
301 W. High, Rm 630
Jefferson City, MO 65101
Phone: (573) 751-5341
Fax: (573) 526-9816
E-mail: nicolle.backes@oa.mo.gov

Beth Lambert, MBA, CPPB
Education & Professional Development Chair
December 2019
Purchasing Manager
Missouri Dept. of Corrections
Fiscal Management Unit, Purchasing
2729 Plaza Dr.
Jefferson City, MO 65109
Phone: (573) 526-6494
Fax: (573) 522-1562
Email: Beth.Lambert@doc.mo.gov

Visit us at www.mappi.org follow us on social media LinkedIn: MAPPofNIGP Twitter: @MAPPofNIGP
We support education as a means to continually furnish excellence in our ranks. We promote ethical, efficient and cost effective procurement practices for the promotion of integrity and best value for our public stakeholders.
2019 MAPP BOARD MEMBERS – ELECTED POSITIONS CONTINUED

**Stephanie Austin-Rashid, CPPB**  
Membership Chair  
December 2020  
Senior Procurement Agent  
MoDOT – St. Louis District  
2309 Barrett Station Road  
Ballwin, MO 63021  
Phone: (314) 205-7307  
Fax: (573) 526-0016  
E-mail: stephanie.austinrashid@modot.mo.gov

**Ann Struttman**  
Nominations Chair  
December 2020  
Purchasing Agent  
Franklin County Government  
400 E. Locust St. Room 004  
Union, MO 63084  
Phone: (636) 584-6279  
Email: astruttmann@franklinmo.net

**Stacey McCune, CPPB**  
Public Affairs/Research and Specifications Chair  
December 2019  
Procurement Officer II  
Missouri Veterans Commission  
205 Jefferson Street  
Jefferson City, MO 65101  
Phone: (573) 522-4226  
Fax: (573) 751-6836  
E-mail: stacey.mccune@mvc.dps.mo.gov

**Ben Calia, CPPB**  
Resolutions, By-Laws, and Ethics Chair  
December 2019  
Purchasing Agent  
City of Springfield Division of Purchases  
218 E. Central  
Springfield, MO 65802  
Phone: (417) 864-1637  
Fax: (417) 864-1927  
E-mail: bcalia@springfieldmo.gov

2019 MAPP BOARD MEMBERS – APPOINTED POSITIONS

**Michelle Sorensen, CPPB**  
Historian  
December 2019  
Procurement Officer  
City of Columbia  
701 E. Broadway, PO Box 6015  
Columbia, MO 65205  
Phone: (573) 874-6317  
Fax: (573) 874-7762  
E-mail: michelle.sorensen@como.gov

Visit us at [www.m appi.org](http://www.mappi.org) follow us on social media LinkedIn: MAPPoNIGP Twitter: @MAPPoNIGP

We support education as a means to continually furnish excellence in our ranks. We promote ethical, efficient and cost effective procurement practices for the promotion of integrity and best value for our public stakeholders.
William “Bill” Noyes, CPPO, CPPB  
Chapter Advisor
Senior Procurement Agent  
December 2019
Missouri Department of Transportation  
(MoDOT) – Northeast District
26826 U.S. Highway 63  
Macon, MO 63552
Phone: (660) 385-8245
Fax: (573) 526-3169
Email: William.noyes@modot.mo.gov

2019 Spring Conference Pictures
2019 Spring Conference Pictures
2019 Spring Conference Pictures
SAVE THE DATE FOR THESE 2020 EVENTS!

• **MAPP Spring Conference** April 15-17, 2020 at Camden on the Lake, Lake of the Ozarks

• **Kansas City Regional Procurement Exposition (KCRPE)** October 28-30, 2020 at the Hilton Garden Inn, Independence, MO

• **NIGP FORUM** August 22 - 26, 2020 Chicago, IL

STAY TUNED FOR MORE DETAILS ON ALL OF THESE EXCITING EVENTS.