Developing an Effective and Efficient Utility Information Request System

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KU CPM CAPSTONE 2025

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Executive Summary

The City of Wentzville Utilities Department was experiencing inefficiencies in responding to frequent utility information requests from developers, engineers, and other customers. Technical staff, including senior engineers, were spending an average of five hours per week producing maps and reviewing requests to protect security-sensitive information. This is staff time that could be redirected toward addressing pressing infrastructure needs.

To solve this, the Utilities Department set a goal of reducing staff time devoted to these routine requests while maintaining data security and improving customer service. A project team evaluated practices at peer utilities, consulted stakeholders, and developed three possible solutions ranging from administrative processes to web-based platforms.

The selected solution was the development of an automated webpage that allows customers to submit requests, acknowledge legal terms, and receive scrubbed utility maps generated through a backend Python script. This system eliminates manual processing, secures sensitive data, and delivers results directly to customers.

The new system is expected to reduce technical staff involvement by 90%, freeing approximately 234 hours annually for higher-value engineering tasks. Customer response times are expected to improve dramatically, with average turnaround reduced from days to about 20 minutes. By leveraging existing GIS resources, strategic communication, and cross-departmental collaboration, the City achieved a cost-effective and sustainable solution that enhances both operational efficiency and customer experience.

Overview

Problem Statement

The City of Wentzville Utilities Department is dedicating excessive technical staff time to receiving, processing, and responding to routine utility information requests from developers, engineers, and other customers. While most of the requests are routine in nature, there are some aspects within the City's standard utility mapping that is security sensitive in nature and therefore requires technical review before distributing.

Desired Outcome

An ideal solution to this problem would involve implementation of a mapping platform system that allows customers to access utility information in an efficient and timely manner. The utility information would be vetted and edited system wide to ensure that to security critical or sensitive information would be transmitted. The system would also include legal language to ensure that the information cannot be disseminated publicly and reduce manual staff processing time by 90%.

History and Background

As a growing community, the City of Wentzville receives many requests from potential Developers, their engineers, and other miscellaneous customers to receive utility information such as mapping for existing water and wastewater utility infrastructure. Each request must be received, reviewed to ensure that a valid Non-Disclosure Agreement is on file for the requesting party and then processed by a City staff member who will produce a map with the requested utility mapping information. There is information within the City's GIS utility mapping that is security sensitive in nature, so therefore the staff member fulfilling these requests must have a solid understanding of the utility systems so that security sensitive information can be removed from any maps that are created and distributed outside of the City.

This process has resulted in higher level technical staff spending a significant amount of time responding to information requests. Over the past 2 years there is an average of 5 hours of technical staff time per week dedicated to processing and producing these requests. This staff time could be better utilized studying and developing solutions to many of the actual technical problems the City's utility systems are facing.

Utility Information Requests (UIRs) Received (2024)	Total Staff Hours Dedicated to UIRs (2024)	Average Staff Time per Request	Number of UIRs Requiring Follow Up Information
147	235	1.59	11

Most of these information requests are straightforward in nature, with the customer only requiring map information showing the general location of utilities for site feasibility purposes. Only around 5% of information requests involved the need for more detailed engineering information. This indicates that the process is a good candidate for exploring an automated system to process the requests without dedicating technical staff time unnecessarily. For customers, an automated or semi-automated request system would likely result in a quicker response time for requests.

Solution Development

Research/ Information Gathering

Research to address this problem began with investigation of how other local utilities have addressed this situation. Local municipalities in St. Charles County that own and operate utilities have different approaches when it comes to utility mapping and information and how it is provided. This can be found through researching the public web pages for each municipality. In general, the following was determined through researching public web pages:

- City of St. Charles has a publicly available interactive GIS web map in which water and sanitary sewer information can be accessed. In exploring this map, it seems that some utility information may not be accessible within the maps. In addition, there is a link on the City of St. Charles website to request GIS data in certain formats.
- City of St. Peters has a publicly available GIS map on their website but utility information is not available within the map layers. There is a link to request purchase of a GIS printed map however utility information is not an available option for request.
- City of O'Fallon has a publicly available GIS map but it does not provide specific utility information. There are also static maps available showing the limits of the water and sewer service districts, but no specific location information. Upon searching their website a specific method for requesting utility information could not be found, only a general Request for Public Information.

Non-municipal utilities in the region do not typically provide publicly available mapping and generally the method of obtaining said information is not as transparent as municipally owned utilities, at least in the greater St. Louis region. In general, the following was determined through researching non-municipal utilities in the St. Louis region:

- St. Louis Metropolitan Sewer District (MSD) has a web page outlining their Map Policy. (MSD Map Policy, 2025) The policy allows for pre-authorized entities to obtain prints or plans without a waiting period. The pre-authorization includes a letter from the subject company president/ CEO along with picture identification of the individual(s) obtaining the information on file with MSD.

- Duckett Creek Sanitary District recommends contacting their Engineering personnel directly during weekday business hours to obtain information regarding sanitary sewer main locations. (Builder & Contractors FAQ: Duckett Creek Sanitary District, 2025)
- Missouri American Water has mapping showing the extent of their service areas and the locations of on-going construction projects. Information on how to obtain utility location mapping or information could not be located on their public website.

In addition to investigation of how other local utilities are handling this issue, research has been conducted through industry research and education organizations, particularly AWWA (American Water Works Association). AWWA has a wealth of resources including published standards and guidance when it comes to water and wastewater utility security. These resources were utilized to determine best practices when it comes to balancing ease of access to information versus ensuring a safe and secure utility system.

Stakeholder Analysis & Project Team

Successful development of an efficient and effective solution for tackling the City of Wentzville's Utility Information request problem required coordination both internal and external to the Utilities Department. The project development and implementation were led by myself as the Director of Utilities, and my main project team consisted of two department staff members (a GIS Analyst and the Water Supply & Distribution Superintendent). As Director I acted as the overall project manager, developing the framework and goals for the project. Our GIS Analyst was utilized as our subject matter due to their experience with the ESRI GIS software utilized by the City and in python scripting that would allow for custom solutions to be developed. The Water Supply & Distribution Superintendent was consulted frequently due to their experience with the overall utility system and the impact of mapping requests on internal staff.

Outside of the Utility Department, the City Clerk, our Strategic Communications Officer, and the City's Legal counsel were involved. The City Clerk is responsible for receiving and processing all general Public Information Requests (FOIA), so we wanted to ensure her involvement to allow for all utility request to be directed away from that system and into the Utility Department. The Strategic Communications Officer oversees the City's public facing website and its overall branding and messaging. We wanted to ensure their involvement to develop a successful strategy for advertising this program upon launch and developing a link within the City's website that was easy to locate. Legal Counsel will assist in drafting and reviewing all Non-Disclosure and Terms and Conditions language.

External stakeholders included all the developers, engineers and other customers that would be utilizing a new utility information request system. We reached out to several of the customers with whom we currently have the heaviest interactions with regrading requests for utility information to help determine which features would be most useful for them.

Potential Solutions

After meeting with our core project team for brainstorming, three potential solutions for utility information requests were developed for further investigation and analysis:

Potential Solution #1

Set-up a utility information email account that would go directly to an administrative associate staff. Develop a utility map in ESRI Arc GIS for internal use that does not include any security sensitive information. This map could then be used by non-technical staff to zoom to the area of request from the outside third party, clip and download that information and then send it to the requesting party via email. A Non-Disclosure Agreement will still be required to be submitted and checked by administrative staff.

Potential Solution #2

Develop a utility map that does not include any security sensitive information in a software that can be hosted and displayed on the web. The map system would have a secure login system in which developers or other users seeking data would have to register and sign a Non-Disclosure Agreement prior which would then be stored in City servers, before receiving login credentials. Third parties could then access the map on their own time after initial registration and vetting.

Potential Solution #3

Create a webpage that has certain input fields related to the common utility information requests including the area of desired information. The web page would also have legal acknowledgement language that the user would have to agree to in order to submit the request. Once submitted this request could be received by an administrative associate staff member would then process the request using a utility map in ESRI Arc GIS for internal use that does not include any security sensitive information (similar to potential solution #1).

Alternative Analysis & Selection

Alternatives Assessment

Each potential solution was evaluated and assessed to determine the best path forward for implementation.

Potential Solution #1

Solution Benefits: Potential solution #1 is beneficial in that the resources needed to enact the solution are already readily available within our Department's current resources and capabilities. A dedicated email address could easily be created by our internal IT department and could be advertised within our existing website. Our internal GIS staff can create a GIS map in ARCGIS pro that could exclude all safety

sensitive objects and the permissions could be given to administrative staff to access. There are already administrative staff members within the Department capable of handling this level of work and a pdf form of the Non-Disclosure Agreement (NDA) has already been developed.

Solution Weaknesses: The solution would still require significant staff time to administer. There is the upfront GIS staff time to develop the new map, and ongoing staff time for GIS staff to ensure the map is updated regularly. Then there is the administrative associative staff time that will be spent processing the requests, developing, and distributing maps, processing, and filing NDA agreements. There is also still executive level staff involvement as the current NDA requires a Department Director signature. The solution is still heavily City staff dependent, and it may be a stretch to place the additional ongoing workload to administrative associates who already have many other responsibilities.

Potential Solution #2

Solution Benefits: There are two main benefits to this solution. The first being that after the initial startup to build the site and processes, the ongoing staff time to maintain and keep the solution live would be very minimal. Map updates could be done automatically by developing a python script to pull data from updates made to the utility map on our server on a regular basis to ensure the latest information is being viewed by the customer. In addition, the webhosting software would be able to create secure logins for applicable customers with digital Non-Disclosure Agreements as a requirement for registration that would then be filed directly back to the City's servers. Login credentials could have an expiry period to ensure that the user is still valid and that the NDA is being acknowledged regularly. The second main benefit would be significant improvement to customer service level and response rate. With mapping access being automated and available to customers after initial screening and NDA acknowledgment, there will no longer be a wait time for customers to obtain utility information they are desiring. The customer will be able to login to the web hosted map, zoom the desired location(s) and obtain the information without having to request and wait to receive the information from City staff.

Solution Weaknesses: The biggest weakness to this solution is the upfront costs necessary to implement it. A new public facing map webhosting and security software will need to be purchased and implemented, which will likely have ongoing service costs as well. More of the City's GIS staff time will be required upfront to coordinate the new software with the public facing map information and to develop code to automatically update the map. Additional IT Department staff will also be necessary to assist in vetting the new software for purchase and then assist to implement the security features and storage of digital NDA acknowledgments.

Potential Solution #3

Solution Benefits: Potential Solution #3 is similar to solution #1 with most of the resources needed to enact the solution are already readily available within our Department's current resources and capabilities. The City already has a dedicated website on our server which could host a linked webpage for the request input. Our internal GIS staff can create a GIS map in ARCGIS pro that could exclude all safety sensitive objects and the permissions. Python script could then be written to pull the information submitted on the webpage, log it all within an internal database, then process the request and produce a

map and email it to the contact information provided. After initial set-up and implementation there is almost no additional staff time require for responding to requests. All NDA language and even Terms of Use could be a part of the request webpage and could require acknowledgement by the submitter before allowing the request to be processed. Since the script is running regularly in the background on City servers the response rate should typically be much quicker than waiting for a response from an actual staff member.

Solution Weaknesses: Since the entire process will be automated there will be limited opportunity for a requestor to interact with staff when needed for more in depth information. In addition, the request area will be interpreted by a computer program script based on input from a polygon placed on a map by the user. It is possible the program could misinterpret the request and provide unwanted information and it is also possible that the user could incorrectly enter the area or items that they are actual after, which would lead to the need of multiple requests needing to be entered.

Solution Selection

The chosen solution (Potential Solution #3) will be to develop a utility information request webpage. The webpage will require inputs from the user including their name, company name, contact information and include a map which the user can draw the area of interest and select the desired data fields. The webpage will have a Terms and Conditions section explaining the accuracy and usability of the data provided and will also have Non-Disclosure language, each of which will require acknowledgement by the user before the request will be processed. The public facing website will live as a link on the City's public website which will not require any additional software or hosting fees. On the backend, once the request is received a python script will scrape the data submitted and log all of information within an internal City database. The script will then interpret the request and develop a map of the requested area and selected datasets from an ESRI GIS map developed specifically for information request which has scrubbed all safety sensitive data ahead of time. Once the map is developed the script will then format the map as a PDF with a legend and email to the contact information inputted from a dedicated City email address created strictly for the purpose of distributing the maps.

There are several metrics identified for implementation of this solution. The first will be the reduction in City staff hours dedicated to processing utility information requests, in particular significant reduction high level technical staff hours dedicated to this task. Current estimated time dedicated to this task is 5-man hours per week, or 260-man hours per year. The goal would be to achieve a 90% reduction in these staff hours after the initial implementation of the solution is complete. If the solution is maintained this would be an ongoing staff hour reduction for the foreseeable future. The only staff time anticipated would be monthly verification of the request information database and response to any follow up questions from customers. The second metric is the response time to process and send out requests. The goal would be to increase response time, with the script running in background on City servers every 15 minutes. The third metric is the percentage of requests requiring follow up information. Follow ups can be a good metric to determine if customers are getting the information they need upon their first

request. The target would be to keep this percentage in line with the current state where customers are interacting directly with staff members.

There are a couple limitations that need to be acknowledged with this solution. The first being that with having our program utilize a map scrubbed of potentially security system information, there may still be a need for high level staff interaction with customers who need security sensitive information for advanced design or engineering needs. However, it was decided that this may be unavoidable regardless of the solution implemented and our current information indicates that these interactions are limited in nature (around 10% of all requests are of this nature). The second limitation is that customers may not immediately adjust to the new input features on the web page. There may be some education and staff interaction required to get users adjusted to using the new system.

Implementation & Evaluation

Resource Allocation

To implement the selected solution, it was determined that the following resources will be required:

- Internal GIS staff time hours
    - These staff hours will be used to build the initial security sensitive utility map, develop python code that will pull input data, log data and create requested maps, and create the public facing webpage user interface.
- Utility Director level staff hours
    - Director level staff hours will be required to lead the overall project vision and direction, oversee map development, determine which utility features are security sensitive, draft legal language framework, coordinate and facilitate interdepartmental work between Utility Department, Communications and Legal, and coordinate with external stakeholders.
- Communication and City Clerk Staff Hours
    - Assist Utility Department staff in reviewing webpage branding, locate best spot for request page link within City website, coordinate external requests coming in through Public Information (FOIA) requests.

Strategic Communications

In developing plans for the successful implementation of our utility mapping solution it was critical to develop a comprehensive strategic communication plan. The below stakeholders were considered and targeted with specific strategies, tactics, and timelines to facilitate the project's success.

Internal Individual Contributors (Employees)

Objectives: Develop solid understanding of what the desired outcomes of the program are and then proceed with actual work task items necessary to develop the program tools
Strategy: Holding small group meetings with the Individual Contributors and their direct supervisor with a pre-distributed agenda.
Tactics: The agenda of the meetings focus on the desired outcomes of the overall program and will then challenge the Individual Contributors to develop actual tasks necessary to get to the end goal which will be filtered through their direct supervisor before final approval and actionable work.
Timeline: Approximately 3 months from Project ideation

Internal Stakeholders (Other Departments)

Objectives: Develop understanding and buy-in from other departments that may have interest in the project or may be impacted by its implementation. Determine their needs related to the project and what contributions they may have to the program implementation.
Strategy: Open with email to gauge interest and impact of potential stakeholders. Then follow up with one-on-one meetings or phone calls with each stakeholder.
Tactics: Create understanding of what the program is attempting to achieve first and what the desired outcomes are. Then develop understanding of what the needs or desires of interested stakeholders might be. Determine is their needs can be implemented into the program and what their contributions to the development may be.
Timeline: Approximately 4 months from Project ideation

Administration

Objectives: Provide support of the program development which will result in changes to the way the Utilities Department does business with external customers.
Strategy: In-Person Meetings
Tactics: Have on-going conversation that begins with explaining the desired operating outcome and the advantages of the program implementation over the current way business is conducted. Continue to update with progress at major milestones and then receive buy-in before launching the new program to external customers.
Timeline: On-going throughout project development; began with introduction during project planning phase and continues through regular meetings to update on progress.

Communications Team

Objectives: Receive feedback on the look and feel of the online map request interface to ensure it aligns with the City's Branding standards. Determine an appropriate location for the map request interface to live on the City's website. Determine best way to communicate roll-out/ launch strategy to external customers.
Strategy: Start with email to communications team outlining the program and the desired outcomes that their team can assist with. Then follow up with working meeting to develop action items.
Tactics: Use collaborative feedback approach from team meetings

Timeline: Begin within 8 months of project ideation

External Customers (Developers, Engineers, Agents)

Objectives: Inform customers of the new tool developed, explain how it can be used and encourage use of the new system.
Strategy: Targeted direct communication to core or power users (regular customers). Online communications for other occasional users.
Tactics: Direct emails to known power users and customers with link to new mapping request interface and explanation of process. Social media and website informational posts for all other potential users.
Timeline: Begin within 6 months at time of external program launch (within 12 months of project ideation)

Evaluation

During our project kick-off meeting it was determined that all the software necessary to perform the selected solution was already available to City staff. All web hosting will be included in the City's existing site map and data will be logged and stored in the City's on-site servers. The only real expenses for project implementation are related to staff time dedicated to this project.

The overall compensation rate for a Senior Engineer that would typically be handling this type of utility information request is approximately $80/ hour. With the set goal of a 90% work hour reduction for this task after the potential solution is implemented the total work hours per year would be reduced from 260 to 26, resulting in freeing up $18,720 of staff time per year. The initial implementation staff time was evaluated with most staff hours expected to come from internal GIS staff performing individual contribution work such as coding. It is expected that GIS Staff will dedicate around 200 hours in initial set up tasks. At compensation rate of $55 an hour this would equate to a $11,000 upfront investment in staff time. When combined with Director staff time and outside departmental support, the total upfront investment for staff time in this project is anticipated to be approximately $18,000. Therefore, if our ongoing staff reduction times are met, the initial staff investment time would be repaid within a year of launching the solution.

The Senior Engineer staff time hours could be reallocated to provide internal planning, design, and project services for City capital projects which in turn would reduce the need for utilizing consultant hours for these services, further reducing capital budget costs.

As previously discussed, our other indicators for success revolve around response time and the percentage of requests requiring follow up. In working through implementation with our GIS Analyst, it was decided the python script would run every 15 minutes. Once the script runs it only take around 5-10 minutes for the input data to be logged, interpreted and then distribute the request mapping information. This will result in an average response time of 20 minutes, which would be much faster than the response time provided by direct staff interaction, which often took hours and sometimes days depending on workload at the time.

For percentage of requests that require follow ups, this is something we can easily track as every request come with submitted information on the requestor and the data they are requesting that is then saved in a searchable data base. Finding the follow up interactions and calculating their overall percentage will be a simple task to compare with our goal of maintaining only 10% follow up requests.

CPM Core Competency Alignment

As I progressed through the process of selecting a capstone project, then developing potential solutions and then onto implementation, I found it important to reflect upon some of the content within the CPM program and how they influenced and directed my approach to this project.

I believe that this project reflected positively on the competency of managing work. The process addressed an issue that was meaningful to my organization and my Department by attempting to eliminate administrative work, to free up staff time to be focused on more crucial technical and analysis work. I had to be able to define the successful outcomes and utilize my internal and external resources effectively to come to a desirable outcome.

In addition, I also practiced leading people in this exercise. Most of the actual contributive work had to be done by others with skillsets that I do not have personally. Therefore, I needed to develop a team with those skills and inspire them to contribute to the overall goal in meaningful ways. I did this by encouraging feedback and developing a healthy and psychological safe discourse. Some of the ideas that ended up making the project a success came from suggestions from the individual contributors that may not have aligned with my original vision, but they felt the empowerment to speak on those ideas.

One of the other CPM core competencies that I believe really contributed to the overall success of this project was change leadership. Through learning about change leadership, I was able to develop a sense of urgency that this project was needed and to set clear deadlines to avoid it “sitting on the shelf” for an extended period. I was able to get advanced buy-in from leadership, project contributors, and customers by outlining the project vision and explaining the expected benefits if the project were to be implemented.

Conclusion

The implementation of an automated utility information request system will be a significant step forward for the City of Wentzville Utilities Department. By reducing staff workload, accelerating response times, and safeguarding sensitive data, the project is expected to demonstrate measurable value. More importantly, it establishes a framework for future innovation. As the Wentzville community continues to grow, the system can be adapted to handle increasing demand, integrate with additional datasets, and expand functionality to support more advanced customer needs. The lessons learned through this project, particularly in cross-departmental collaboration, strategic communication, and balancing

efficiency with security, offer a model for addressing similar challenges across our internal services. By investing in automation where warranted and continuous improvement, the City is well positioned to meet future demands while ensuring staff time is dedicated to the complex technical issues that require their expertise.

References

Builder & Contractors FAQ: Duckett Creek Sanitary District. (2025, March 4). Retrieved from Duckett Creek Sanitary District: https://duckettcreek.com/duckett-creek-sanitary-district-engineering-department/builder-contractors-faq/

MSD Map Policy. (2025, March 3). Retrieved from MSD St. Louis Web Site: https://msdprojectclear.org/doing-business/development-review/map-policy/

Appendix A: Utility Information Request Webpage

Request Utility Information

In order to process your request, please provide the following information related to the geographic extent for the Utilities you wish to identify.

Company Name*

Date of Request*

10/31/2025

Requestor Name*

Requestor Email*

Requestor Phone Number*

( ) -

Please indicate the utilities for this request

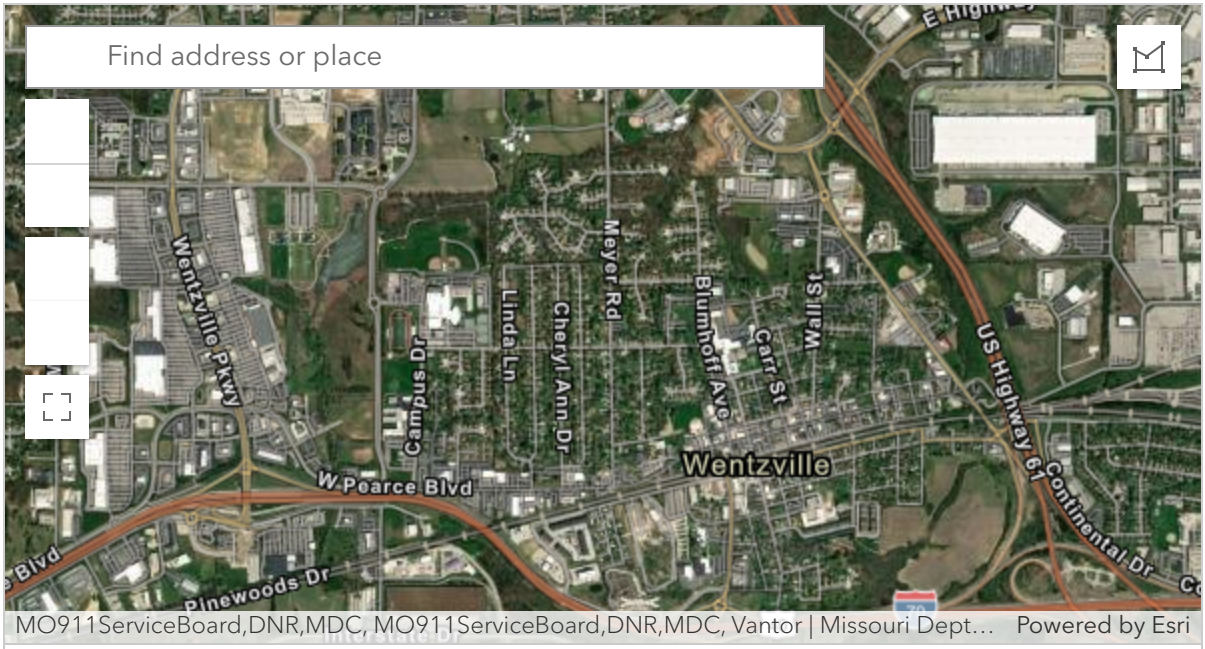
- [ ] Water

- [ ] Wastewater

- [ ] Stormwater

Draw Area of Interest*

Using the icon in the upper right corner of the map, please indicate the geographic extent for the request by drawing a polygon below.



ⓘ No geometry captured yet.

Do you need help drawing the polygon which indicates the area of interest?*

No

Recipient Terms & Conditions*

The information and materials under this request are provided "as-is" and without express or implied warranties of any kind as to accuracy of the information or fitness for any particular purpose. The City of Wentzville does not warrant or represent that the information contained herein is accurate or reliable.

The City of Wentzville makes every effort to update this information on a regular basis. However, because the City of Wentzville has not verified all historical records for completeness or accuracy, and information is continually changing, the City of Wentzville makes no warranty, express or implied, concerning the accuracy of this information, nor as to the reliability, relevancy, timeliness, utility or completeness thereof. Changes may be made to the database at any time and without notice. The City of Wentzville assumes no liability direct, indirect, consequential, incidental special or other damages of any kind, as a result of errors, omissions, or possible discrepancies with regard to this information. Persons who use information in this database to commit a criminal act may be subject to criminal prosecution.

I have read the foregoing disclaimer and agree to its provisions. By submitting this Utility Information request, I agree to the terms and provisions hereof. I further acknowledge that I assume all risk associated with the use of the data herein provided, and agree to indemnify and hold harmless the City of Wentzville, and its employees, contractors, and vendors from all claims, demands, actions, cause of action, suits, damages, cost, injuries, fees, attorney fee and liability, as may be occasioned by the inclusion of inaccurate or incomplete information in this database.*

- [ ] I agree to the above terms and conditions

Recipient Non-Disclosure Acknowledgment*

The subject information is provided solely for the limited purpose of assisting myself, the Recipient, with planning, design, construction, analysis, or related work requiring awareness of underground and/or aboveground utility infrastructure. The Recipient acknowledges that the information is proprietary, confidential, and may be sensitive to in nature.

The Recipient agrees to keep the subject information confidential and not disclose it to any third party without the City of Wentzville's prior written consent. The Recipient will use the subject information solely for the limited purpose stated above, and will take reasonable precautions to prevent unauthorized access or disclosure, including, but not limited to, securing access to electronic files and printed materials.

The Recipient shall not use the subject information for any purpose other than as authorized by this Acknowledgment. The Recipient may not reproduce, republish, or redistribute the subject information without prior written permission. Additionally, the Recipient shall not rely solely on the subject information for excavation or construction purposes without verifying the data through appropriate regulatory agencies and utility location services.

All rights, title, and interest in and to the subject information remains the sole property of the City of Wentzville. No license or right under any patent, copyright, trademark, or other intellectual property right is granted or implied by this Acknowledgment.

This Acknowledgment shall remain in effect for as long as the Recipient retains or uses any portion of the subject information.*

- [ ] I have read, understood and agree to be bound by the terms of this Non-Disclosure Acknowledgment.

Submit

Capstone Project Release of Information Form

Name: Devon Dezort

Position/Title: Director of Utilities

Organization: City of Wentzville

Title of Capstone Project: Developing an Effective and Efficient Utility Information Request System

I. Use of Title and Brief Description of Project

☒ **I grant permission** to the University of Kansas Public Management Center to use my Capstone Project title and/or a brief project description for marketing and promotional purposes.

☐ **I do not grant permission** to the University of Kansas Public Management Center to use my Capstone Project title and/or a brief project description for marketing and promotional purposes.

Dem Dgt — Signature

10/31/25 — Date

II. Use of Capstone Paper - If selected as a nominee for the Heartland Certified Public Manager® Capstone Excellence Award:

☒ **I grant permission** to University of Kansas Public Management Center to use my entire Capstone Project Paper and presentation as an example for future CPM classes and to share with the National Certified Public Manager Consortium for their records and promotion of outstanding projects.

☐ **I do not grant permission** to University of Kansas Public Management Center to use my entire Capstone Project Paper and presentation as an example for future CPM classes and to share with the National Certified Public Manager Consortium for their records and promotion of outstanding projects.

Dem Dgt — Signature

10/31/25 — Date