

2010 Askew Projects

ARKANSAS

Project Title: Botnet Automated Detection (BAD) Feasibility Project

Recipient: Martha Nanette Harrell
Arkansas Dept. of Information Systems

Project Summary:

The Botnet Automated Detection (BAD) Feasibility Project is designed to research and evaluate a possible solution to a high risk information technology threat called a robotic network or “botnet”. The Arkansas State Cyber Security Office is responsible for the data stored and shared on the state network, and this high risk threat poses great risk to state fiscal assets, the privacy of Arkansas citizens and the other sensitive data stored within state agency databases. Typical security solutions, such as anti-virus applications, firewalls, intrusion protection and detection devices, and so on, do not mitigate the risk of these very dangerous technological threats. Botnets are managed and controlled by individuals or organizations that have malicious intent. They are capable of collecting extremely sensitive information such as logins and passwords to bank accounts, social security numbers, or personal addresses. Botmasters are those who manage the botnets. They have the potential to control millions of Internet hosts and the number can grow to a scale that could play a significant role in warfare between nations or in the service of terrorism.

The State Cyber Security Office will work in conjunction with several state agencies to investigate various possible mitigation solutions to this threat. This multi-agency team will analyze a short list of commercially available botnet discovery solutions which can integrate with the existing State Cyber Security Office Security Event and Incident Management system (SEIM). Additionally, a locally engineered State Cyber Security Office solution to botnet discovery and mitigation will be researched and evaluated. The final goal of this project is the presentation of a feasibility document suitable for decision-making. By providing a well organized document that presents the researched solutions, the executive leadership team of the Department of Information Systems will have the ability to make an educated decision on the best method to mitigate the botnet threat.

FLORIDA

Project Title (2009): Bank Clearinghouse Payment Processing – Check Free Processing

Recipients:	Rick Rhodes	Teri Anderson
	Garrett Allison	Sherry Baker
	Randy Hunt	Artis Dukes
	Loretta Krause	Greg Boettcher

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Project Summary:

This project was chosen because it dealt with the increasing number of electronic financial transactions processed by taxpayers that were received at tax collector offices as paper transactions. The team developed the automated approach which provides a completely electronic funds transfer and payment posting process, thereby eliminating paper checks while reducing cycle time, manual errors, data entry time, and paper. The Polk office spearheaded the implementation of software with Check Free, a third party vendor who was instrumental in streamlining the process. The improvement already shows a potential 200 percent reduction in processing time per transaction and currently involves one national clearinghouse.

This project was estimated to have a cost savings of \$50,000. There is information that it actually had a higher cost savings to the Tax Collector's Office.

FLORIDA

Project Title (2010): Alachua County of Waste Collection

Recipients:	Jeanne Chandler	Christopher Drouillard
	R. Samuel Sullivan	Milton Towns
	Mary Ulseth	

Project Summary:

This project was chosen because it created a work improvement on how not only waste collection could be improved throughout the county, but, also encompassed the code enforcement department as well. The process by which the Alachua County Office of Waste Collection implements its 'education first' approach of code enforcement was thoroughly evaluated and measured by a process improvement team for the purpose of ameliorating this course of action. The Team, consisting of two code enforcement officers, the program coordinator and the manager from the Waste Collection Office and an outside representative from the Court Services Department hoped to identify and implement work methods that would both improve the effectiveness and efficiency of the public education process utilized for two specific solid waste program policies. Inclusion of an outside representative, and his unbiased view of the issue, proved invaluable to the entire effort.

This project has been implemented and the office utilizes flyers with effectiveness in communicating with their customers. Through the efforts of this project, it was recognized by the American Association of Codes Enforcement (AACE) for Outstanding Achievement in Code Enforcement. It earned the 2009 AACE Outstanding Achievement in Code Enforcement Award for Printed Materials.

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IDAHO

Project Title: The Pelican Brief

Recipient: Rex Sallabanks

Project Summary:

The intent of the project, The Pelican Brief, was to develop a strategic plan for Idaho's Department of Fish & Game to balance the conservation needs and recreational interests involving both American white pelicans and native cutthroat trout in Idaho. The plan also served as a basis for further collaboration with the US Fish & Wildlife Service.

Project Need: The project arose from the troublesome knowledge that the increased growth of the American white pelican population in southern Idaho posed a threat to important stocks of game fish. Also apparent were the increased concerns expressed by fisheries' managers and anglers.

A mandate to balance both conservation and recreational interests of birds and fish presented a unique challenge to the Department. The conflict between a federally-protected nongame migratory bird and economically important game fish was evident.

Project Results: The Pelican Brief provided the Department with a five-year management plan to reduce negative impacts of pelicans on fish in southeast Idaho. This plan was accepted and endorsed for immediate implementation by upper management and the Department's policy-making Board, the Idaho Fish & Game Commission.

When implemented, the plan will lead to:

- reduced bird-fish conflicts
- self-sustaining populations of pelicans and native cutthroat trout
- an enhanced public image for the Department

The plan was a comprehensive and collaborative endeavor between the Department's Wildlife and Fisheries Bureaus and public stakeholders. It provided a vision and practical strategic steps which also set the stage for further study and collaboration with the US Fish & Wildlife Service.

Management Skills

Rex demonstrated excellent management skills in designing and implementing his project using skills provided in the CPM Program curriculum:

- Leadership – Rex gave vision to an outcome, gained support of stakeholders for the vision, worked with and through others, developed relationships conducive to support, and carried his vision to completion. The project required the organization and facilitation of internal staff meetings, often fraught with conflict.

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- Problem Solving/Decision Making – Rex was required to consistently identify problems with resulting solutions and to make decisions leading to positive outcomes.
- Project Management – Rex used a project management approach which included the process of initiating, planning, implementing, and evaluating.
- Emotional Intelligence – Rex was required to work with individuals and groups at all levels for input and to work with stakeholders that were somewhat hostile to change.
- Influence – Through public speaking and writing, Rex gained the support of upper management, Department bureaus, Commissioners, and public stakeholders for final development and approval of the plan.
- Collaboration & Partnership – This project required considerable collaboration among all the players to arrive at an efficient and workable plan. Collaboration among all the facets was on-going throughout project development and delivery.
- Systems Thinking – The project brought all entities working together, realizing the effect each had upon the other. Taken into consideration was the ecological system as well as the political system of the Department. Intergovernmental relations, a broader system, came into play as collaboration with the US Government is ongoing.
- Public Speaking – Rex was skillful in presenting information both internally and to the public to bring them awareness and understanding of the critical situation and how to realize a solution.

Cost Savings

- Lost Revenue Averted
Normal expenditures by anglers' average around \$5 million per year. With significant displeasure noted by anglers due to the presence of pelicans and their consumption of sport fish, a trend to take their business elsewhere was imminent. Fewer fishing licenses means reduced income for the Department. Better fishing opportunities result in more licenses.
- Reduced Costs in Re-stocking Recreational Fisheries
With less consumption of sport fish by pelicans, there is greater survival of hatchery-raised trout in Department-socked reservoirs. Replacement of hatchery trout consumed by pelicans was estimated at more than \$20,000 per year with \$8,200 annual average across four reservoirs in southeast Idaho. Feeding pelicans with hatchery trout is deemed by many as a "waste" of Department resources. Taking these cost savings over years, the amount is significant. These resources can then be channeled toward improved fishing opportunities.

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IOWA

COHORT 10

Project Title: Managerial Relays: Maintaining Peak Performance throughout Employee Transitions

Recipients: Maddie Brown
Erik Lundy
Hale Strasser

Leon Frederick
Garrett Pedersen

Project Summary:

Having identified challenges to workforce planning in an environment of dramatic change and human resources turnover, the project team developed a technology supported tangible tool to be used by public sector managers that creates a simple and repeatable process to document, retain, and transfer agency knowledge. The outcome of this tool is to enhance the abilities of those joining public sector organizations so they can be successful, productive, and efficient as they take on new positions and challenges.

IOWA

COHORT 11

Project Title: Knowledge Retention - Jake Anderson, Drake MPA student

Recipients: Jeff Goerndt
Frank Marasco

Connie Kinnard
Phil Mescher

Project Summary:

The purpose of the project was to create a training and development program designed to mitigate knowledge loss and strengthen the social fabric of our organizations in a time of extensive high turnover. The program developed by the team enhances success in attracting and retaining talent by providing a structure to successfully prepare new talent to step into leadership roles so that organizations maintain efficiency in a cost effective matter.

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KANSAS

Project Title: Rebuilding Greensburg's Economy

Recipient: Steve A. Hewitt, City Administrator

Project Summary:

On May 4th, 2007 an EF5 rated tornado nearly 2 miles wide, with winds over 200mph, ripped through Greensburg, KS. 95% of the community was destroyed including the business district. This created many new challenges for a rural small town already fighting a declining population. The City was forced to take a new role in Economic Development, becoming much more aggressive. The City focused on an Economic Strategy that would help Greensburg survive and prosper for years to come.

The City adopted a Comprehensive Master Plan that focused on "Sustainability" and "Green". Those terms would become a symbol and sign of hope for the community. The City quickly began implementing this plan. That included reconstructing Main Street, developing a Business Incubator (helping small business reestablish), building an Industrial Park, and marketing its Tourism.

Greensburg 3+ years later has Main Street built and thriving, new businesses coming to town, Industry interested and considering Greensburg, and is the most sustainable infrastructure and community in America. Greensburg has created a Competitive Advantage and the goal to recover and grow is clear and now achievable.

KENTUCKY

Project Title: Oversight of Online/Distance Education Providers in the Commonwealth of Kentucky

Recipients:	Team lead, Gregory Giesler	Donna Melton
	Davie Ransdell	Brandon Sanders
	Teresa Sanders	Tonya Stallard

Project Sponsor: Dr. Penny Smith, Assistant Provost for Continuing and Distance Education, Kentucky State University

Dr. Smith is a member of the Kentucky Proprietary School Board who regulates proprietary institutions. This board formulates policy and regulations to effectively regulate this industry. As the number of online and distance education opportunities increases the board wanted to see how other states are regulating this industry to insure quality.

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Two groups divided the states to compile the information on all 50 states and the District of Columbia. The data showed no clear regulatory Standardization regarding online and distance education providers. The group designed a survey working with the other team, so that the information would be consistent in both reports.

The group provided individual state data from the survey, and then summarized the findings with charts to help in presenting the information to the board. The group did find a need for enhanced or different regulations for proprietary institutions.

MICHIGAN

Project Title: Gladwin Michigan Downtown Revitalization Project

Recipient: Robert Moffit

Project Summary:

As the City Administrator in Gladwin, Michigan the CPM Candidate- Moffit had noticed that downtown Main Street was not looking so great. Moffit began looking for ideas to make our downtown Main Street to look more inviting to local residents and to tourists. In light of the Michigan economy the Gladwin area took several heavy cuts so funding such a project would be challenging. After some research Moffit found that the last market study done for the town was over 12 years ago. This capstone project consisted of the actual grant request, project planning, facilitating implementation of recommendations for reviving the downtown area. The goal was to beautify the downtown area in order to attract more businesses and tourist.

Moffit began networking with state level economic development personnel and discovered there was an opportunity to submit a grant application through MSHDA in Lansing, Michigan for a matching grant to conduct a downtown Blueprint Community Project. It was a \$30,000 grant, and if our grant application was approved we would only need \$15,000 for the project. Permission was received from City Council to submit the grant application. We also worked with our local DDA and budgeted the \$15,000. An additional \$5,000 grant from the Midland Area Community Foundation was applied for and received. The extra money allowed the local DDA to save \$5,000 to use for other projects in the Main Street area.

The Project timeframe was from March 1, 2009 to February 15, 2010. The cooperation required was very high needing support of the following groups: Gladwin City Council, Gladwin DDA, Gladwin County Board of Commissioners, the local newspaper, local service clubs, local businesses and the local Summer Youth Program employees.

The MSHDA grant was also approved and in March of 2009 the consulting firm of Hyett-Pelma came to Gladwin for four days of go-go-go. They returned in approximately three weeks to make their recommendations to the City. The anticipated project benefits

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were that the City of Gladwin will have a better looking, better functioning and more productive downtown. The estimated cost of the project is \$60,000. The first \$30,000 was for the study and an additional \$30,000 for main street improvements.

MISSISSIPPI

Project Title: Revision of Minimum Standards of Operation for Hospice.

Recipient: Vickey J. Maddox

Project Summary:

In 1995, the Mississippi Legislature passed legislation that allowed for the formal and legal establishment of hospice programs in the State of Mississippi. The legislation mandated the Mississippi State Department of Health, hereafter referred to as “Department”, to promulgate regulations governing the licensure of such entities and to develop minimum standards by which each program must operate. On August 21, 1995, a set of regulations designed for this purpose was adopted by the Board of Mississippi State Department of Health.

The growth of hospice programs in Mississippi has increased dramatically over the past few years, not only in licensed parent sites, but also in the number of satellite branches. As of January 2008, the Mississippi hospice program consists of 125 licensed entities and seventy-one satellite branch offices. This explosive growth, along with the lack of program accountability, fostered massive programmatic and financial abuse. In 2007, Mississippi’s Hospice providers billed Medicare thirty-seven million dollars over the federal CAP limit established for Mississippi hospice beneficiaries. This abuse led to an outcry for change and accountability, not only by the Department and Mississippi Legislature, but also from many Mississippi hospice providers.

This project involved working with the Legislature, the Department and hospice provider community to bring about legislative and regulatory changes that would improve Departmental and hospice provider accountability; thus decreasing the programmatic and financial abuse of the program.

NEBRASKA

Project Title: Pay for Performance: A Feasible Approach for Local Governments?

Recipient: William Dean Boyer (“Bill”)

Project Summary:

The purpose of this project was to recommend an alternative pay methodology for employees of the City of Bridgeport, Nebraska that would provide the Mayor, City Council, and City Administrator with a way to compensate employees for increased

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productivity, and increase the amount and quality of work produced by the employees. Numerous agencies and cities were contacted to learn about their pay practices. Local officials were interviewed and asked for their suggestions to improve the pay process. The data from these surveys, along with information from research conducted nationally, was compiled to determine which practices appeared to produce the best results. A major finding of the project was that the ultimate issues lie in the performance review process, rather than the salary administration process. A major conclusion is that city employees, elected officials, and citizens need to come to agreement on, and take ownership of, the goals and objectives of the city for any compensation system to be successful. The project report recommended that the city implement a pay for performance system for all city employees. To be successful, that system had to include: (1) revising the entire performance appraisal process with an emphasis on clarifying the roles of elected officials and city staff and enhancing communication among all participants; (2) creating goals for the city based on citizen input and use the goals to set specific goals and objectives for city employees to make sure that everyone recognizes the link between what city staff are doing and the needs and desires of the community; and (3) follow through with financial rewards for city employees who meet their goals. This plan means dramatic changes for employees, administrators and elected officials and will be quite challenging to successfully execute. This program is being implemented during 2010.

NEW HAMPSHIRE

Project Title: State of New Hampshire Continuing Legal Education Program

Recipients: Amy Bergquist
Elizabeth Hughes

Timothy Stangroom
Lynne Mitchell, Esq.

Project Summary:

The objective of this project was to create an on-going Continuing Legal Education program, offered by and for State employed attorneys, for New Hampshire Bar Association Continuing Legal Education (CLE) credits at no cost or low cost.

The first CLE program provided saved a minimum of \$5300.00. The project involved research, securing an authorized provider, and outreach.

In order to offer CLE's the entity has to be an "authorized" sponsor recognized by the State of New Hampshire Bar Association. This would be necessary for the CLE's to be honored for the State attorneys participating in the program.

Because of the success of the project, a newly formed steering committee has been formed with the Attorney General's office to maintain the effort. A project will now be a program.

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NEW JERSEY

Project Title: Productivity and Work Process Improvement through an Integrated Records Management System

Recipient: Sergeant Ian McShane

Project Summary:

The project proposed the overhauling of the antiquated and poorly performing records management system with a better system. This project was reviewed by the township and implemented effective March 2010.

The following is the abstract from his project.

What began as a future change concept has today advanced to a present-day project within the Deptford Township Police Department. The identification of the incumbent Records Management System (RMS) as an outdated, seriously flawed and feature lacking system that the Department has struggled with for much too long has served as the primary catalyst for change. The overwhelming effect this change effort will have on Department operations cannot be overstated. This study will examine the relationship between stakeholders and the system and how the subsequent work processes at each level are impacted by maintaining such a poor system. Additionally, this project will serve to explain the manner in which a replacement system was explored, funded, and currently being built as well as the expected outcomes of a successful implementation.

NORTH CAROLINA

Project Title: Assessment of Services Provided and Level of Convenience to Pro Se Litigants by the Caseflow Management Division of the Trial Court Administrators' Office

Recipient: Meredith P. Davis

Project Summary:

Goal:

The Caseflow Management Division is part of the Trial Court Administrator's Office in the Mecklenburg County Courthouse. This Division is responsible for the scheduling/management of all cases through the court system, excluding Domestic cases, from the point of filing to the entry of disposition. The Caseflow Management Division is also primarily responsible for providing customer service to the litigants, attorneys, their support staff and other court personnel.

Currently the resources available for Pro Se parties are limited, and most of what is available is not presented in a user friendly format. The situation is extremely frustrating

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to the Pro Se parties, as well as time consuming for staff. The Caseflow Management Division has an opportunity with this population to pool together resources and provide a convenient and useful service to the Pro Se litigants in the court system. Successful project completion will make the court system more accessible to citizens and convenient to all Pro Se patrons, in addition to helping build the public trust and confidence.

Method:

A team comprised of three professionals in the Caseflow Management Division used surveys and interviews to gather baseline information from Pro Se court patrons regarding:

- the level of service received
- the awareness level of available resources
- what resources they used
- what types of resources they felt would have been beneficial to them
- the timeframe they received or would like to have received the information
- how they received or would like to have received the information (format and vehicle)

Additionally, a different survey was given to court personnel in order to capture information about the resources offered and required by Pro Se litigants during different stages in the process:

- types of cases most frequently involving Pro Se litigation
- case types that required the most staff assistance for Pro Se litigants
- types of resources believed to be of the most benefit to Pro Se litigants
- for each specified resource, contents believed to be most useful

Results:

After the team analyzed the responses from all surveys, they prioritized which resources and services should and could be offered first. The team chose the following top three services/resources to be implemented first and created an action plan (including an analysis of barriers/obstacles, specific action steps, and timeframes):

- A Civil Litigation Handbook
- Pre-Printed Forms with Instructions
- Tutorial Sessions with possible 30 minute consultation with Attorneys

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OKLAHOMA

Project Title: The Ongoing Need for Collaboration Training with Child Support (IV-D), and Child Welfare Offices in the Department of Human Services

Recipient: Karen S. Smith

Project Summary:

Karen's paper describes the need and value of cross training DHS employees on the use of computer screens and software used by various departments. This streamlines the information and saves both time and money.

SOUTH CAROLINA

Project Title: Inclusion of Probationers in South Carolina Mental Health Courts

Recipient: Tamara Starnes

Project Summary:

Tamara Starnes' Certified Public Manager project focused on the issue of including mentally ill defendants who were on probation from being considered for diversion to Mental Health Courts. A Mental Health Court is defined as a court with a specialized docket for defendants with mental illness. Various courts across the nation differ in the types of participants they accept but have the common elements of being judicially supervised, using a team approach, linking participants to community-based treatment, scheduling regular appearances before a judge and using rewards and sanctions during a specified period of participation.

In July 2005, Mary Lynn's Law (MLL) was passed in South Carolina. Part of this law created legislation that defined which mentally ill defendants could be considered for diversion into Mental Health Courts. Charleston County Mental Health Court experienced changes that prohibited the acceptance of those who had a violent criminal conviction at any time in their past. This law also prohibited those who were on probation from being considered for the program. Due to the legislation, some potential participants that would have previously been considered for diversion no longer qualified.

Tamara engaged in extensive and detailed data collection to determine the wisdom of excluding probationers from consideration for the diversion program. She gathered two and a half years of data on graduation rates for probationers versus non-probationers from 1/2003 through 6/2005 (before the inception of MLL). She also gathered two and a half years of information on graduation rates from 7/2005 to 12/2007 (after passage of MLL). Graduation rates for various groups were calculated. The purpose of gathering

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graduation data was to explore whether those on probation differed in terms of success in the program when compared to other participants.

In addition, The Global Assessment of Functioning Scale (GAF) Score was gathered at entry and exit of the program for all participants. The baseline and exit scores for participants were averaged in order to identify if there was improvement in functioning while in the program and if there were any preexisting differences between groups.

Further, the number of participant arrests was gathered from booking histories in the jail management computer system at the local detention center and from RAP sheets located in court files. The number of arrests the year prior to entry into the program, the year during the program and one year post program was calculated. The rates of the probation, versus non-probation group, were reviewed in order to investigate whether there was a difference in recidivism rates between the two.

The number of potential referrals to Mental Health Court was calculated in order to investigate how many participants could be included if probationers were considered eligible. Three samples, gathered approximately one month apart, was taken from all inmates receiving psychiatric medication at the local detention center. Each inmate's criminal charges and booking history was reviewed to see if they met legal inclusion criteria. If they had qualifying charges, they were cross referenced for probation status using the jail management computer system and probation/parole website. The three samples were averaged in order to identify the percentage of potential participants that would be on probation if they could be included in screening for the program.

Tamara's extensive analysis of the data collected from the Charleston County Mental Health Court over a five-year period supported the exclusion of those with a violent criminal history and inclusion of those on probation into South Carolina Mental Health Courts. Evidence for this comes from findings that show the highest graduation rates and lowest recidivism rates were observed when excluding those with violent criminal histories while including those on probation in the Pre-MLL group. This group also evidenced a 13 point increase in GAF scores from entrance to exit from the program and the probation group had the lowest recidivism rate at two years after inclusion. The number of mentally ill offenders that could potentially be screened for the program would be expected to more than double if probationers could be included. Inclusion of probationers could result in an increased number of mentally ill offenders having access to a valuable, treatment oriented jail diversion program. In addition, this would have the effect of reducing the already crowded court dockets in the criminal courts. It was recommended that Mary Lynn's Law be amended to allow those on probation to be considered for the program if they meet all other inclusion criteria.

Shortly after her project was published, legislation was introduced to amend Mary Lynn's law to allow probationers to be considered for diversion to Mental Health Courts in South Carolina. The bill will be considered during the next session of South Carolina's General Assembly.

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TEXAS

Project Title: Industrial Ecology and the Eco-Industrial Park: Pathways for Sustainability and Economic Development

Recipient: Peter Kampfer

Project Summary:

The author researched the area of industrial ecology and the eco-industrial park. The author reviewed four examples and discovered that researchers found substantial economic and environmental gains with eco-industrial park development over existing conditions and illustrated how a successful eco-industrial park should work.

It was discovered that the annual economic benefit was as high as \$8 million and return on investment reached 59% (Lowe 1997; Martin, et al 1996). All four examples found economic advantages to eco-industrial park development over existing industrial activity. Also, the studies revealed potential for environmental benefits at eco-industrial parks. Annual reductions of millions of pounds of wastes and emissions were identified in each example.

The research shows significant potential for reductions in usage of natural resources. The four examples also illustrate major characteristics of a successful eco-industrial park. The five major characteristics are: 1) material and energy flows; 2) industries within proximity; 3) strong communication ties between plant managers; 4) negligible retrofitting of existing infrastructure; and 5) one or more anchor tenants. An eco-industrial park, which exhibits these five characteristics, can serve as a real contribution to promoting sustainable economic development.

The author's research can serve as a model for the development of eco-industrial parks in the future.

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UTAH

Project Title: Spare Change Taskforce

Recipients:	Rachel Anderson	David Ekstrom
	Ryan Johansen	Pamela Martin
	Eric Roux	Nate Talley
	Aaron Thompson	Jane Van Wagoner

Project Summary:

The Spare Change CPM team was chartered by the Salt Lake City, UT, Downtown Alliance to work with a marketing and advertising firm engaged in a community education campaign to assist the public and downtown businesses to become better informed about, and respond effectively to, panhandling in the downtown Salt Lake City area.

The CPM team measured and analyzed the barriers to and needs for a successful public campaign. They conducted baseline surveys of both downtown business and of randomly selected downtown shoppers, employees, and residents to determine: the severity of the current panhandling issue, the impact it has on the downtown area, and the current level of information and response options people believe is available to them. The team also took proposed campaign posters and conducted qualitative focus groups to determine potential effectiveness of the various slogans.

The Spare Change team found that there is a growing issue with panhandling in the downtown area which negatively impacts residents, consumers and businesses. The public needs and desires: information about panhandling, help to distinguish between panhandling and homelessness and other forms of need, and information which allows them to respond directly when confronted in an aggressive fashion without unmerited feelings of guilt or threat.

The CPM team submitted recommendations that the marketing firm used to revise their slogans and determine which advertising mediums would be most effective. The team also provided the baseline information for use in follow up surveys of businesses, downtown residents, and consumers, which will be conducted 12 months after implementation of the campaign to assess the penetration of information provided through the campaign. The Downtown Alliance is still utilizing the final project book 1 1/2 years after it was produced, and has stated that the project is definitely helping with their goal.

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WISCONSIN

Project Title: Developer's Guide

Recipient: Julie Christensen

Project Summary:

With a goal of creating high-quality development, the City of Beloit (WI) had created regulations to guide developers as they constructed new buildings and planned new subdivisions. However, as the regulations were implemented, developers were having difficulties understanding and complying with the regulations. Consequently, staff of the City of Beloit, under the leadership of Julie Christensen, worked together to create a developer's guide, as a way to better inform and assist developers and residents through the development process. The guide is useful for citizens as well as developers, as it includes a section explaining zoning and development rules. The project demonstrated an improvement in quality within the work unit and the community, and reflected Ms. Christensen's leadership and professionalism.