

Askew Award Project Abstracts

2010: Development of Training Modules for Police Sergeants (City of Madison)

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.

2009: Success Planning For the Wisconsin Department of Tourism

Over the past six to eight months, the Wisconsin Department of Tourism has been busy bringing the best business practices to government through strategic business planning and unearthing once and for all the single point of difference that defines Wisconsin. This brand planning, the first steps towards a unified competitive marketing strategy, opens the door to collaboration and partnerships that cross all economic sectors, government agencies and political administrations. The brand attributes that make the state's tourism experience different and better than our competitors, and defines even greater opportunities as a state, celebrate the wellspring of people who follow their own vision-ultimately establishing that Wisconsin is a place where it's possible to follow your passion and turn them into something real and worthwhile.

2008: Citizen [Law Enforcement] Academy

This project was undertaken in order to implement a Citizen Law Enforcement Academy at the Franklin Police Department, to foster a better understanding of law enforcement in our community. The academy is intended to improve relationships between law enforcement officers and citizens. The project includes an analysis of the need for a citizen academy, a review of the positive effects of a citizen academy, a history of the development of the academy, and an evaluation of the academy by its graduates.

2007: Commissioning Program for DSF

The Division of State Facilities is responsible for the overall portfolio management of all state owned facilities which includes design construction and operations and maintenance of buildings, utilities, infrastructure and improvements. A program that is available to be used enterprise-wide is in demand in order to be consistent in meeting the needs of our customers and to provide the quality that is required by the citizens of Wisconsin. The

Commissioning Program of DSF is a program that has been developed to formalize the internal processes used by the Division of State Facilities and our stakeholders for project delivery, providing a uniform guideline which will provide consistency and the flexibility that is required to adapt this program to individual projects which may be unique in nature. This program has been aligned with industry standards and the growing industry of Total Building Commissioning nation-wide.

2006: Wausau Police Department – Tactical Training Plan

The purpose of this project is to establish and implement a practical, scenario-based training plan for officers of the Wausau Police Department to receive current and on-going instruction in matters pertaining to the proper tactical response to conflicts. The plan is intended to provide officers with lessons that are consistent with Unified Tactics guidelines established by the State of Wisconsin Department of Justice. The plan contains a brief history of the department's training, and the projected (and realized) outcomes of the current plan. This project also included a comparison of training plans used by similar law enforcement agencies, future goals and the consideration of alternatives to the plan.

2005: Wisconsin SSI Caretaker Supplement Handbook

Wisconsin's Caretaker Supplement is a cash welfare benefit program paid to parents who receive Supplemental Security Income (SSI) and are caring for their dependent children at home. This project seeks to document the history, eligibility requirements and administrative activities that encompass the benefit. To this end, the *Caretaker Supplement Handbook* is a compilation of elements that provide a historical frame of reference, document eligibility policy and procedure and portray the administrative partnerships that form the substance of the program. The methodology used by the author to create the *Handbook* included synthesis of previously documented, formal and informal, policy and procedure, with undocumented, word of mouth, information about program policy and administration. The *Handbook's* sections may be read separately if the reader's interest is narrow, or the entire *Handbook* may be read from cover to cover for a complete and progressively detailed understanding of the Caretaker Supplement. The *Handbook* is published by the Wisconsin Department of Health and Family Services, on its internal and external web sites, and is intended for daily use by county and tribal agency human services workers, administrative hearing examiners, benefit specialists and recipient advocates.

2004: Sable Flames Inc Manual of Operations

This project created a manual of operations for Sable Flames, Inc., a non-profit organization designed to provide financial assistance in the form of scholarships to underprivileged populations. The group also supports the hiring, recruitment, retention and promotion of African-Americans and other minorities as firefighters. The manual includes written policies and procedures; a history of the organization; a history of membership; Jones-Robinson scholarship history and application information; Sable

Flames/MATC fire education scholarship information; financial/budgetary information; and other relevant information including news articles and announcements of events.

2003: Onalaska Police Department Performance Report for Patrol Officers

The applied project that I chose for CPM was to develop a performance report for patrol officers. The City of Onalaska currently has one form that applies to all city employees. The city recently developed a new form and process that will be used on all employees except patrol officers. I created this performance report with the assistance of a city wide performance report committee, input from supervisors and patrol officers, and examples provided by some classmates. The need for a change in the way we evaluated patrol officers was identified long ago. The report I created builds on our current Field Training Officer program, which is modeled after the Kaminsky & Associates FTO system. The process will create more consistency between supervisors, provide clear definitions of the essential job functions, and the level of performance needed to obtain certain ratings. This process will be implemented this year and with feedback will be modified to best suit our department.

2002: Village of Belleville Emergency Management Program

Local government is responsible for establishment of an Emergency Management Program which provides the resources for the implementation of the policies and procedures necessary to manage their community's needs during emergency situations. Hazards and the effects of disasters are managed through four types of emergency activity, all of which constitute an Emergency Management Program. Policies and procedures regarding mitigation, preparedness, response, and recovery activities help local government leaders and emergency response staff coordinate their efforts efficiently during periods of extreme chaos. Citizens' expectations and reactions in disaster situations must be considered in recovery policymaking, planning, and program implementation. Comprehensive and accurate documentation is critical when federal and state disaster assistance is requested and cost sharing or reimbursement is contingent upon tracking of local expenditures. Effective mitigation activities increase the effectiveness of preparedness activities, which in turn, improves response and recovery. An Emergency Management Program is a tool that local government leaders should continually monitor and revise to reflect the community's growth and changing needs.

2001: Strategic Plan for the Port of Green Bay, Wisconsin

At the time this project was undertaken, there was no strategic plan for the Port of Green Bay, although other international ports in Wisconsin or on Lake Michigan did have plans. In 2000, the Port employed 1300 people and had an annual economic impact of over \$67 million. The Plan, created for the Harbor Commission and Brown County, refined the Port's mission statement, goals and objectives. It identified strategic issues that will

affect the Port's ability to achieve its mission; identified and evaluated options for addressing identified issues; and recommended an implementation plan for the preferred options. The plan will increase Port revenue sources, diversity and expand cargo, develop a dredge material management plan, market the Port to increase commercial activities and develop an infrastructure improvement plan – ensuring that the Port will continue to be an important economic benefit to the City of Green Bay, Brown County, the State of Wisconsin, and the Great lakes shipping community.

2000: ACA Accreditation: A Feasibility Study for the Walworth County Sheriff's Department

Using a detailed analysis of the American Correctional Association (ACA) accreditation process, this project compared current Jail operations of Walworth County to the national standards, as a means to remedy deficiencies and improve the quality of correctional services and programs for the community. The desirability of accreditation was determined through a survey of five jails similar in size to the Walworth County facility; a summary comment from all respondents was that “attaining and maintaining ACA accreditation is a lot of hard work, but it is definitely worthwhile.” The achievability of accreditation was determined by weighing the perceived difficulty in implementing required changes against the ability of the correctional division to effect these changes. The author concluded that accreditation was achievable, as well as desirable and that, further achieving accreditation had a positive cost-benefit ratio.

1999: Fair Housing Coloring Book

The Fair Housing Coloring Book was created as an educational tool to help children better understand the Fair Housing concept. The coloring book is made up of Fair Housing poster contest winners and gives clear visual examples of fair housing issues and brings the concept to children. Definition of fair housing: Is no person in the United States shall, on grounds of race, color, national origin, gender, age, or handicap be excluded for participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with federal housing financial assistance.