

2011 George C. Askew Award Recipients

Arkansas

Recipient: John Benjamin

Project title: Arkansas Department of Health Installation of Arkansas Wireless Information Network (AWIN) Radios Project

Project description: In 2006, two thousand one hundred nineteen (2,108) Arkansans lost their lives and twenty-five thousand three hundred eight (25,308) were admitted to hospitals due to trauma. The State of Arkansas incurs massive expenses from trauma injuries in lives lost, productive years destroyed, and the emotional and monetary expenses of long-term care and rehabilitation for victims of trauma. Currently most ambulance services use VHF radios to communicate with local law enforcement, first responders, and local hospital emergency rooms. The current VHF system does not have the required infrastructure capable of providing communication for a statewide trauma system. To solve this major communications issue, the Arkansas Department of Health (ADH) will install 600 mobile AWIN radios in every ambulance in the state which will permit ADH personnel real time communication with the ambulance services operating within Arkansas. This system will provide communication service using the Arkansas Wireless Information Network (AWIN), Arkansas Trauma Call Center (ATCC) located in Little Rock, Arkansas and ambulance services across the State of Arkansas. This winning project plan by John Benjamin addresses the needs and logistical challenges of working with a widespread group of people and businesses across Arkansas to ensure successful completion of the project.

California

Recipient: Cor V Shaffer

Project Title: Avoiding the Tragedy of the Commons in Lake Hodges

Project description: Lake Hodges is an important local water resource in San Diego. This resource is currently shared by the City of San Diego, Santa Fe Irrigation District, San Dieguito Water District, San Diego County Water Authority, the San Dieguito River Conservancy, City of Escondido, and numerous other public and private stakeholders. However, no one manages this shared resource. Due to lack of management, the 2011 regional Emergency Storage Project (ESP) that will connect Lake Hodges to Olivenhain Reservoir and the regional water supply is riddled with land mines caused by serious water quality problems. This Capstone project fosters links between stakeholders that creates a long term commons management approach for Lake Hodges and the supporting watershed. Key objectives include: facilitating coordination meetings with shared stakeholders to identify a shared vision for lake and watershed management, preparing a scope of consulting services with project stakeholders that will be used to create an engineering report identifying watershed improvements for Lake Hodges, identifying funding for lake management studies/projects using existing stimulus funding opportunities, and obtaining regulatory support for integrated regional projects related to management of urban runoff.

Florida

Recipient: Joshua Salazar

Project Title: Streamlining Processes to Expedite
Transportation Congestion Projects

Project Description: Identifying effective and efficient projects to meet operational, capacity and safety needs and to implement transportation congestion projects quickly and effectively.

Graduate School

Recipient: Joi L. Brown-Thompson

Project Title: Transportation Sector Network Management
WebTA Self-Entry

Project description: Mrs. Brown-Thompson improved the management and administration of the time and attendance submissions within TSNM in four and half months by overseeing the transition of a paper-based system to a self-entry time & attendance system. She oversaw the development of time and attendance progressive tools and resources for TSNM workforce of approximately 251 onboard employees. She superbly monitors timecards on a biweekly basis to ensure compliance with the Transportation Security Administration policies. Mrs. Brown-Thompson's dedication and focus to her job has greatly assisted TSNM in the efficient operation of time and attendance administration.

Idaho

Recipient: David Peters

Project Title: Juvenile Mental Health Court Starter Kit

Project Description: Juvenile Mental Health Court Starter Kit provided a detailed step-by-step guide for Children's Mental Health employees in the Department of Health & Welfare to change practices of youth mental treatment from costly residential facilities to a method whereby youth could remain at home with accountability of treatment through the courts. This more efficient and effective treatment method resulted in agency cost savings, lower recidivism rate of graduates, higher graduation rate, and improved participant function. Another side benefit was improved family functioning as the whole family system got the treatment through their involvement. By comparing costs of current treatment methods to the improved court system, savings were approximately \$25,000 per youth. When multiplied with the large number of youth being treated throughout the state, the money saved is huge—well into the millions. David demonstrated excellent management skills in designing and implementing his project using skills provided in the CPM Program curriculum. His leadership gave vision to stakeholders of the intended outcome. David worked with and through others and developed partnerships and relationships with other agencies conducive to fulfilling his goal. From a systems-thinking approach, a multi-disciplinary team worked to bring David's vision to fruition. Following good project management techniques, David was able to complete and evaluate his project, realizing the benefits to his agency and to the State of Idaho.

Kansas

Recipient: Agamani Sen

Project Title: Increase Design-Build Projects for Douglas County Public Works

Project Description: As public service employees, we are forever trying to do more with less. In that effort Agamani was searching for a solution to construct more culverts and bridges in less time and with less resources so more projects could be constructed in a given year. There were some precast structures already available in the market but they did not satisfy these two primary criteria, until Agamani came across one manufacturer who was ready to build the entire structure including footings and wingwalls in precast concrete sections for a lower price and also completely eliminating the need for any traditional cast-in-place construction. These products have been used for several culvert constructions. The construction times for these projects were reduced to one-fourth of the time that would have been traditionally required. Moreover, the installation of these structures does not require any special construction skills. Now that the county crew has become expert in installing these structures, they are venturing into using these products for smaller size bridge replacement projects with span varying from 20' to 35'. Typically these bridges are contracted out for design by consultants and constructed by contractors. By doing the design in-house and constructing with county crew, they will be saving about 150K (+/-) per bridge project which will in turn make it possible to construct more projects.

Kentucky

Recipients: Bruce Cottew, Mark Cool, Kim Goodwin, Steve Davis, Jon Wilcoxson

Project Title: ABC Mapping (No Title)

Project Description: This team was asked to map the wet precincts within Kentucky for determining which parks would be eligible to serve alcohol. This team not only developed the maps electronically, but the ability to update the maps after any wet/dry votes. Deputy Commissioner Randy Fawns stated that this team saved the state \$13,000 to \$15,000 in set-up expenses. That does not include the future savings for their work. The group also included wineries, golf courses in the mapping information. The data base was developed and a connection for updating the maps for the changes that will happen due to the 2010 census data. Other uses for this data would be the Board of Elections and Legislative Research Commission too. Each team member also offered to assist ABC in working and understanding the GIS map system.

Metropolitan Washington Council of Governments

Recipients: Shane Cochran, Cathy Kaye, Chikwe Njoku, and Melissa Rivord.

Project title: Operation Snowflake

Project description: The group's project focused on regionalizing snow removal and parking policies during major snow events. The project was identified in response to comments received at the Metropolitan Washington Council of Government's April 2010 Leadership Forum on Snow Response. The group surveyed all jurisdictions within the Metropolitan Washington region as well as jurisdictions across the country to evaluate their codes, ordinances, policies and practices related to snow removal. The key recommendations presented in the policy paper were:

- Standardization in terminology related to snow emergencies, specifically recommending the use of a descriptive identifier such as "Snow Parking Alert" in lieu of "snow emergency";
- Standardization in initiating such an alert;
- Development of an alternate side of street parking policy and local government coordination of off-street parking facilities during Snow Parking Alerts;
- Development of a single, region-wide ordinance related to sidewalk clearance;
- Creation of a regional public outreach campaign to ensure public awareness of these policies.

Michigan

Recipient: Timothy R. Young

Project Title: City of Hazel Park's Watershed Program - A New Vision for Public Education in Watershed Management

Project Description: This Project created a new direction for educating the public in Watershed Management. Since the City of Hazel Park is without streams, rivers, or lakes within its borders; watershed protection is viewed as someone else's problem. A big part of the Watershed Management Plan is Public Education, a key element to a good watershed program. This has continually fallen short of expectations—the information being too broad or technical. It lacks the personal attention needed to draw in the people of a community to take interest in watershed protection. For this project a free booklet was created and an accompanying video (shown on You Tube) to show the residents of Hazel Park exactly how their community impacts the watershed. It was kept simple and non technical, using many photos and video locations within the city to give a personal perspective of how the community can impact something miles away from their city's border.

Following are expected results: Cleaner neighborhoods; residents understand the importance of correctly handling yard debris, cleaning up leaky chemicals from cars or other equipment, and proper disposal of household hazardous chemicals. The city would have a savings because several of its departments, equipment, and manpower would not spend as much time on watershed issues and could be utilized in other areas of public service. Government agencies such as the MDEQ, EPA, Health Departments, and Drain Commissions could divert resources to other areas as well. All this would save tax dollars and allow more time to be spent on equally important programs and services that lack

attention. Then there is the environment, which is always challenged by something, a good watershed program would help correct issues that harm the environment. The contribution of this project is to create pride in community. It may also be a step in educating the next growing generation in understanding the importance of watershed protection. This project could also be used as a template for other communities working on public education programs.

Mississippi

Recipient: Christopher Mood

Project Title: Solution of Problem - Bridge Inventory Critical Deficiency Report (for Mississippi Department of Transportation)

Project Description: One of the fundamental tenets of MDOT's mission statement is to provide a safe transportation network that is "maintained" in an effective, cost-efficient manner. Making sure Mississippi's bridges are safe to the travelling public is the responsibility of the MDOT Bridge Division Rating and Inspection sections. The purpose of this project is to provide Bridge Rating and Inspection with an online tool to track the status of repair/rehabilitation actions of all bridges actively classified as "critically deficient."

Nebraska

Recipient: Captain Kevin Conlon

Project title: Webcast Recruitment

Project description: The purpose of this project is to recommend an alternative method to recruit and educate those citizens interested in employment as a deputy with the Douglas County Sheriff's Office (DCSO). This alternative method would use live interactive webcasts.

Nebraska

Recipient: William Brecks, Chief Building Inspector - City of Lexington, Nebraska

Project title: ¿Qué es servicio a la público? (What is public service?)

Project description: The purpose of this project is to assist public employees in becoming more customer friendly for the Hispanic community in Lexington NE. The project examined why it was important to the community to learn Spanish and the benefits to customer service.

New Hampshire

Recipient: Sandra Hyslop and Mary Mayo

Project title: Empowering School Office Staff

Project description: This project addressed the problem of school Districts sending in inaccurate or incomplete reporting on "No Child Left Behind" information required by both the State and Federal Governments. Sandra and Mary ran several focus groups with School Superintendents to determine the needs and level of understanding of the requirements. Armed with this information they created a "how to" video on the NH Department of Education website as a tutorial. Since most reports are annual by nature even the districts that had done a good job could forget how to complete their reports. Since this project went live the Commissioner of Education has asked them to replicate the process for other programs. The ROI is a little difficult to estimate but with fewer rejections and "do-overs" the savings in cost in time and personnel are formidable. If you have need for any other information please let me know.

North Carolina

Recipient: Tamara Barnes

Project title: Citing Violations of Child Care Requirements Consistently Across the State

Project description: The Division of Child Development (DCD) in the Department of Health and Human Services is the agency that regulates child care in North Carolina.

Violations of child care requirements can be cited at visits to child care facilities for noncompliance with child care requirements or for violations associated with complaints and abuse/neglect reports. Documentation of child care requirements may result in taking an administrative action against a child care facility.

Many child care operators appeal administrative actions to the Office of Administrative Hearings. This involves a long process for both the childcare operator and the DCD staff. The State may lose administrative hearings when DCD customers – child care operators – are not treated fairly and consistently. In addition, State employees lose their credibility with the public when this happens. Currently, there is not a well defined system that ensures child care consultants are citing violations reliably.

After the team analyzed the data they determined four primary areas of inadequacy and created an implementation plan (including specific action steps and timeframes) to address these inadequacies.

Ohio

Recipient: Jeff Coffman, Bobbie Doneghy, Lorraine Winters, Eric Smith, M.Trent Williams

Project title: State Library of Ohio Marketing Plan Development

Project description: The State Library of Ohio is a resource for all state agencies as well as local governments and is available to do research, gather and send resources directly to government agencies and individual staff at those agencies. There are several benefits that the SLO can provide to government agencies but many employees do not know of these resources. The team was charged with establishing a marketing plan to assist the SLO in promoting and marketing its services to state employees. By looking at existing materials, touring the main library, reviewing the website, interviewing SLO employees and conducting a patron survey, the team identified underlying concerns that kept the SLO from moving forward and limited the SLO's ability to serve state employees.

Oklahoma

Recipient: Melissa Milburn

Project title: The Roof Lease Project

Project description: This project involved team building to brainstorm and benchmark a policy and procedure for equipment that will prolong the useful life of the roofing system. Since Melissa's agency manages and maintains approximately 18 buildings, this can add up to significant savings of time and money.

South Carolina

Recipient: Sylvan D. Proser

Project Title: No Title

Project Description: This project focused on an evaluation of the efficiency and effectiveness of the state's collection efforts of sales and use tax owed by taxpayers as a result of e-commerce activities. States (including South Carolina) are losing billions of dollars annually. Sylvan reviewed the exponential increase in lost revenues over the last decade and suggested various ways to address the situation. In South Carolina, total state and local sales and use taxes due on e-commerce rose from \$315 Million in 2007 to a projected \$495 Million by 2012. Approximately 75% of those taxes actually due are collected. Thus, in 2010 approximately \$280 Million will be collected. This will reflect a loss of \$95 Million. By 2012, the projected loss will be \$125 Million. The total losses have been increasing at approximately 10% per year since 2007. Thus the projected loss in 2017 will be nearly \$200 Million from e-commerce.

Sylvan researched several possible approaches to remedy the situation. These approaches included administrative form changes, adjusting tax tables, taxpayer education, increased enforcement, and various legislative approaches. These approaches were presented detailing the advantages and disadvantages of each and the likelihood of action in the current political environment. His analysis was thorough, comprehensive and well-documented. His project will serve as an outline of how the state should address this increasingly complex issue, and his suggestions for administrative remedies could result in several million dollars in increased revenue collections.

Texas

Recipients: Carl White and Anthony Wilson

Project Title: Lake Nasworthy Parks: An Assessment of Public Priorities for Development and Operations

Project Description: Before this project, there was a lack of management and direction in terms of the development and operations of the Lake Nasworthy parks in West Texas. Carl White and Anthony Wilson were charged by the San Angelo City Manager to assume management of these parklands and recommend an appropriate plan of action. In doing so, White and Wilson determined to establish priorities regarding the development and operations of these parks via public input (survey and social media polling), focus group discussions, and interviews with some stakeholders or similar service providers. They also included research of professional texts/articles on lake facility development and operations, internet searches on lake park facilities and operations, and information from other cities and entities via direct contact or through professional organizations. Through this broad and thorough research, decisions were made for the Lake Nasworthy Parks that garnered public support and partnership.

Utah

Recipients: Helen Knipe, Brad Loveless, Michelle Matsuura, Thomas Roylance, Brett Slater, Wesley Starkenburg, David Wade

Project Title: Early Adolescent Seat Belt Awareness Research Team

CPM Project Summary: The Utah Highway Safety Office chartered a CPM team to conduct research on Utah's 10-14 year olds in order to gather information about the current seat belt use habits of children in this age group, identify their current level of traffic safety knowledge, find out what might motivate them to make safe choices, and receive recommendations for targeting this group with traffic safety information. The resulting Early Adolescent Seat Belt Awareness Research Team (EASBART) created a survey, with the guidance of the HSO occupant protection program manager, and targeted a sample size of 1,000 responses. The team ultimately surveyed and hand-tabulation nearly 4,000 surveys. The data showed that for this age group, peers and parents play critical roles in influencing behaviors. With each year, the influence from peers can be the primary factor in getting this age group to buckle up. In this era of technology, this age group has many more ways to communicate with each other and entertain themselves, but these means also present many more ways to reach them. The EASBART's research also led it to a potential model program recently created by another state that combines both of the methods for messaging recommended by Utah's youth.

Washington D.C.

Recipients: Wonok Kim (note: team also included Christine Arena, Candyce Hughes and Andres Marquez-Lara)

Project title: Reducing the Risk of Harm to Patients Through Medication Administration Documentation

Project description: This project aimed to enhance patient care by reducing the rate of missing documentation around medication administration at the DC Department of Mental Health Saint Elizabeths Hospital. Using Six Sigma methodology, the project team completed the project's five phases (define, measure, analyze, improve, and control) over a 12 month period beginning October 2009. In January 2010, when the team started measuring the performance, the missing documentation rate at the Hospital was 1.28%. The project goal was to reduce this rate to 0.5% by December 2010. We reached the goal earlier than the target date: in October 2010, the missing documentation rate fell to 0.46% and declined further to 0.29% by December 2010. This successful outcome of the project not only contributed to a reduction of the risk of harm to patients in care but also led the Hospital to become a more data driven organization. The demand for data continued to increase throughout the agency and the utilization of data among the management staff and clinicians also notably increased. Along with the recognition and support from the leadership of the Hospital, as of 2011, the project team members are currently leading a few other projects that utilize the six sigma methodology and lessons learned from the CPM training course.

Wisconsin

Recipient: Capt. Mary A. Schauf

Project title: Development of Training Modules for Police Sergeants

Project Description: Historically the City of Madison Police Department used a two-week long Leadership Academy to qualify candidates as eligible for promotion to the rank of sergeant. In addition to being conducted up to five years before the candidate's promotion, this one-time training created a significant staffing burden. This project evaluated the need to provide this training , and developed a new model and new training methods within a modular, on-demand training system. This system is cost effective, cognizant of staffing limitations and, consistent with current content standards, and provides a quality, just-in-time training experience that meets contractual and organizational needs. Efficacy of the training modules was assessed.