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Using Energy Efficiency to Create A More Sustainable Bottom Line

In May 2007, ICMA conducted an informal survey of its members to determine what local governments are doing to address the issue of climate change. The survey included a number of questions about energy efficiency, the most telling of which was that 82 percent of respondents expressed a need for information on increasing energy efficiency in local government buildings. In response to this request for information, ICMA researched energy efficiency practices in a number of local governments.

Danielle Miller Wagner, Washington, D.C..

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Mike Thompson, Saginaw, Michigan.

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PM MAGAZINE

COVER STORY

Using Energy Efficiency to Create A More Sustainable Bottom Line

by Danielle Miller Wagner

In May 2007, ICMA conducted an informal survey of its members to determine what local governments are doing to address the issue of climate change. The survey included a number of questions about energy efficiency, the most telling of which was that 82 percent of respondents expressed a need for information on increasing energy efficiency in local government buildings. In response to this request for information, ICMA researched energy efficiency practices in a number of local governments.

The built environment—commercial, industrial, and residential buildings—is responsible for 48 percent of all energy consumption and greenhouse gas emissions, according to data from the U.S. Energy Information Administration and Architecture 2030, a nonprofit organization founded to respond to global warming. An obvious starting point for local governments’ energy efficiency efforts is their own buildings. In most cases, these buildings include office buildings and police and fire stations. In some cases, the local government also has responsibility for schools and locally owned utilities.

Three Steps

Reducing energy consumption is a three-step process. Step one strives to reduce energy use through such no-cost changes as reprogramming sleep modes on computers, setting policies for employees to turn off computers and lights at the end of each workday, and operating heating and cooling systems to run more efficiently.

The second step picks off the low-hanging fruit that require only limited investment and that can usually be completed by facilities staff. These include changing from incandescent to high-efficiency lightbulbs in all facilities, street lighting, and traffic lights; using sensors to activate lighting; and upgrading leaky windows to double-paned energy efficient models.

Step three requires investments such as replacing HVAC equipment with high-efficiency equipment and establishing green roofs. Finally, if local objectives include not only saving money and reducing energy demand but also reducing greenhouse gas emissions, then managers also pursue the important fourth step of meeting remaining energy needs through renewable energy to the maximum extent possible.

There is a range of building standards to which existing buildings can be retrofitted as well as standards for new buildings. The best-known standard for “green” buildings is the U.S. Green Building Council’s (USGBC) Leadership in Energy and Environmental Design (LEED). The U.S. Environmental Protection Agency’s (EPA) ENERGY STAR program offers a national energy performance rating system, which is based on actual energy consumption of a particular building as compared with other comparable building types. The Green Building Initiative (GBI), also known as Green Globes, offers its own green building label and is pilot testing a new standard for existing commercial buildings.

Each program of building standards has different programmatic criteria, and in some cases not all of the criteria are specifically designed to achieve energy savings. With this in mind, it might be necessary to pick and choose the elements most closely aligned with your locality’s energy-saving goals. In addition to the guidance, direction, and, in some cases, technical assistance to achieve energy savings, another welcome by-product of the rating systems is the recognition that comes with being able to publicly proclaim that a building meets certain recognized standards.

Charlottesville, Virginia

As the home of the University of Virginia, the city of

What Some Members Think About Climate Change
81% believe that local government managers should address the issue of climate change.

Charlottesville, Virginia, has long been known for both history and innovation. An independent city in the center of Virginia, Charlottesville has a population of just more than 40,000. According to City Manager Gary O'Connell, "Our city is working towards our vision of being a green city in many and varied ways. We are working on new approaches to emphasize a change in our city's thinking about the impacts we have on the environment that surrounds us."

81% would like information on energy efficiency in local government buildings.
71% are involved in activities to address the impacts of local government operations on climate change.
Source: Responses to ICMA's May 2007 informal survey of its members to assess ongoing climate change prevention and awareness activities, which include such things as energy efficiency and conservation, alternative vehicles and alternative fuels, and solid waste reduction.

In 2002, Charlottesville established an environmental administration division within its public works department to support the environmental needs of all city departments. Environmental administration has responsibilities for compliance and for coordinating and supporting within city departments such environmental initiatives as alternative fuels, stormwater management, and urban forest management.

In 2003, the city started developing an environmental management system (EMS) with support from the U.S. Environmental Protection Agency and the Global Environment and Technology Foundation. An EMS is a continual cycle of planning, implementing, reviewing, and improving the processes and activities that an organization undertakes to meet its business and environmental goals.

Implementation of the EMS has been ongoing. The department of parks and recreation was the first department to engage in the EMS process in 2003 and is continuing to refine its EMS. In 2005, the fleet division of the department of public works began to engage in an EMS process; the department's transit division, public service division, and gas utility soon followed. According to O'Connell, the EMS system has resulted in significant energy and cost savings.

Following Mayor David Brown's signing in 2006 of the Climate Protection Agreement under the auspices of the U.S. Conference of Mayors, Charlottesville committed to reduce future greenhouse gas emissions from local facilities. In addition to municipal buildings, Charlottesville's facilities maintenance division is also responsible for maintenance and energy management services for the Charlottesville school system. The division, with support from the city manager and the school board, therefore launched an aggressive school energy conservation campaign.

In this effort, Charlottesville launched a cash incentive program to encourage individual schools to reduce energy consumption. Baseline quarterly consumption and spending goals were established for each school on the basis of historical trends and seasonal cycles. If a given school beats that goal, the city promises to cut a check to that school for half of the savings. The school will then be able to use that funding to further its education programs, and the city has committed to using its share of the cost savings to improve the energy efficiency of school buildings.

Each month the most efficient school is awarded \$100 and a trophy. During the first year of the program, consumption of electricity was down 10 percent and natural gas consumption was down by 31 percent compared with the previous year, resulting in estimated reductions of 2,120,127 pounds of carbon dioxide. To the delight of school principals, the city disbursed \$45,337 on the basis of actual cost savings.

Furthering its already serious commitment to energy efficiency, the city worked closely with an energy services company (also called an ESCO) to undertake an energy audit of its 11 most energy-intensive buildings, and it is now implementing many of the audit's recommendations, which are valued at approximately \$1.3 million. Lance Stewart, facilities maintenance manager, and 29 maintenance staff members determined which of the ESCO's recommendations could be implemented internally and issued a contract for the contractor to complete the remaining work, including lighting fixture replacements, lighting system upgrades, water fixture improvements, HVAC system improvements to electronic controls, and retrocommissioning HVAC equipment and controls.

A second phase energy audit and energy efficiency retrofitting is scheduled to begin in late summer 2007, with 25 buildings and all traffic signals slated for evaluation and improvement.

Through its ongoing EMS and commitment to energy efficiency, the city's energy bills have decreased by \$293,745 from FY 2006 to FY 2007. After the implementation of both phases of energy audit recommendations, Stewart expects to more than triple the city's annual energy savings.

Energy Star

ICMA is pleased to help local governments take advantage of the Environmental Protection Agency's (EPA) ENERGY STAR program. Through ENERGY STAR, EPA provides local governments with a proven energy management strategy and no-cost tools to save energy and money, as well as demonstrate your environmental leadership.

Local governments can sign up to join the ENERGY STAR Challenge, a national call to action to improve the energy efficiency of America's commercial and industrial buildings by 10 percent or more. Local governments play a vital dual role in helping meet the goals of the ENERGY STAR Challenge. They lead by example by improving their own buildings, and they leverage relationships with private sector organizations to motivate these groups to do the same.

The "Challenge Toolkit" includes a menu of cost-free technical management and financial support tools, along with co-brandable ENERGY STAR brochures, public service announcements, press releases, posters, event ideas, and templates to help spread the word about energy efficiency. Sign up and learn more at www.energystar.gov/challenge.

Arlington County, Virginia

Arlington County, in northern Virginia just west of Washington, D.C., has also taken a leadership role in energy efficiency, both by reducing energy consumption within county facilities and also by providing incentives to residents and businesses to limit their energy use.

Arlington’s signature program, Arlington Initiative to Reduce Emissions (AIRE), aims to reduce the county government’s greenhouse gas emissions by 10 percent between 2000 and 2012. This effort is led by an interdepartmental team coordinated by the county’s energy manager.

Specific actions under way include increasing investments in energy efficient building retrofits, doubling the county’s wind power purchase to 6 percent from the current 3 percent in 2007, installing solar panels in select county facilities, requiring major public buildings to achieve a LEED certification, renewing the focus on recycling in public buildings, and County Manager Ron Carlee’s policy mandating the replacement of incandescent light bulbs with compact fluorescents or other higher-efficiency lighting within all county facilities by the end of 2007.

Beyond county facilities, Arlington is partnering with the ENERGY STAR program to provide guidance, support, and resources for local businesses to consume less energy. Arlington County’s commercial buildings stock accounts for more than 40 percent of the county’s total greenhouse gas emissions, and with steadily increasing utility prices, the potential savings and environmental impacts are enormous for these important stakeholders. In addition, the county passed a personal property tax exemption on the first \$20,000 value of certain fuel-efficient and alternative-fuel vehicles, primarily hybrid-electrics.

A key funding source designed to enhance Arlington’s efforts is the initiation of a residential energy tax. In the wake of utility deregulation, many states mandated “public benefits charges” collected as small fees on all electricity use; these fees are then used for energy efficiency, renewable energy, and low-income assistance programs through state or nongovernmental programs. Virginia does not have such a program, so Arlington’s new, small residential energy tax is similar to a public benefits charge, wherein the county is providing the community with energy efficiency programming that will focus on outreach about energy efficiency and renewable energy as well as assistance to low-income and fixed-income residents.

ICMA’s Sustainability Initiative
ICMA’s Sustainable Communities Leadership Initiative is a comprehensive series of programs and resources designed to help local government managers chart an environmentally, economically, and socially sustainable course for their communities. This article is one of many informational resources and technical tools available through the initiative. For more information, visit icma.org/sustainability .

According to Energy Manager John Morrill, “the tax is based on a sliding scale of energy use with no tax on monthly consumption of up to 400 kilowatt-hours (kWh) and 20 therms, so homes using the best energy efficiency practices will not pay any energy taxes in many months.”

During the past 10 years, the county has avoided more than \$4 million in energy costs. This began with Arlington County’s replacement of mercury vapor streetlights with high-pressure sodium streetlights, and it includes replacing incandescent traffic signals with LED signals, increasing efficiency in buildings, and using high-efficiency vehicles in its fleet.

Through FY 2006, the annual savings from efficiency investments and practices has totaled 7 million kWh of electricity, 100,000 therms of natural gas, and 15,000 gallons of gasoline each year, which represent, respectively, 9 percent, 10 percent, and 2 percent of current total consumption. The avoided cost value of these savings is more than \$600,000 per year at current energy prices, with additional savings in maintenance costs from certain efficiency investments, according to Energy Manager Morrill.

“Because of our investments in energy efficiency technologies and management practices, we have been able to grow local government facilities and service delivery at a steady pace while keeping energy use level and, in some years, declining. This has meant stable budgets for the county and a very supportive community,” says County Manager Carlee.

New Castle County, Delaware

New Castle County is an environmental pioneer in the state of Delaware. The county was an early adopter of local government sustainability practices, starting with waste reduction and increased recycling, which empowered staff to take leadership positions on environmental initiatives. More than a year ago, the county decided to take its sustainability commitment to the next level and tackle one of its largest sources of emissions: county buildings and facilities.

New Castle County engaged in a competitive bid process to find a company that could help it realize energy reductions and cost savings. The county contracted with Ameresco, an ESCO specializing in energy efficiency and renewable energy project development, to evaluate and implement conservation measures in all county facilities. ESCO’s role is to evaluate all aspects of county facilities and devise strategies for reducing demand and costs.

The process used by New Castle as well as Charlottesville and Arlington is called energy savings performance

contracting, and it is a growing contractual mechanism for organizations seeking to reduce energy consumption in a timely fashion without the need for up-front capital. This process uses the savings from efficiency upgrades to finance the actual facility improvements, including capital expenses. Performance contracting can be described as a “pay it forward” system, with the reduced energy costs paying for the investments over time and in many cases leaving the facility owner with excess savings to put to use elsewhere.

The first challenge for the county was to conduct an audit of the facility it shares with the Wil-mington city government, as several systems were quite old and threatening to fail. The comprehensive audit of the Redding City/County Building, which houses more than 420 employees, identified multiple opportunities to reduce energy and water demand and costs, including upgrades to the lighting, energy management, and water systems and replacement of the mechanical systems. Total project costs are \$3.46 million, and guaranteed annual energy savings are \$355,000 over 15 years.

New Castle County has been pleased with its initial efforts and has now expanded its green initiatives to take a more holistic look at county emissions. New Castle County has signed on with ICLEI (International Council for Local Environmental Initiatives–Local Governments for Sustainability) to conduct a comprehensive inventory of greenhouse gas emissions to better track overall emissions reductions. The county also will open a new LEED-certified public safety building in summer 2007, and it has enacted a resolution requiring that all new county facilities are as green and as energy efficient as possible.

According to County Executive Chris Coons, “New Castle County is being aggressive about reducing its impact on the environment. Through our leadership, we hope to set an example for businesses, residents, and other local communities on the earth-friendly and economic benefits of reducing emissions and energy demand.”

Web Resources

For detailed information on the information in this article, visit these Web sites:

Charlottesville, Virginia, Public Works, [www.charlottesville.org/publicworks](#)

Arlington County, Virginia, AIRE, [www.arlingtonva.us/climate](#)

New Castle County, Delaware, environmental initiatives, [www.co.new-castle.de.us](#)

ENERGY STAR, [www.energystar.gov](#)

U.S. Green Building Council, [www.usgbc.org](#)

Green Building Initiative, [www.thegbi.org](#)

Johnson Controls, Performance Contracting, [www.johnsoncontrols.com](#)

International Council for Local Environmental Initiatives–Local Governments for Sustainability, [www.iclei.org](#)

The Possibilities

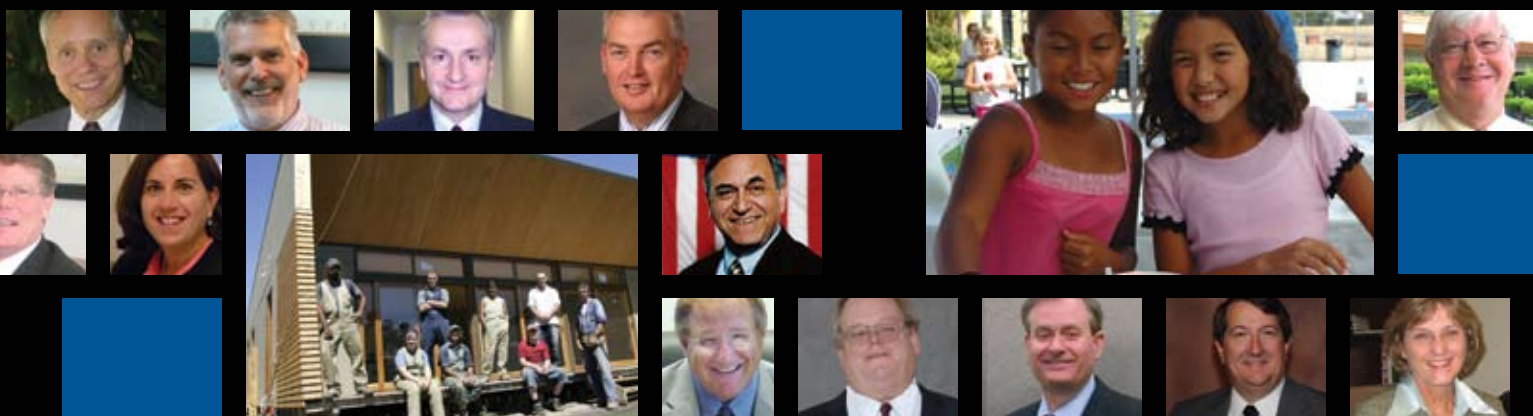
The potential for financial savings through energy efficiency is significant, and up-front capital investments often can be financed through future energy savings. Thus, even small local governments or those without significant energy budgets can take advantage of emerging performance contracting practices to reduce energy consumption, energy costs, and greenhouse gas emissions.

Danielle Miller Wagner is a program director, Results Networks team, ICMA, Washington, D.C. (dmwagner@icma.org).

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2007 ICMA AWARDS



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Leaders at the Core of Better Communities



The 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members.

Completing their terms at ICMA's 93rd Annual Conference

Stephen J. Blackadder, director,
Blackadder Gibbs Pty Ltd., New South
Wales, Australia

Patrick A. Cannon, city administrator,
Sun Prairie, Wisconsin

Debra Kurita, city manager, Alameda,
California

John C. Prescott, city manager,
Vermillion, South Dakota
(2006–2007 Committee Chair)

Sonja G. Solomon, code enforcement/
van director, Berwyn Heights, Maryland

Completed his term at ICMA's 92nd Annual Conference

Russell P. Taylor, township manager,
Thomas Township, Michigan

This awards booklet was developed by:

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Annual Awards Program Manager

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Service Awards Program Manager

Kira Hasbargen
Performance Measurement Associate

Publication of ICMA's 2007 Awards commemorative booklet was made possible through the generous contribution of ICMA Strategic Partner Travelers (see booklet back cover).

ICMA recognizes the many achievements of its members with awards programs that highlight extraordinary accomplishments as well as dedicated service to the profession. The Distinguished Service Award annually recognizes a retired member who has made an outstanding contribution to the management profession and local government. The Annual Awards recognize individual achievement as well as outstanding local government programs. Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level. The Center for Performance Measurement Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

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Leaders at the Core of Better Communities

DISTINGUISHED SERVICE AWARD



THOMAS C. KELLY

The ICMA Distinguished Service Award is given to a manager who has retired from the profession and made an outstanding contribution to the management profession and local government. The award recognizes a manager whose service in his or her community or communities has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

In more than 23 years as Volusia's county manager, Thomas Kelly set the tone and example of professional management. After earning a bachelor's degree from Westminster College and a doctorate from the University of Maryland, he served as an officer in the U.S. Navy.

He began his local government career with the County Commissioners Association in Maryland. After serving as chief administrative officer in Prince George's County, Maryland, from 1964 until 1971, he was selected by Volusia County, Florida, to become its first professional manager under its new charter. Believing that local government managers should encourage and provide opportunities for young people pursuing a career in local government, he established a relationship with Stetson University to provide an internship program, and throughout his career he served as an adviser to local universities.

He also served as president of the Florida City-County Management Association and as a member of its board of directors; he was on ICMA's initial Credentialing Advisory Board; and he was, and continues to be, an ICMA Range Rider. He received ICMA's Mark Keane Award for Excellence and was recognized by the Daytona Beach-Halifax Area Chamber of Commerce for his outstanding service to the community.

He retired in 1994, having established the legacy of professional local government management in Volusia County. The Distinguished Service Award honors Mr. Kelly for these and other contributions to the management profession and local government.

2007 ICMA ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Edward P. Everett, city manager (retired), Redwood City, California

Other Nominees:

Edward Beasley, city manager, Glendale, Arizona

Thomas J. Courtney, city manager, Twin Falls, Idaho

William C. Dixon, village manager, Arlington Heights, Illinois

John J. Duffy, borough manager, Matanuska Susitna, Alaska

George C. Duncan, chief administrative officer, Richmond, British Columbia, Canada

David B. Elder, city manager, Worthington, Ohio

Terrence L. Ellis, city manager, Peoria, Arizona

Thomas O. Forslund, city manager, Casper, Wyoming

David T. Harden, city manager, Delray Beach, Florida

William T. Lichter, village manager, Lombard, Illinois

David L. Miller Jr., city manager, Forest Hill, Texas

Gerald R. Miller, Long Beach, California

Terrence R. Moore, city manager, Las Cruces, New Mexico

David M. Morgan, city manager, Anaheim, California

James H. Norris, village manager, Hoffman Estates, Illinois

Raymond R. Patchett, city manager, Carlsbad, California

Gordon L. Pedrow, city manager, Longmont, Colorado

Valerie L. Salmons, village administrator, Bartlett, Illinois

Frank L. Walsh, city manager, St. Joseph, Michigan

Award for Career Development in Memory of L. P. Cookingham

Byron D. Jorgenson, chief administrative officer, Sandy City, Utah

Other Nominees:

Lee R. Feldman, city manager, Palm Bay, Florida

Robert D. Franz, village manager (retired), Deerfield, Illinois

Eric J. Levitt, city manager, Sedona, Arizona

Bruce T. Moore, city manager, Little Rock, Arkansas

Ronald G. Wagenmann, township manager, Upper Merion Township, Pennsylvania

M. Ray Wiggins, deputy village manager for operations, Oak Park, Illinois

Joyce Wilson, city manager, El Paso, Texas

Assistant Excellence in Leadership Award in Memory of Buford M. Watson Jr.

Robert L. Stull, deputy city administrator, Yuma, Arizona

Other Nominees:

Ronald F. Brey, assistant city manager, Bozeman, Montana

Pamela S. Jacobs, assistant town manager, Los Gatos, California

Pamela J. Kavanaugh, assistant city manager, Glendale, Arizona

Mary L. McKittrick, assistant city administrator, Geneva, Illinois

Academic Award in Memory of Stephen B. Sweeney

Robert L. Bland, professor and chair, Department of Public Administration, University of North Texas

Other Nominee:

David Y. Miller, interim dean, University of Pittsburgh, Pennsylvania

PROGRAM EXCELLENCE AWARDS

Community Health and Safety Program Excellence Award (populations 10,000 to 49,999)

Youth to Youth Program—Dover, New Hampshire, and J. Michael Joyal Jr., city manager

Other Nominees:

Blight Team—Junction City, Kansas, and Rodney D. Barnes, city manager

Fire & Rescue Children's Fire Safety Festival—Dover, New Hampshire, and J. Michael Joyal Jr., city manager

Police Department High Tech Crimes Unit—Central Point, Oregon, and Phillip M. Messina, city manager

Regional EMS Partnership—Schertz, Texas, and Donald E. Taylor, city manager, and David J. Harris, assistant city manager

Community Health and Safety Program Excellence Award (populations 50,000 and greater)

Criminal Abatement Program—Little Rock, Arkansas, and Bruce T. Moore, city manager

Kids Health & Fitness Expo—Roseville, California, and W. Craig Robinson, city manager

Other Nominees:

Adult Day Care Program—Polk County, Florida, and Robert M. Herr, county manager

Assessment of Road Signs for Retroreflectivity—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Community Emergency Response Team—Olathe, Kansas, and John Michael Wilkes, city manager

Community Health Clinics—Hoffman Estates, Illinois, and James H. Norris, village manager

CQT Program—Aurora, Colorado, and Ronald S. Miller, city manager
 Disability Advisory Commission—Surprise, Arizona, and James C. Rumpeltes, city manager
 Lead-Based Paint Hazard Reduction Program—Dubuque, Iowa, and Michael C. Van Milligen, city manager
 Mission Domestic Hope—Roanoke, Virginia, and Darlene L. Burcham, city manager
 Public Health Advisor—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager
 Residential Home Care Program—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager
 Response during the Moondarra Fires—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer
 Sexual Offender Accountability Program—Port Orange, Florida, and Kenneth W. Parker, city manager
 Weed & Seed Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

Community Partnership Program Excellence Award (populations less than 10,000)

Tri-Town Assessing Intergovernmental Agreement—New London, New Hampshire, and Jessie W. Levine, town administrator, and Newbury, New Hampshire, and Dennis J. Pavlicek, town administrator

Other Nominees:

Affordable Housing Program—Montevideo, Minnesota, and Steven C. Jones, city manager
 Beautify Meredith Program—Meredith, New Hampshire, and Carol M. Granfield, town manager
 NCK Wellness Center, Inc.—Beloit, Kansas, and Douglas E. Gerber, city administrator
 Public Visioning Program for Comprehensive Plan Update—Spring Hill, Kansas, and Jonathan S. Roberts, city administrator

Community Partnership Program Excellence Award (populations 10,000 to 49,999)

Affordable Housing Partnership—Tarpon Springs, Florida, and Ellen S. Posivach, city manager

Other Nominees:

Community Bulletin Board—Monroe, North Carolina, and F. Craig Meadows, city manager
 Entrance Initiative Task Force—Midland, Michigan, and Jon J. Lynch, city manager
 GIS Mosquito Control Program—Valdosta, Georgia, and Larry H. Hanson, city manager
 Highway 179 Needs-Based Implementation Program—Sedona, Arizona, and Eric J. Levitt, city manager
 I35/Park Avenue Corridor—Faribault, Minnesota, and Timothy Madigan, city administrator
 Innovative Partnerships for Progress—Upper Merion, Pennsylvania, and Ronald G. Wagenmann, township manager
 Local Government Academy—Culpeper, Virginia, and J. Brannon Godfrey Jr., town manager, and Noah A. Simon, assistant town manager
 NAWA Water Treatment Plant—Tipp City, Ohio, and David A. Collinsworth, city manager; and Vandalia, Ohio, and Jeffrey C. Hoagland, city manager
 Neighborhood Services—Kingman, Arizona, and Paul Beecher, city manager
 Office of Housing & Neighborhood Development—Winchester, Virginia, and Edwin C. Daley, former city manager (now city manager, Hopewell, Virginia)
 Public/Private Partnership for Adult Recreation—Portsmouth, New Hampshire, and John P. Bohenko, city manager
 Spring Hill Community Redevelopment Agency—DeLand, Florida, and Michael L. Abels, city manager, and Michael P. Pleus, assistant city manager
 “Take the Money; You’ve Earned It”—Lewiston, Maine, and James A. Bennett, city administrator
 Together against Graffiti—El Mirage, Arizona, and William J. Cornwall, city manager

Community Partnership Program Excellence Award (populations 50,000 and greater)

Our Future Our Place—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Shared Services: Delivering Quality Programs at Lower Cost—Millbrae, California, and Ralph L. Jaeck, city manager; Brisbane, California,

and Clayton L. Holstine, city manager; Burlingame, California, and James M. Nantell, city manager; San Bruno, California, and Connie Jackson, city manager; and Hillsborough, California, and Anthony Constantouros, city manager

Other Nominees:

800 Megahertz Public Safety Radio System—Anoka County, Minnesota, and Terry L. Johnson, county administrator
 Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager, and Bryan M. Day, assistant city manager
 The Art of Community: Annual Performance Report—Des Moines, Iowa, and Richard A. Clark, city manager, and Michael E. Matthes, assistant city manager
 Beacon Center at Village Academy—Delray Beach, Florida, and David T. Harden, city manager
 Block Leader Program—Cupertino, California, and David W. Knapp, city manager
 BusinessFirst! For a Greater Dayton Region—Tipp City, Ohio, and Bradley C. Vath, assistant city manager; West Carrollton, Ohio, and Glen Tracy Williams, city manager; and Clayton, Ohio, and David W. Rowlands, city manager
 Centre Region Council of Governments—Centre Region Council of Governments, Pennsylvania, and James C. Steff, executive director; College Township, Pennsylvania, and Adam T. Brumbaugh, township manager; Ferguson Township, Pennsylvania, and Mark A. Kunkle, township manager; Halfmoon Township, Pennsylvania, and Karen J. Brown, township manager; Harris Township, Pennsylvania, and Amy K. Farkas, township manager; State College, Pennsylvania, and Thomas J. Fountaine II, borough manager
 Champion Arlington Economic Development Strategy—Arlington, Texas, and James N. Holgersson, city manager
 City of Sandy Springs, Georgia—CH2M HILL OMI Partnership—Sandy Springs, Georgia, and John F. McDonough, city manager
 City/Schools Partnership—Roseville, California, and W. Craig Robinson, city manager

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Creative Housing Partnership—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Cultural Collaborative—San Antonio, Texas, Sheryl L. Sculley, city manager, and Penny Post oak Ferguson, assistant city manager

Customer Service Program—Cincinnati, Ohio, and Milton R. Dohoney Jr., city manager; and Hamilton County, Ohio, and Patrick J. Thompson, county administrator

Eliminating Overt Drug Markets—High Point, North Carolina, and Stribling P. Boynton, city manager

Employees Annual Charitable Hearts: Community Partnership—Roseville, California, and W. Craig Robinson, city manager

Family Economic Success—San Antonio, Texas, and Sheryl L. Scully, city manager, and Frances A. Gonzalez, assistant city manager

Family-to-Family Program—Avondale, Arizona, and Charles P. McClendon, city manager; and Yuma, Arizona, and Mark S. Watson, city administrator

Fire Station #14 and Fire Science Curriculum—Fayetteville, North Carolina, and Dale E. Iman, city manager; Kyle R. Sonnenberg, assistant city manager; and Douglas J. Hewett, assistant city manager

Founders Village—Fountain Valley, California, and Raymond H. Kromer, city manager

Good Neighbor Program—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, neighborhood services director

Homeowners Association Academy—Glendale, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Gloria Santiago-Espino, deputy city manager

Housing Education & Rehabilitation Training (HEART) Program—Dubuque, Iowa, and Michael C. Van Milligen, city manager

Intergenerational Community Building & Leadership Programs—Olathe, Kansas, and John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

Land Information Systems—Queen Creek, Arizona, and W. John Kross, town manager; and Surprise, Arizona, and James C. Rumpeltes, city manager, and Kathy S. Rice, assistant city manager

Morrison Nature Center at Star K Ranch—Aurora, Colorado, and Ronald S. Miller, city manager

Promenade—Westminster, Colorado, and J. Brent McFall, city manager, and Stephen P. Smithers, assistant city manager

Prosperity Campaign—Hillsborough County, Florida, and Patricia G. Bean, county administrator, and Wally J. Hill, deputy county administrator

Prosperity through Partnerships—Polk County, Florida, and Robert M. Herr, county manager

Quarterly Neighborhood Deployment—Mesquite, Texas, and Ted G. Barron, city manager

Regional Park at Clinton Lake—Lawrence, Kansas, and David L. Corliss, city manager

Regional Transit System/University of Florida Community Partnership—Gainesville, Florida, and Russell D. Blackburn, city manager

Schertz-Seguín Local Government Corporation—Schertz, Texas, and Donald E. Taylor, city manager, and David J. Harris, assistant city manager; and Seguin, Texas, and Douglas G. Faseler, city manager

South Mountain Neighborhood Revitalization Strategy—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, neighborhood services director

University of Houston at Sugar Land Facility—Sugar Land, Texas, and Allen Bogard, city manager

Water Youth Education Program—Aurora, Colorado, and Ronald S. Miller, city manager

What If . . . —Mesquite, Texas; Ted G. Barron, city manager, and Carol S. Zolnerowich, deputy city manager

Youth Services—Olathe, Kansas, and John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

Youth Vocational Charter School—Delray Beach, Florida, and David T. Harden, city manager

Community Sustainability Program Excellence Award (populations 10,000 to 49,999)

Stokely Site Redevelopment—Waunakee, Wisconsin, and Ronald K. Wilde, village administrator

Other Nominees:

Artist District—Peekskill, New York, and Daniel W. Fitzpatrick, city manager

Coming Home to Gladstone—A Community Oriented Magazine—Gladstone, Missouri, and Kirk L. Davis, city manager

Fix-Up, Clean-Up, Spruce-Up, and Tool Loan Program—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Inflatable Fire Safety House—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Southlake Program for the Involvement of Neighborhoods—Southlake, Texas, and Shana K. Yelverton, city manager

Community Sustainability Program Excellence Award (populations 50,000 and greater)

Nature as Your Neighbor—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

Climate Wise—Fort Collins, Colorado, and Darin A. Atteberry, city manager and Diane G. Jones, deputy city manager

Diversity and Multicultural Events—Olathe, Kansas, and John Michael Wilkes, city manager

Environment Aurora—Aurora, Colorado, and Ronald S. Miller, city manager

Frisco Bridges—Frisco, Texas, and George A. Purefoy, city manager

The Grand Plan Marketing Plan—Glenside, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Julie Frisoni, communications director

Home Energy Conservation Fair Sustainable Home Tour—Lawrence, Kansas, and David L. Corliss, city manager

International Sports Exchange Program—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Local Laws Service Delivery Improvements—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Master Street Tree Program—Lawrence, Kansas, and David L. Corliss, city manager

Sugarland Town Square—Sugarland, Texas, and Allen Bogard, city manager

Wastewater Collection—Olathe, Kansas, and John Michael Wilkes, city manager

**Strategic Leadership & Governance
Program Excellence Award
(populations less than 10,000)**

Infrastructure Planning—Burley, Idaho, and Mark A. Mitton, city administrator

**Strategic Leadership & Governance
Program Excellence Award
(populations 10,000 to 49,999)**

Gladstone on the Move—Citizens Making a Difference—Gladstone, Missouri, and Kirk L. Davis, city manager

Other Nominees:

Health Care Benefits Committee—Montgomery, Ohio, and Wayne S. Davis, assistant city manager

Rising Star Talent Pool Development—Prescott, Arizona, and Steven P. Norwood, city manager, and Laurie A. Hadley, deputy city manager

Second Review Process—Salina, Kansas, and Jason A. Gage, city manager

Strategic Plan—DeLand, Florida, and Michael L. Abels, city manager, and Michael P. Pleus, assistant city manager

**Strategic Leadership & Governance
Program Excellence Award
(populations 50,000 and greater)**

Master Thinker/“Communities That Think”—Yuma, Arizona, and Mark S. Watson, city administrator

Other Nominees:

Core Value Initiative—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

County Strategy & Budget—Cumberland County, Pennsylvania, and John C. Byrne, chief operations officer

Excellence Model—Miami Beach, Florida, and Jorge M. Gonzalez, city manager

Focus on Longmont Strategic Planning Process—Longmont, Colorado, and Gordon L. Pedrow, city manager; Sandra L. Seader, assistant to the city manager; and Rigo Leal, public information officer

Implementing Community-Based Strategic Plans—Olathe, Kansas, and John Michael Wilkes, city manager

Learning & Development Framework—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Management Preparation Program—Plano, Texas, and Thomas H. Muehlenbeck, city manager

MetroNet Enterprise Virtual Operations Center (EVOC)—Anaheim, California, and David M. Morgan, city manager, and Thomas J. Wood, assistant city manager

PalmStat—Palm Bay, Florida, and Lee R. Feldman, city manager

PE Department—Austin, Texas, and Toby Hammett Futrell, city manager

Pension Early Payment Program—Orange County, California, and Thomas G. Mauk, county executive officer

Public Safety Division Reorganization—Mansfield, Texas, and Clayton W. Chandler, city manager

Regional Battalion Chief Academy—Peoria, Arizona, and Robert M. McKibben, fire chief

Strategic Initiatives Group—Glendale, Arizona, and Edward Beasley, city manager

Strategic Plan—El Paso, Texas, and Joyce A. Wilson, city manager

Strategic Plan—Las Cruces, New Mexico, and Terrence R. Moore, city manager

Strategic Plan—Surprise, Arizona, and James C. Rumpeltes, city manager

Award for Career Excellence in Honor of Mark E. Keane



EDWARD EVERETT

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Career Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. Candidates must be full members of ICMA; have a minimum of 10 years of executive, senior-level service to the profession; and be endorsed by a past or present elected official. This year, ICMA presents the Mark E. Keane Award to Edward Everett, city manager of Redwood City, California.

Ed Everett's remarkable 34 years in public service and 15 years as Redwood City's manager can be characterized by three words—*innovativeness, integrity, and inspiration*. His innovativeness is reflected in the many successful programs and projects he has developed. His integrity is shown in his commitment to making the *right* decisions, not necessarily the *easy* ones. And he has inspired city staff, elected officials, and a growing number of citizens to uphold Redwood City's core values of excellence, integrity, service, and creativity in pursuit of its core purpose: to "build a great community together."

Believing that to really be a community, the people who live, work, and play in a city must join together, engage with each other and with the city, and become partners in making the community a better place for everyone, Mr. Everett has dedicated his career to maximizing community involvement and engagement. Toward this end, he has developed numerous ground-breaking community-building programs that have enhanced the city's quality of life:

- The Partnership Academy for Community Teamwork (PACT) has engaged nearly 300 community members to date in a behind-the-scenes experience of city government, fostering engagement, pride, and respect between city

staff and community members and, more importantly, *among community members themselves*.

- The Neighborhood Liaison program creates community-based groups that share common interests and concerns and work together to build their own community.
- The Community Builders Speakers Series brought together more than a hundred city residents to hear and learn from world-class and internationally known speakers, authors, and thinkers on the subject of community building.

Promoting careers in local government and developing staff are at the forefront of Mr. Everett's philosophy of building a successful organization. He has been a leader in the "Next Generation" movement; he cofounded the regional Management Talent Exchange Program; and he launched a "Youth Reach" program aimed at educating local high school students about careers in local government. He has made a point of keeping the city's hierarchy "flat" with few levels of supervision or management between the road work technician, for example, and the city manager. Committed to succession planning, he has ensured that staff training is available to everyone who wants it, even during the most severe of bud-

get crises. He also rotates the position of assistant city manager among the department heads, enabling each one to assume that role for a one-year term in order to expand and enhance their career experiences. Under his leadership, the city has developed top-quality training programs that have produced an award-winning, values-driven, world-class organization of employees.

Also in keeping with his philosophy, Mr. Everett has not just built buildings in Redwood City but *created places*—new and renovated libraries, community centers, a new city hall, affordable new housing complexes—where people can gather as a community. An attractive 85,000-square-foot retail and multiplex cinema project, the pedestrian-oriented Theatre Way streetscape, and the city's Courthouse Square, which is already referred to as the new "living room of the community," are all part of the renaissance of downtown Redwood City. And these efforts are garnering national recognition: the city received the "Congress for New Urbanism 2007 Charter Award for its downtown projects," the retail/cinema project won the *San Francisco Business Times's* 2006 "Award for the Best Mixed-Use Project" on the peninsula, the new high-tech parking meter system was written up in the *Wall Street Journal*, and a nationally distributed television program called "Focus on America" will tout the city's progressive and creative approach to economic development, community building, and design—all based on Ed Everett's vision and inspiration.

Mr. Everett has shared his philosophy, accomplishments, and lessons learned with many audiences, including service clubs, chambers of commerce, the 2006 IG Transforming Local Government

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**Award for Career
Development
in Memory of
L. P. Cookingham**



BYRON JORGENSEN

Each year, ICMA presents the Award for Career Development to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. The award commemorates former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship. Candidates must be full members of ICMA. This year, ICMA presents the Career Development Award to Byron Jorgenson, chief administrative officer of Sandy City, Utah.

Over his 20-year tenure as chief administrative officer of Sandy City, Utah, Byron Jorgenson may well have directly affected the careers of more current and future local government managers than anyone else in the profession. Many of the countless individuals whom he has closely supervised, worked with, or mentored have become city managers themselves, because the attributes they developed under his guidance are highly coveted by other organizations.

For these managers, it was the support and guidance they received from Mr. Jorgenson that set the stage for their long, effective careers in local government. According to Scott Bond, Sandy's assistant chief administrative officer, "I can't think of anyone who has had more impact than Byron on my career... [or] of anyone more deserving of recognition for being a tremendous influence in the lives of those in the city management profession." Rick Davis, city manager of West Point City, Utah, calls Mr. Jorgenson "the most influential figure in the development of my city management career... [He] not only helped me sharpen my professional skills, but his example taught me even more about how to cultivate and nurture positive and productive relationships with coworkers, citizens, and the city council."

Even while managing Sandy's large and complex organization

and providing guidance to the budding city managers within it, Mr. Jorgenson has made himself available to those working for other organizations as well. Shane Pace, who had left Sandy to become the city administrator of Taylorsville, Utah, notes that Mr. Jorgenson "called periodically to see how I was doing and offered advice about issues I was dealing with. He never criticized my decision to leave or what I was trying to accomplish in the new city." Nor is this ongoing relationship of support and encouragement limited to those whom Mr. Jorgenson has supervised or worked with: in several cases, he has provided support and guidance to people he has never met in person!

Mr. Jorgenson's management style is ideally suited to nurturing and developing future local government managers. According to Dan Dahlgren, city manager of West Jordan, Utah, he "helped us understand the importance of being flexible and showed us by example the importance of performing quality work regardless of the assignment... [His] greatest contribution to my city management career was his... collaborative, participative management style that emphasized quality decision making at the lowest possible level... I always felt I was a valued team member whose contributions were recognized and important... He has a gift for motivating you to do your very best [and] then using your

best efforts for the benefit of the organization." And James Davidson, city manager of Lehi, Utah, praises Mr. Jorgenson's "ability to build work teams that produce amazing results... He is demanding, but also quick to offer encouragement and counsel. He recognizes a person's potential and is willing to commit his own personal time to bettering those around him."

A large part of Mr. Jorgenson's leadership strength comes from his high standards of personal ethics and integrity, which he exemplifies himself and demands in those around him. Chris Hilman of Clearfield, Utah, notes that Mr. Jorgenson instills "a code of personal conduct and ethics [that] is only surpassed by his extraordinary ability to manage personnel and issues with an uncomplicated and personable style that has helped him manage one of Utah's most recognizably successful and envied cities for almost two decades." Shane Pace recollects that when he asked Mr. Jorgenson about getting involved in politics and campaigns, "he sat me down and explained the ICMA Code of Ethics and then explained [that] he did not involve himself in anyone's campaign or election process and recommended that I do the same."

Throughout his many years of service, Byron Jorgenson has remained committed to improving local government and, particularly, those who manage communities. The combination of leadership, management, and integrity that he displays sets the tone for future managers in a profession where each quality is absolutely essential. Scott Bond may have put it best: "To me, Byron epitomizes what the profession can and should be." ■

**Assistant Excellence
in Leadership Award
in Memory of
Buford M. Watson Jr.**



ROBERT STULL

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant (regardless of title) to a chief local government administrator or department head. Candidates must be members of ICMA, full-time assistants reporting to a chief local government administrator or department head who have been responsible for significant administrative duties for at least one year (not including internships in conjunction with an academic program), and endorsed by a CAO. This year's recipient of the Assistant Excellence in Leadership Award is Robert Stull, deputy city administrator of Yuma, Arizona.

As deputy city administrator of Yuma, Arizona, since July 2003, Robert Stull has greatly assisted in managing one of the fastest-growing cities in the country. Exercising oversight over several city departments—finance, human resources, information technology, and parks and recreation—as well as the neighborhood services division, he “gets the job done” while fostering an atmosphere of teamwork and public service.

With primary responsibility for coordinating all economic development activity and negotiation for the city, Mr. Stull has played a vital role in helping the city administrator promote new manufacturing ventures in Yuma, thereby diversifying the workforce of this predominantly agricultural community. In 2006, Yuma was recognized for having the highest job growth in the nation. Mr. Stull works closely with key business groups, the chamber of commerce, and the Greater Yuma Economic Development Corporation to foster the interests of new businesses in the area; his negotiations with WDP Partners of Phoenix resulted in the 2004 construction of the 1.1-million-square-foot Yuma Palms Regional Shopping Center, the first center of such size in the region. This center,

which includes Best Buy, JC Penney, Dillard's, and the Sports Authority, has recaptured millions of dollars in sales taxes; and through Mr. Stull's continued efforts, it will soon add another million square feet of retail stores as well as a 6,000-seat multi-use enclosed stadium and ice hockey franchise.

Through his leadership, Mr. Stull has infused city staff with the city administrator's probusiness desire to serve. As a result, building permit valuations have grown from \$70 million to more than \$377 million in three years, and national publications such as *Inc.* and *USA Today* consistently rate Yuma as a “boomtown” growth community among cities under 100,000 in population.

This new growth notwithstanding, Mr. Stull continues to champion the revitalization of the city's older neighborhoods. He has worked diligently with community groups and state and federal agencies to use grants and other funds as effectively as possible to improve the quality of life for Yuma's lower-income families. The products of these efforts—including a revitalized Carver Park Neighborhood, the newly constructed Martin Luther King Neighborhood Center, and the construction of low-

income housing—have received national recognition.

With Mr. Stull's oversight, the finance department has improved or maintained a solid financial reporting structure. Every year since 1982, the city's comprehensive annual financial report (CAFR) has received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting, a key element in reviews conducted by bond rating firms. When the Governmental Accounting Standards Board (GASB) released Statement 34 calling for significant changes to the city's financial reporting model, Mr. Stull led a multidepartmental effort to meet the new requirements and revise the city's financial reporting model. Not only was this effort successful, but it was accomplished a full fiscal year earlier than required, winning Yuma a Certificate of Recognition for early implementation from GASB as well as the latest GFOA certificate for its CAFR. And Yuma won its first Distinguished Budget Presentation Award from GFOA for 2006–2007. Finally, under Mr. Stull's guidance, bond analysts in New York boosted the city's rating to A-2 in September 2006.

Mr. Stull is a great proponent of City Administrator Mark Watson's commitment to innovation and creativity. Thus, when Yuma implemented the de Bono Master Thinker Program, Mr. Stull became one of its first trained facilitators. He also has assisted Mr. Watson in presenting this program as part of the Alliance for Innovation.

As deputy city administrator, Robert Stull has been a driving force in involving the city council and community leaders in strategic planning for annexation, economic growth, and

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Academic Award in Memory of Stephen B. Sweeney



ROBERT L. BLAND

The Sweeney Academic Award, established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government. In addition to ICMA's recognition of an academic or institution, the Fels Institute provides a stipend to the recipient's student of choice to attend the ICMA Annual Conference. This year, ICMA presents the award to Robert L. Bland, professor and chair, Department of Public Administration, University of North Texas.

Far too often, the academic world provides only limited, guarded connections to the mundane and impure realities of the practitioner's world. Fortunately, there are notable exceptions. Dr. Robert Bland is one of those rare academicians who have maintained consistent, intentional, productive, and meaningful relationships with the practical world. Since joining the University of North Texas (UNT) faculty in 1982 and later becoming chair of his department, Dr. Bland has been instrumental in changing the way that public administration is taught while still promoting established and accepted academic theory.

Many "ivory tower" academics seek to distinguish themselves by driving classroom discussion based on theories that are considered revolutionary but are more often the theory "du jour." But under Dr. Bland's leadership, UNT has returned to the roots of public administration to create a Master of Public Administration (MPA) program that is based on basic fundamental issues. This program does not ignore innovations in the field but rather examines and challenges them in concert with accepted academic theory and best practices to offer a solid foundation for teaching management within the context of desired public policy. According to Mark McDaniel, president of the Texas City Management Association, "This is made possible as a direct

result of Dr. Bland staying 'connected' to public administration as a practice."

Recognition of UNT's MPA program has been steadily growing. In 2005, *U.S. News and World Report* ranked it number one in the Southwest and tenth in the nation. And Dr. Bland is highly acclaimed as well. Noting "his widely regarded national and regional leadership and topmost stature," Dr. Chester Newland, former academician, continues, "Through Bob Bland's support of ICMA standards among public managers and his facilitative leadership as professor and chair of the UNT Department of Public Administration, North Texas now provides the foremost educational leadership in local government management in Texas. In addition to unsurpassed public-affairs and community-service networking in the Southwest, Bob Bland has a sustained record of nationally recognized leadership." As if to prove that point, Dr. Bland serves with distinction on the Executive Council of the National Association of Schools of Public Affairs and Administration, has served on that association's Commission on Peer Review and Accreditation, and is active regionally and nationally in the American Society for Public Administration.

The impact of Dr. Bland's real-world approach is evident in the

amazing work accomplished by the Center for Public Management. This organization, which is housed in his department, has helped train countless public servants in different areas of local government management. It is evident as well in the success of those public servants who have trained under him. Julie Johnston, city manager of Dickinson, Texas, notes that beyond the "amazing wealth of knowledge" she gained from Dr. Bland, she also has "benefited professionally from the enormous resource he has helped create in the hundreds of professionals I network with regularly who also learned from his program." Debra Feazelle, another alumna of his program, says, "There are more city managers in Texas from this program and I am proud to be a part of such a legend." And Don Paschal, a 1973 MPA program alum who has devoted more than 35 years to Texas local government, emphasizes that Dr. Bland's interaction with those employed in local government goes beyond finding internships for students to maintaining the "true interchange of knowledge, understanding, and communication between academics and practice."

Dr. Bland's academic credentials are also evident in his publications. His numerous books on revenue and articles on financial analysis are staples for every local government entity, including the Certified Government Finance Officer program of the Government Finance Officers' Association of Texas, where his expertise has been used to maintain the timeliness and accuracy of the program's examination and grading process. In shorter position papers on critical issues of the day, Dr. Bland has successfully merged intensely intellectual concepts with real-world

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Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

DOVER, NEW HAMPSHIRE

ICMA's Community Health and Safety Award recognizes the innovative local government programs or processes that demonstrate improvement in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark Keane, and in memory of Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Dover, New Hampshire, and City Manager J. Michael Joyal Jr. for Dover Youth to Youth.



J. MICHAEL JOYAL JR.

Because drug and alcohol abuse often begin before adulthood, addressing these problems among youth can be critical to a community's quality of

life. In Dover, New Hampshire, where 85 percent of crime has been linked to drug and alcohol abuse, the city met the problem with Dover Youth to Youth (Y2Y), a comprehensive, peer-oriented substance abuse prevention program that gives students in grades 6–12 the opportunity to be part of the solution.

Since its inception in 1993 with a dozen sixth graders, Y2Y has grown to almost 200 students each year, making it one of the largest programs of its type in the state. Students can formally join in sixth grade, where they are exposed to Y2Y role models in the classroom, engage in simple projects, and learn such basic advocacy skills as public speaking. At each level they get the chance to develop new skills and accept more responsibility. In high school, the projects are more aggressive in tone: they have more “attitude,” in keeping with the age.

Participants are divided into seven teams, each with more than 20 students and its own adult advisers.

Teams focus on their own specific prevention projects and often collaborate on projects. As students get older, the teams become more independent and their projects more sophisticated. Older students are also more active in program design.

Dover Y2Y takes on initiatives in five areas of community advocacy:

- **Community awareness:** Each year, Y2Y students undertake projects to raise the public's awareness of substance abuse issues. For example, they have demonstrated against the tobacco industry's marketing of candy-flavored products to attract youthful customers; protested the redirection of state funds away from prevention efforts; and testified before the state Senate on smoke-free restaurants. They also work with local stores to raise awareness of the dangers of underage drinking.
- **Legislation:** Over the past seven years, Y2Y students have proposed and passed four city ordinances and three state laws on substance abuse-related issues. This past year, they proposed, testified for, and got passed a state law requiring all cigarettes sold in the state to be self-extinguishing (to prevent fires).
- **Enforcement:** Since the program began, Y2Y members have

assisted the police department with tobacco vendor compliance checks. Students try to buy tobacco products to see whether stores are selling to minors. Clerks that sell to minors receive a court summons and a fine; those that refuse to sell receive a gift, such as a t-shirt or mug.

- **Media:** In addition to creating posters and placing ads in local newspapers, Y2Y students have written and produced more than 50 radio public service announcements. Many of these have won awards, and the Centers for Disease Control and Prevention plans to distribute them around the country. The students also have made several videos and a nationally broadcast Internet presentation.
- **Presentations:** Every year, Y2Y students bring their drug-free message to students across the country. In Dover, they teach an interactive prevention lesson to all second graders; they conduct a fifth-grade assembly; and they recently addressed eighth graders with “Lyndsey's Story: The Truth about Alcohol,” a presentation that focuses on the real risks of using alcohol (falls, addiction, depression, violence, teen pregnancy) and on the alcohol industry's deceptive advertising tactics. They also visit other communities to teach students how to be youth advocates; in one trip, they provided three hours of training on media development, project design, and public speaking to students in Stoughton, Massachusetts. Lastly, they hold workshops at national gatherings, such as the Eastern States Prevention Conference and the

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

LITTLE ROCK, ARKANSAS

This year, ICMA presents two Community Health and Safety Awards in the 50,000-and-greater population category. The first goes to the city of Little Rock, Arkansas, and City Manager Bruce T. Moore for the Criminal Abatement Program.



BRUCE T. MOORE

The city of Little Rock, Arkansas, was receiving frequent complaints from residents over nuisance problems—mainly, code enforcement and minor crime

issues. But although a large number of complaints were coming from concentrated areas, each city department worked separately without coordinating efforts. In 2004, under the leadership of City Manager Bruce Moore, the city responded to this problem with the Criminal Abatement Program (CAP), a focused nuisance abatement program developed to help create safer neighborhoods for Little Rock's residents.

Through CAP, city departments work together to concentrate their manpower and resources in targeted areas. First, the mayor and city manager identify a target area and tour it with staff. Next, each department conducts a coordinated sweep of the area. The unified team of key departmental staff is given the authority to abate, board, secure, and prosecute targeted properties. The full sweep and abatement process, which takes about six months, is completed in four phases:

- *Phase I (three to four weeks):* The Little Rock police department's Special Investigations Division gathers intelligence about activities in the area, and the department then works with the SWAT division to make arrests.

- *Phase II (three to four weeks):* The code enforcement department inspects residential and business buildings for interior and exterior code violations; the building codes department inspects the area and removes any condemned commercial structures; public works does intensive street sweeping, some pickup, pothole patching, and ditch maintenance; and animal services inspects the area for violations. In all cases, staff work with property owners, allowing them ample time to get into compliance and fix violations.
- *Phase III (two to three weeks):* Following up from the previous two phases, the departments complete any necessary reinspections, and the police department continues its targeted patrol of the area.
- *Phase IV (30 days):* The city attorney's office prosecutes violators who have not come into compliance for code violations.

After all phases of the program are completed, staff and political leaders tour the original area again to observe the progress.

This program represents the first time that city departments have applied a unified approach to problem solving—working together, communicating weekly about problems, and reaching solutions collectively. Biweekly, the mayor and city manager meet with city staff to discuss issues and next steps for criminal and code violators.



Before



After

Hanger Hill Eastview Terrace before and after the criminal abatement program

Because the crux of the program is the more efficient use of existing resources, its costs are relatively low. Little Rock has been able to operate CAP for almost three years without needing additional staff. The program is very time-intensive, but the results of the interdepartmental coordinated efforts are worth the time.

The CAP program has significantly improved the quality of life for many residents in Little Rock. In the two and half years since its inception,

- Fire code violations in more than 500 structures have been remedied
- More than 20,000 additional garbage/waste pickups have been made
- More than 20,000 feet of right-of-way have been cleaned
- Nineteen structures have been demolished

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

ROSEVILLE, CALIFORNIA

The second of ICMA's 2007 Community Health and Safety Awards in the 50,000-and-greater population category goes to the city of Roseville, California, and City Manager W. Craig Robinson for the Kids Health & Fitness Expo.



W. CRAIG ROBINSON

Childhood obesity is an epidemic that has more than doubled among school-aged children in the past several decades. Every day, parents struggle

to make good decisions about diet, fitness, and healthy lifestyle choices for their kids. But many influences come from outside the home, including schools, child care, parks and recreation programs, and popular culture. Thus, cities, schools, and all community organizations need to come together to provide families with the resources they need to make the best choices possible for their children.

In 2006, the city council of Roseville, California, made creating a healthier community one of its top three goals. Among the many resultant community initiatives and partnerships is the annual Kids Health & Fitness Expo, a fun and active one-day event that provides kids and parents with the resources they need to make healthier lifestyle choices. This free event is a true public-private partnership between the city of Roseville and many community businesses and organizations.

At the second annual event, in September 2006, attendees strolled through "Nutrition Alley," where they could talk one-on-one with nutritionists about making better choices. Each food group was featured with examples of "sometimes" and "always" options. In the "Nutrition

Hut," kids had the opportunity to create healthy snacks that can easily be made at home and on their own, such as yogurt and fruit parfaits and turkey-veggie wraps. Parents and kids also learned how to read food labels and got their own personalized food pyramid plan based on the USDA's food pyramid system. Meanwhile, visitors to the Kids Activity Zone got their heart rate going while enjoying bounce houses, wall climbing, water play structures, games, sports, and group fitness activities like hula-hoop and hip-hop dance.

Kaiser Permanente sponsored and helped plan the expo, providing the event committee with much-needed resources, expertise, and staff. Various community organizations and businesses joined in the event as well. California State Parks educated attendees about local area walking and bike trails; the American Heart Association distributed information on preventing obesity and heart disease; private fitness clubs provided information on membership; REI promoted its hiking safety program; and local restaurants showcased healthy options from their menus.

The total event budget was \$28,000, not including the value of goods and services provided at no cost through in-kind sponsorships. More than \$16,000 was raised from community grants and the business community through sponsorships to offset the cost of the event.

More than 2,500 kids and parents attended the Kids Health & Fitness Expo. Every child received a free t-shirt and goody bag filled with



Kids Expo attendees have fun learning to make healthy and tasty snacks

healthy snacks and ideas for getting active. But the real success toward the goal of improving Roseville's overall health and wellness was seen in the community response. Feedback from attendees has been resoundingly positive; one resident described the expo as a perfect mix of education and fun for both kids and adults, and one of the volunteers went home after the event, downloaded his own personal food pyramid, and has since lost 30 pounds just by eating more fruits and vegetables and by following proper portion sizes.

The event was honored by the California Parks and Recreation Society in March 2006 as the best example of a community health and wellness program in the state of California, and it also was featured in the National Recreation & Park Association's "Step up to Health" publication on best practices in healthy lifestyles and livable community efforts.

This event has proven to be a successful event for the city of Roseville, creating a venue where residents can come together over an important issue. Because this success has aroused the interest of surrounding communities, Roseville has been reaching out to its neighbors and looking for ways to partner in

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Community Partnership Award

POPULATIONS OF LESS THAN 10,000

NEW LONDON AND NEWBURY, NEW HAMPSHIRE

ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents the Community Partnership Award in the less-than-10,000 population category to the town of New London, New Hampshire, and Town Administrator Jessie W. Levine, and to the town of Newbury, New Hampshire, and Town Administrator Dennis J. Pavlicek for the Tri-Town Assessing Intergovernmental Agreement.



JESSIE W. LEVINE



DENNIS J. PAVLICEK

With no income or sales tax, New Hampshire relies solely on the property tax to support municipal and county budgets. Thus, the fair and accurate assessment of real estate is crucial, and property owners are expected to pay their fair share based on the market value of their property. In 2004, the towns of

New London and Newbury had completed, and were in the process of defending, their townwide revaluations to update the market value of property, and their neighboring town of Sunapee was ready to do the same. The three towns surround Lake Sunapee, a popular vacation and retirement destination that saw multi-million-dollar real estate sales in recent years. However, property value updates had not been conducted since the late 1980s, so some tax bills quadrupled to as high as \$60,000. Needless to say, this produced significant resident dissatisfaction.

While the revaluation process would have gone more smoothly for everyone had it been handled by an experienced assessing staff, none of the three towns had enough residents or properties to justify a full-time assessor. But the town managers realized that by sharing the employment of an assessment professional, each town could provide its residents and businesses with more equitable property assessments and better customer service. They estimated that the combined annual expense of their current assessing practice was about \$287,000, including legal appeals and tax refunds (with interest) to property owners; however, a shared full-time assessor and assistant assessor would cost only \$213,000, and each town would still benefit from regular staffing and continuity of service. With this information, the managers developed a plan for a joint assessing department and presented it to their boards of selectmen in November 2004.

The boards of selectmen authorized the managers to draft an intergovernmental agreement. This proposal—the first of its kind in New Hampshire and perhaps in New England—was approved in May 2005. In addition to standard clauses governing its purpose, duration, and



Overlooking Lake Sunapee, a popular vacation and retirement destination

termination, the agreement created a joint board to “hire and supervise the [assessor and staff] and to oversee the sharing of time and costs associated with the joint positions.” The joint board has five members: the three managers, a selectman, and a citizen; the latter two rotate annually among the three towns. While the board is not responsible for any assessing functions or responsibilities, it does oversee administration of the joint assessing department and has sole authority over the equitable distribution of the assessors’ time, the compensation and performance evaluation of the two assessing positions, and establishment of the department’s annual operating budget.

The intergovernmental agreement explicitly outlines the financial arrangement among the three towns. Newbury budgets for the total cost of the department and is reimbursed quarterly by New London and Sunapee, which budget only for their pro rata share. To ensure that all three towns are being served, the agreement contains the following statement: “The Towns recognize that due to revaluation, litigation, or other large projects, one town may require disproportionately more of the Joint Assessor’s attention for a period of

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

TARPON SPRINGS, FLORIDA

ICMA's 2007 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Tarpon Springs, Florida, and City Manager Ellen S. Posivach for the Affordable Housing Partnership.



The Union Academy Neighborhood, a public housing development within walking distance of the historic downtown area of Tarpon

Springs, Florida, had a persistent crime problem. Making matters worse, properties in the area were declining in value and condition, and more than 70 percent of the dwelling units were renter occupied. The stage was set for an innovative public-private partnership that would turn the situation around and create a neighborhood with a true sense of community and pride.

At the outset, the Tarpon Springs Police Department, code enforcement division, and housing authority worked closely to improve the environment and remove residents who were involved in illegal narcotics activities. Because the housing authority maintains strict rules for eligibility and adheres to a "one-strike" policy, the number of reported incidents fell by 37 percent between 1994 (before the program began) and 2004, and the number of calls reporting violence dropped by 63 percent.

The improvements were due not just to an increase in police presence. Through 2002–2005, two Community Development Block Grants from Pinellas County Community Development (PCCD) provided funding to reconstruct two major roads that bisect the neighborhood; add decorative brick crosswalks and pedestrian amenities; and improve streetlighting, sidewalks, drainage,

and infrastructure. In addition, public housing capital funds, PCCD State Housing Initiatives Partnership funds, and city redevelopment funds were used to demolish old public housing units and develop 19 new ones, with 52 more units to be completed in 2007–2008.

But even this was not enough to realize the overall goal that would ensure a long-lasting impact: home ownership.

The large number of vacant parcels within the area—by-products of high crime and blight—provided the opportunity for new home construction. On some lots, the housing authority is constructing townhouse-style buildings that are similar in design to market-priced complexes and are targeted toward families earning 60–80 percent of the median area income—a maximum of \$43,500 for a family of four. The units are paid for by city redevelopment funds and various county and state grants and programs. And with this commitment from the public sector has come investment from the private sector: Neighborhood Homes of West Florida signed on to build neotraditional single-family homes that would fit the neighborhood and add to the sense of community. Through 2006, 57 parcels of land had been purchased through the partnership, and 28 homes had been completed and sold.

Rehabilitation of existing homes is another part of the redevelopment effort. Some homes built during the 1970s are typically two-bedroom, one-bath structures with carports; while structurally sound, they lack many of today's amenities. By buying and rehabilitating these structures,



Home ownership helps ensure a long-lasting positive impact on the community

the program provides a housing alternative for those who cannot qualify for a new home but can qualify for a low-priced rehabilitated home. It is also exploring lease options to purchase as an incentive for qualified applicants who are working to improve their credit.

In 2005, the Tarpon Springs Housing Authority created the Local Community Housing Corporation (LCHC), a private nonprofit affiliate agency. Along with developing and managing affordable housing, the LCHC provides several services that support residents, including

- *A home share program:* This program, the first of its kind in Florida, provides affordable rental properties by matching home providers with home seekers, conducting background checks, and thoroughly checking references. It also helps homeowners deal with skyrocketing insurance and property tax costs.
- *The Senior Home Repair Program:* Funded by PCCD, this program provides grants of up to \$20,000 for home repairs to seniors who are at least 62 years old, eligible for a homestead exemption, and under 120 percent of the median area income, and whose home does not exceed \$151,000 in value

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

LATROBE, VICTORIA, AUSTRALIA

This year, ICMA presents two Community Partnership Awards in the 50,000-and-greater population category. The first award goes to the city of Latrobe, Victoria, Australia, and Chief Executive Officer Paul Buckley for the Our Future Our Place project.



PAUL BUCKLEY

The Morwell East public housing estate in the Latrobe Valley of Victoria, Australia, was struggling with a host of community

issues, including

long-term unemployment, physical unattractiveness, and a poor public image. At the same time, a review of the labor market in the valley showed that many of the construction workers were employed from outside despite the fact that the area was plagued with high unemployment. “Our Future Our Place” was created to address all of these problems—improve the social mix and appearance of the neighborhood, meet identified skill shortages within the community’s workforce, and provide skill training for its long-term unemployed and indigenous residents to help them obtain sustainable employment—in a way that maximized the development of constructive partnerships between the federal, state, and local governments; local industry; and the community.

The pilot phase of the project, which ran for one year, targeted two sites on which to build two houses in 12 months. For each site, two teams of two job seekers spent two days on-site and two days receiving training in relevant building industry skills. The training, which came through active participation in the construction of low-cost, attractive, and innovative homes located on former public housing demolition sites, was provided by Try Youth and Community

Services, which also provided access to its training facilities and jointly supervised the on-site work with the Latrobe Development Group. The final product—two three-bedroom houses in neighborhood renewal areas—had several environmentally sustainable design features, including passive solar orientation, a concrete floor acting as a heat bank for winter sun, and low-toxicity materials used in construction.

The construction of new and innovative private housing within specific neighborhoods provided the foundation for meeting all of the program’s goals: it rejuvenated these areas into stronger well-integrated neighborhoods, improved both the physical appearance and the public perception of traditional public housing estates, helped alleviate current skill shortages in the community for major construction projects, and provided a vehicle for training and on-the-job experience for long-term unemployed residents. At least 65 percent of participants completed the needed certificates in building and construction, and at least 45 percent gained full-time employment—well above the national average currently achieved through any program for this target group.

“Our Future Our Place” was primarily developed through the partnership of Try Youth and Community Services, the Latrobe City Council, and the Victoria Department of Human Services (DHS), as well as a range of other commonwealth and state departments, a number of community organizations, and the private sector. The Latrobe city team, which



Helping the long-term unemployed get back into the labor market, while meeting community needs

comprises members of the executive office, designed and managed the entire program. It worked on relationships and negotiations with the federal and state governments, various government agencies, and community groups for two years before obtaining the required funding from the government and the land from DHS. The project was designed to be self-sustaining: the houses, once constructed, are sold at public auction; the value of the land is refunded to DHS; and the surplus funds are used to purchase equipment for the next house. The first house sold for \$130,000, which provided enough surplus to purchase construction materials for the next house. And the program was actively promoted throughout Victoria to ensure that upon completion of the pilot project, the participants could connect with the building and construction industry statewide.

While a number of programs are designed to help the long-term unemployed get back into the labor market, many lack the flexibility to meet specific community needs. This project, which models a whole-of-government approach to helping socially disadvantaged people find sustained employment, is innovative in that it meets that goal while

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

MILLBRAE, BRISBANE, BURLINGAME, SAN BRUNO, AND HILLSBOROUGH, CALIFORNIA

The second of ICMA's Community Partnership Awards in the 50,000-and-greater population category goes to the cities of Millbrae, Brisbane, Burlingame, San Bruno, and Hillsborough, California, and city managers Ralph L. Jaeck, Millbrae; Clayton L. Holstine, Brisbane; James M. Nantell, Burlingame; Connie Jackson, San Bruno; and Anthony Constantouros, Hillsborough, for Shared Services: Delivering Quality Programs at Lower Cost.



RALPH L. JAECK



CLAYTON L. HOLSTINE



JAMES M. NANTELL



CONNIE JACKSON



ANTHONY CONSTANTOUROS

For many California cities, city budgets have tightened considerably in recent years. Since the late 1970s, property tax revenues have declined by

57 percent, and a 1979 state initiative restricted the expenditure of general fund revenues. Fiscal pressure intensified dramatically with the collapse of the "dot com" industry in 2000, followed by the sharp economic downturn resulting from the September 11, 2001, attacks. On the San Francisco Peninsula, numerous Bay Area cities have resorted to service cutbacks, layoffs, and hiring freezes while struggling to maintain quality police and fire services. And

Millbrae, California, faced additional challenges: a police department with low morale, a vacant police chief position, and a fire department struggling to fulfill training requirements.

When Millbrae city manager Ralph Jaeck joined the city in 2004, he began meeting one-on-one with neighboring city managers to see how they could do things more efficiently and save money while building collaborative working relationships. After stiff opposition from the police association and the public forced him to abandon the idea of contracting Millbrae's entire police operations to the county, he explored the possibility of sharing a police chief with a neighboring community and contracting only dispatch services to the county. Soon after, he struck an agreement with Brisbane, a city of 4,000 whose chief had planned to retire. In his new joint position, the police chief implemented community policing, giving officers a greater presence in the community and helping the public feel more secure with the restructured department. He also introduced new technologies, updated policies, restructured the department, filled vacancies, achieved diversity goals, and raised police service levels to new heights, all of which instilled a sense of optimism among the police staff.

The arrangement has saved the cities \$100,000 each. Millbrae saves an additional \$350,000 annually by consolidating its police dispatch ser-



Representatives of the Millbrae San Bruno Police Task Force

vices with the county. More importantly, its crime rates have fallen, with residential burglaries down 42 percent in 2006. For its part, Brisbane has retained its experienced chief, who mentors and develops future generations of managers in both cities—a benefit that would have been lost had he retired.

In winter 2005, Millbrae drew up a joint powers agreement with three other cities—Burlingame, Hillsborough, and San Bruno—to share an emergency medical services (EMS) director. More efficient and effective than the part-time shift personnel employed previously, the centralized EMS director provides more oversight, saves personnel costs, and has standardized EMS training and procedures, leading to more reliable and consistent medical responses to the community.

These four cities also created an interagency training program using a shared manager. This arrangement, which jointly saves the partners about \$500,000, enables them to conduct mandated training, which is difficult for small agencies to accomplish on their own, and to standardize personnel training across the four jurisdictions. And when both Millbrae and San Bruno found themselves without a battalion chief to supervise

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Community Sustainability Award

POPULATIONS OF 10,000 TO 49,999

WAUNAKEE, WISCONSIN

ICMA's 2007 Community Sustainability Award in the 10,000-to-49,999 population category goes to the village of Waunakee, Wisconsin, and Village Administrator Ronald K. Wilde for the Stokely Site Redevelopment.



RONALD K. WILDE

Constructed in 1924, the Stokely vegetable canning factory in Waunakee, Wisconsin, operated until 1997 when market changes made the operation no longer viable. The abandoned, blighted factory—21 different structures on 13.5 acres in three separate parcels—brought down surrounding property values. Moreover, the soil and groundwater contamination found on two parcels threatened the safety of residents, while the third parcel had abandoned equipment, concrete storage areas, and old paving that all needed removal and disposal. While touring the site, one state legislator who had viewed the destruction in Eastern Europe stated, “This place reminds me of a war zone.”

A dynamic economy in nearby Madison has been fueling population growth in Waunakee, where people are attracted by the outstanding quality of life. Many of these new residents want youth programming, family activities, sport/fitness programs, and educational opportunities. In addition, while Waunakee has a thriving senior services program, offering senior case management services, nutrition, and wellness programs that are critical to the well-being of its seniors, many seniors today are interested in activities such as tai chi, low-impact aerobics, foreign language, computers, and special events. But all of these programs require space, which Waunakee's senior center, at

just over 2,000 square feet, lacked. Finally, many of the village's seniors also needed affordable housing opportunities.

The Stokely Site Redevelopment project was initiated in 2001 when the village formed a partnership with Cannery Row, LLC, a private entity that had purchased the former Stokely property. The partners jointly applied for several grants to enable the village to acquire and demolish the dilapidated plant and make the property available for reuse at a reasonable cost. Ultimately, they secured three brownfield grants and three other grants totaling \$1,225,000.

The plan was to use the first parcel for a new private senior housing complex, the second for a new community/senior center, and the third for a stormwater detention facility. Additional village infrastructure, including streets, utilities, and stormwater conveyance improvements, was needed to make development possible. Using an innovative mix of grants, private dollars, tax increment financing, impact fees, borrowing, and a partnership with a neighbor community, the partners were able to acquire the property for \$500,000 and fund the demolition and cleanup at \$600,000; the senior housing complex (privately funded with TIF assistance) at \$5,000,000; the village center at \$7,000,000; and infrastructure at \$1,500,000.

Rather than construct a separate facility for seniors, the partners decided to construct one large multi-generational building that would address the needs of both seniors



Stokely Site Redevelopment: before and after

and the rest of the community. This decision was the product of five years of careful study and extensive public outreach and participation. The result, a 45,000-square-foot facility completed in early 2006, was named the Village Center. This innovative building offers a wide range of spaces and programs for individuals of all ages, including a large dining space for seniors, a beautiful lounge, wellness areas, a computer lab/classroom, an arts and crafts space, a multiuse gymnasium, an indoor walking track, exercise equipment, and community meeting rooms. The distinctive design, which was based on a needs assessment and operations pro forma, was directed by an outstanding architectural team from Denver, Colorado, and Sheboygan, Wisconsin.

With careful project management, the building and infrastructure were completed *on time, within budget,*

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AURORA, COLORADO

ICMA's Community Sustainability Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Nature as Your Neighbor program.



RONALD S. MILLER

Like many Colorado municipalities, Aurora must strike a balance between accommodating new development and protecting existing natu-

ral open space areas. Many homes border city greenways, parks, golf courses, and trails. But while homeowners may understand the benefits of living next to natural lands, they don't always understand the responsibilities associated with living so close to nature.

"Nature as Your Neighbor: The Joys and Responsibilities of Living Next to Nature" was created in 2005 to educate residents about the benefits and responsibilities of living next to natural areas. Beyond providing tips and contact information, it gives them the tools they need to safely and effectively handle interactions with their wildlife neighbors. In short, the program helps residents understand and respond to growth issues in their communities and teaches them to better respect and protect the environment.

Designed as a flexible, interactive program, "Nature as Your Neighbor" includes a 45-minute class that begins with a "call to order" of the local wild Habitat Owners Association, in which participants read meeting announcements in the voice of the "coyote" or "dung beetle." In this way this program provides humor, assures the audience that they will not be lectured, and enables residents to see human behaviors through animal eyes. Guided conversations

then allow participants to share their definitions of natural areas and understand the impacts that people and nature have on each other. The program includes the following:

- Misconception cards, from which participants read such fallacies as "I help foxes by feeding them."
- Surprise cards, which teach appropriate responses when surprise situations arise—something that people can always expect when living next to nature.
- A discussion of property lines, what they mean and to whom, and how animal roles change when residents move into their "territory."
- A lab area with pelts, skulls, antlers, recorded animal sounds and bird calls, and other interpretive resources to provide hands-on learning before or after the program.

By the end of the presentation, participants are able to identify three benefits and three responsibilities of—as well as five common misconceptions about—living next to a natural area, and can list at least two ways in which they can help conserve and protect their local natural areas from damage and degradation. They also have access to proactive information on conflict prevention and to contact information for two local land management agencies.

Staff from Aurora's parks and open space department regularly teach the course to neighborhood associations, community groups, realtors, and schools. They also have been asked to train resource



Accommodating new development, while respecting nature

professionals for open space managers in Colorado's north region, including Larimer County and the city of Fort Collins. And the course is offered whenever issues arise. For example, when coyote sightings increased throughout Aurora's open space areas, city staff distributed the program's brochure and set up meetings with neighborhood groups so that residents could learn more about what they should—and shouldn't—do if they see a coyote.

Because giving the presentations falls within the staff's normal job duties, it does not require supplemental funding. Moreover, the cost for materials needed to implement the program—note cards for the misconceptions/surprises, visual aides, rope and cards for the property line activity, lab practical items, and the brochure—is nominal.

It's easy to assume that Coloradans understand wildlife and know how to coexist near natural areas, but that is not the case. Many residents think that it is acceptable to feed wildlife, that coyotes will not venture into their backyards, and that animals will adjust to them, instead of the other way around. However, once they receive the useful tips and information, residents are quite open to changing their behaviors. More

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BURLEY, IDAHO

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. This year, ICMA presents the award in the less-than-10,000 population category to the city of Burley, Idaho, and City Administrator Mark A. Mitton, for Infrastructure Planning.



MARK A. MITTON

Burley, Idaho, is a full-service city, providing water, sewer, refuse, police, fire, electrical, and other services to the community. But soon after Mark Mitton

was hired as Burley's city administrator in 1998, he toured the city's facilities and was surprised to find a great lack of planning, especially for infrastructure. Within three months of his hire, he set about tackling the worst of the problems: the city's wastewater treatment plant. He put out a request for qualifications for engineering services, procured services, and set about developing long-range planning for the city's utilities. After engineers developed a wastewater facilities plan and an environmental study for the new wastewater plant, Mr. Mitton took on the responsibility of master plans for traffic and street improvement and for the water system. He also directed the electrical distribution utility to create a capital improvement plan.

To fund these master plans, Mr. Mitton chose not to raise utility rates but rather to obtain grants. Thus, grants from the state covered \$24,670 of the \$29,183 needed for the traffic and streets master plan and \$24,400 of the \$30,600 needed for the water master plan. The real challenge, however, was to get the \$28 million wastewater engineering and construction project funded. For this

Mr. Mitton put together a plan that included a local revenue bond (\$18 million), a general obligation bond (\$4.9 million), and federal appropriations/grants (\$5.15 million).

The federal grant portion of the wastewater treatment project, which comprised State and Tribal Assistance Grants as well as grants from the Environmental Protection Agency and the U.S. Army Corp of Engineers, paid for the facility planning study, the environmental study, engineering, construction management, and start-up and performance management of the new plant. To match these funds, the city raised its wastewater fees five years before construction began in order to prefund and also match state and federal funding. Mr. Mitton worked many additional hours on writing requests for federal appropriations and preparing for the revenue bond and general obligation elections. The strategic thinking and planning that went into the process inspired great community buy-in from the chamber of commerce and other groups to support the revenue and general obligation bonds.

The city also established a new fee schedule for wastewater services, which prefunded loan reserves and other improvements that the project would require. Many public hearings were held to educate the public on the necessity of the wastewater plant improvements, and for about a year Mr. Mitton updated the city council at every meeting to get the local news to cover the project.



Using grant money to fund a 20-year master plan for its water system

While the wastewater project was ongoing, Mr. Mitton proceeded with a streets and traffic master plan to identify areas in need of major improvements. With a grant from the state of Idaho, the Department of Transportation, and the local transportation committee, this project resulted in street improvements and a direction for future projects, such as the rebuilding of State Highway 27 from the Interstate 84 exit to the Overland Bridge. This project is scheduled to be completed in 2008 with 90 percent of the project paid for through state and federal funding.

In October 2001, the city of Burley applied for and received a grant to fund a 20-year master plan for its water system. Two major improvements—large water line upgrades to serve one quadrant of the city—have already been completed, and a third—a new well and a two-million-gallon storage facility to provide needed storage capacity and redundancy for hot summer conditions—is already under way. Mr. Mitton proposed the fee schedules to fund these capital projects, and he keeps the community up-to-date on the fees needed for future capital improvement and operational costs.

Through leadership and strategic planning, the city of Burley has made

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GLADSTONE, MISSOURI

ICMA's 2007 Strategic Leadership and Governance Award in the 10,000-to-49,999 population category goes to the city of Gladstone, Missouri, and City Manager Kirk L. Davis for Gladstone on the Move—Citizens Making a Difference.



KIRK L. DAVIS

Gladstone, Missouri, has long been a leader in the area of innovative management styles and programs, as well as a strong proponent of citizen participation in city programs.

Recognizing that the community's long-term sustainability depends on strong community involvement, in 2003 the city decided to implement a citizen-based strategic planning process. The goal was to develop a 20-year strategic plan that would address current needs as well as plan for the future.

In July 2003, the city council approved a citizen-based project to evaluate conditions within the city and recommend a long-range plan to ensure continued prosperity. The National Civic League served as facilitator for the project, and the council established an initiating committee to identify citizens from a large cross-section of the community to participate in the plan's development. No council members or city staff were on the committee or involved in the planning discussions: the goal was to provide an environment in which citizens could voice their concerns and evaluate potential solutions without being influenced by the political concerns of elected officials. Since the group inception in August 2003, more than a hundred community leaders have taken advantage of this opportunity.

"Gladstone on the Move: Citizens Making a Difference" was the phrase

chosen to identify these leaders and describe their goals and objectives. Participants met 10 times as a large group and countless other times in small discussion groups. First they crafted a mission statement to describe what Gladstone should be in 20 years. They then divided into subcommittees focused on six key performance areas—business and economic development, neighborhoods, civic and community center, city services, education and identity, and regionalism—to research, discuss, prioritize and submit proposals to the entire group for consideration. An implementation committee was then formed to provide a coordinated and realistic timeline in which to achieve the tasks and goals, as well as to identify potential funding sources.

The report of Gladstone on the Move identified many priorities on which the participants wanted to focus more of the city's energy and resources. Near the end of the process, however, the group learned that the company that was providing backup emergency medical services within Gladstone would no longer be available, a change in service that would cost the city an additional \$600,000 per year. Thus, taking the imminent needs of its aging population into consideration, the city had to find a definite funding source for the long-term provision of these services, as well as for the implementation of the citizen-based strategic plan.

The subcommittee on city services determined that in order to maintain a viable organization and infrastructure, the city's property tax base and property tax revenues



Citizens and businesses were empowered to play a role in directing their future

needed to increase. They agreed that no additional sales tax should be imposed on Gladstone residents, but recommended that the five-cent fire sales tax that would end in June 2006 be continued with no sunset to fund major improvements, including a new community center. The implementation committee also recommended a property tax increase to fund the additional ambulance service and strategic planning priorities.

Gladstone on the Move brought its recommendations to the city council, which accepted them. The council also voted to proceed with both tax recommendations, asking voters to continue the expiring fire protection sales tax as a parks and recreation sales tax and to approve a \$0.39 property tax increase. The group's strategic planning committee became the tax campaign committee, organizing a grassroots letter-writing campaign, creating signs, and holding several public presentations to bring their case to the public. On February 8, 2005, Gladstone's voters approved the sales tax with nearly 69 percent of the vote, and the property tax increase—the first in 52 years—with 57 percent. Truly the citizens and businesses of Gladstone felt empowered through Gladstone on the Move to have a part in directing their future.

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YUMA, ARIZONA

ICMA's 2007 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Yuma, Arizona, and City Administrator Mark S. Watson for the Master Thinker/"Communities That Think" Program.



MARK S. WATSON

Once a small farming community, Yuma, Arizona, is now one of the nation's fastest-growing areas, with a burgeoning Latino population and a steady stream of Californians seeking a lower cost of living. In addition to the three core economies of agriculture, military, and tourism, surging trade with Mexico has sparked growth in services and transportation. And as a key entry point for immigrants in the United States, Yuma has attracted the attention of the nation as well as of agencies that monitor the flow of immigration. How can a small city handle the opportunities and challenges of this magnitude?

It was clear that the traditional approaches to planning and managing the city were inadequate to deal with Yuma's explosive growth and international border situation. Other limitations included citizen apathy and nonparticipation in government, and the lack of skills and experience among community leaders and surrounding local governments to address such issues. The answer, according to City Administrator Mark Watson, an ICMA Credentialed Manager, was to strategically and systematically build the thinking skills of staff, elected officials, business and community leaders, and citizens so that, through collaboration, exploration, and constructive thinking, they could challenge the status quo, generate ideas, consider multiple views, explore, debate, work with

concepts, synthesize, and ultimately make value-based decisions to overcome the challenges facing Yuma and design the city's future. This was the genesis of Certified Master Thinkers™ and the "Communities That Think" program.

The aim was to *go wide*, starting at the top of the organization; *go deep*, considering those in the succession for management; and *go fast*, to keep the momentum going. To accomplish this, "Communities That Think," which began in 2005, relies on four central principles:

- **Train:** To develop the necessary thinking skills, individuals must become certified as Master Thinkers™. Certification requires in-depth understanding and use of the comprehensive thinking tools and systems developed by Dr. Edward de Bono, the world's authority on the direct teaching of thinking and creativity. Candidates must participate in six days of classwork followed by one-on-one sessions with a facilitator coach. Within the first two years of the program in Yuma, more than 150 people, including staff, community members, and elected officials, obtained certification.
 - **Sustain:** Sustainability is essential to affect a culture change. To remove the fear typically associated with exploration and innovation, a support infrastructure was needed. First, three staff from diverse departments were developed as certified trainers in the Master Thinkers curriculum,
- enabling them to conduct training within the community. Second, 11 staff from nine departments, including the city administrator, a fire captain, a court officer, the public works manager, the art center and civic center manager, and the training and development program manager, were educated as accredited facilitators; it was their responsibility to transform the thinking culture and find ways to sustain the transformation. Third, because succession planning is needed for sustainability, certification is required for management. Finally, Master Thinking tools and systems are mandatory within the organization.
- **Share:** The city shares its knowledge and skills generously. Facilitators are available throughout the community and the state to assist anyone with planning agendas, refining focus statements, and facilitating meetings. They share the city's unique approach at regional and national conferences and often consult with other government entities.
 - **Model:** Yuma is the only government entity in the world to train citizens and staff in these tools and to apply them comprehensively.

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Building thinking skills strategically and systematically

CELEBRATION OF SERVICE

2007 SERVICE AWARD RECIPIENTS

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 30 years or more of local government service will be recognized individually during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference.

50 Years

GEORGE PATTERSON
R. MARVIN TOWNSEND

45 Years

ROBERT M. HOPKINS

40 Years

ROSS MICHAEL AMYX
DONALD E. BRADLEY
RICHARD A. CLARK
COLIN L. COWAN
LARRY CRUISE
LARRY J. CUNNINGHAM
JOSEPH O. D'ARCO
GEORGE D. DI CIERO
R. MICHAEL EASTLAND
ROBERT P. HUDSON
GARY R. KELLAR
LORNE KRAMER
THOMAS M. MARTINSEN JR.
JERRY S. MCGUIRE
RICHARD D. ROWE
MICHAEL G. STEARMAN
DONALD E. TAYLOR
STEVEN L. WALTERS

35 Years

ALEX R. ALLIE
DENNIS K. ALMOND
FRANK M. BELL
MARTIN H. BERLINER
STEPHEN J. BLACKADDER
CHARLES R. BOSWELL
JOHN M. BRAMBLE
ROGER H. BREKKO
EDWARD BROOKSHIER
BRIAN J. BULLOCK
JOHNNY CARLINE
TIMOTHY J. CASEY
WILLIAM J. CONN
JAMES P. CONNORS JR.
RAY E. CORPUZ JR.
RONALD V. CRABTREE
WILLIAM P. CRAIG
GREG J. CUOIO
T. JON ELLESTAD
TERRENCE L. ELLIS
JOAN P. ENGLISH
LEE C. ERDMANN
MANUEL A. ESQUIBEL
JACK B. ETHREDGE JR.
FRANK A. FAIRBANKS
MICHAEL FUSON
DARRYL C. GRIFFIN
DAVID T. HARDEN
THOMAS R. HARDY
C. WILLIAM HARGETT JR.
BRENT PHILLIP HARRINGTON
VIRGIL R. HAZELETT
THOMAS L. HEDGES
JAMES B. HENDRICKSON
RANDY W. HILDEBRANDT
JAMES W. HOLCOMBE
JOHN M. HOLPE

ROBERT C. HOMAN
LAWRENCE D. HUGHES
MICHAEL D. JOHNSON
CRAIG G. KOCIAN
MATTHEW L. LACY III
DONNA C. LANDEROS
ROBERT S. LASALA
FREDERICK W. LATHAM
ERIC W. LUMSDEN
J. THOMAS LUNDY JR.
JAMES G. MARSHALL
RICHARD E. MASLOWSKI
MICHAEL A. MCGUIRE
EUEL P. MCLEMORE
FLORENTINE MILLER
JACK E. MILLER
LARRY S. MITCHELL
NEIL A. MORGAN
JAMES M. NANTELL
CHESTER R. NOLEN
THOMAS P. O'CONNOR
ROBERT L. OLANDER
DAVID R. ORNDUFF
HARRY V. O'ROURKE
CARLOS L. ORTEGA
PAUL L. PARKER
JAMES L. PENNINGTON
HOWARD L. PENROD
JOHN F. PERRY
JAMES W. PIPER
GARY F. POKORNY
WILLIAM C. PORTER JR.
GARY A. PRICE
JAMES C. RICHMOND
PAUL A. SASSE
PHILIP K. SCHENCK JR.
STEVEN E. SHEIFFER
BOBBY M. SNIPES
ROGER L. STANCIL
CARL J. STEPHANI
RODNEY A. STORM

DENNIS R. STUCKEY
PAMELA A. SYFERT
DAVID A. TATROW
KENT L. TAYLOR
ROWLAND L. TAYLOR
STEVEN L. THOMPSON
J. EDWARD TODD
CHARLES A. TURPIN
WILLIAM R. WAGNER
RICHARD A. WATKINS
DANIEL C. WENNERHOLM
DANIEL LEE WENTZLOFF
MICHAEL R. WIESNER
EARL D. WILSON JR.
MARK WOLLENWEBER
RODERICK J. WOOD
MICHAEL J. WRIGHT
JAMES W. ZUMWALT
KENNETH PAUL ZURBY

30 Years

ANTHONY JOHN ALTFELD
STEPHEN V. ALTIERI
JERRY A. ANDREE
AARON ANTHONY
JAMES L. ARMSTRONG
JERRY L. AYSUE
DUNCAN R. BALLANTYNE
SCOTT J. BARBER
WALTER O. BARRY
RICHARD C. BATES
WOLFGANG BAUER
BARBARA L. BECKETT
BILLY P. BECKETT
LYNN P. BEHRNS
ROBERT M. BELMORE
PAUL J. BENEDETTO
MICHAEL C. BESTOR
MICHAEL J. BIXLER

RUSSELL D. BLACKBURN
 HOMER L. BLUDAU
 THOMAS J. BONFIELD
 JAMES M. BOUREY
 RICHARD L. BRAY
 MICHAEL F. BREHM
 WILLIAM H. BRIMM
 JEFFREY J. BROUGHTON
 ROBERT W. BRUSCHI
 GERALD A. BURGESS
 WILLIAM W. BURNS
 STEVE DAVID CARPENTER
 JONATHAN L. CARTER
 BRUCE E. CHANNING
 LOUIE CHAPMAN JR.
 JAMES V. CHISHOLM
 DOUGLAS S. CLELAND
 DAVID O. COLE
 WILLIAM B. COLEMAN
 CYNTHIA N. COLLAZO
 WILLIAM K. COWAN
 RICHARD J. CRAYNE
 RONALD A. CRISP
 MICHAEL P. CROTTY
 MARIA E. DADIAN
 ANTHONY DE FAZIO
 DARYL J. DELABBIO
 ROBERT C. DOWNEY
 KATHY DuBOSE
 MICHAEL DULA
 DAMON B. EDWARDS
 WILLIAM R. EISEN
 DAVID B. FARBER
 TERRY S. FEDORCHAK
 THOMAS O. FORSLUND
 TOBY H. FUTRELL
 E. WILLIAM GABRYS
 WILLIAM A. GAITHER
 JOHN J. GALLAGHER
 ANDRES GARZA JR.
 CRAIG S. GERHART
 CLIFF C. GITTENS
 MAXWELL N. GLYDE
 EUGENE L. GOLDFEDER
 DAVID L. GREENE
 J. MICHAEL GRUBBS
 PAUL J. GUIDA
 ROBERT G. GUTIERREZ
 JERRY L. GWALTNEY
 JAMES M. HAAG JR.
 J. JEFF HANCOCK
 DOUGLASS D. HANLEY
 JOHN F. HANSLEY
 THOMAS E. HARRIS
 BERNIE N. HAYEN
 JAMES HAYNER
 ROBERT M. HERR
 MICHAEL G. HERRING

DAVID D. HICKS
 JAMES N. HOLGERSSON
 DONALD E. HOLYCROSS JR.
 GARY A. HUFF
 MARK B. JINKS
 DANIEL A. JOHNSON
 WILLIAM A. KEFFLER
 DAVID E. KELLER
 JOAN M. KENT
 JEFFREY W. KILLIAN
 A. RANDALL KIMLER
 RICHARD LEE KIRKWOOD
 JEFFREY L. KOOISTRA
 LEON KOS
 LARRY E. KOTSEFF
 GARY C. KRATZ
 ROGER L. KROH
 CYNTHIA J. KURTZ
 PAUL A. LANSPERY
 STEVEN L. LEDOUX
 JAMES E. LEIDLEIN
 DAVID M. LIMARDI
 LEWIS R. LOEBE JR.
 JOSEPH C. LOGUIDICE JR.
 CRAIG LONON
 KENNETH E. MARTIN
 ROBERT F. McCONKIE
 ANDREW J. McCOWN
 ROBERT K. McFALL
 ALLAN R. MCGILL
 DIANE McGRATH
 ERNIE B. McNEELY
 RICHARD R. MICHAUD
 RAMON F. MIGUEZ
 PETER J. MILLER
 STEPHEN F. MILLER
 GARY D. MILLIMAN
 MICHAEL A. MILONE
 HERBERT L. MONIZ
 ERNEST J. MOONEY
 LARRY R. MORLEY
 BRIAN A. MOURA
 JAMES R. MURRAY
 GARY H. NEUMANN
 SAMUEL W. NOBLE JR.
 DONALD A. NOVAK
 DALE C. OLNSTEAD
 RONALD L. OLSON
 D. WAYNE O'NEAL
 KEVIN O'ROURKE
 GARY E. PARKER
 JOE PATTERSON
 JOHN G. PEDERSEN JR.
 W. MARK PENTZ
 GILBERT PERALES
 MIKE R. PEREZ
 DENNIS Y. PERLIN
 LEONARD T. PERRONE

JAMES B. PERRY
 KEN J. PFEIFER
 PAUL J. PHILIPS
 ALLAN D. PIETREFESA
 FRANK A. PLEVA
 ELLEN S. POSIVACH
 MICHAEL B. PRESS
 WILLIAM A. PUPO
 GLEN C. ROBERTSON
 PHILIP E. ROSE
 TOBY A. ROSS
 JAMES C. RUMPELTES
 MARK K. RYAN
 PATRICIA M. RYAN
 STEVEN R. SARKOZY
 GEORGE E. SCARBOROUGH
 TIMOTHY W. SCHUENKE
 RICHARD J. SCHUETTLER
 JOHN F. SHERMAN
 O. PAUL SHEW
 PAUL J. SHIVES
 EDWARD J. SHUKLE JR.
 CECILIA M. SMITH
 WILLIAM L. SORAH
 EDMUND F. SOTELO
 DAVID L. SPINNEY
 DONALD D. STILWELL
 STEVEN B. STILWELL
 JOHN W. STINSON
 RALPH E. STONE
 STAN R. STREBEL
 ROBERT L. STULL
 DALE S. SUGERMAN
 ALAN M. TAYLOR
 JOHN W. THACKER
 HUGH L. THOMAS
 DON THORNTON
 DAVID G. TIMMONS
 ROGER A. TINKLENBERG
 RUSSELL G. TREADWAY
 JACKSON C. TUTTLE
 MICHAEL C. VAN MILLIGEN
 NORBERT VAN WYK
 DAVID J. VANKIRK
 GREGORY T. VICK
 BRUCE K. WALDEN
 REBECCA P. WALDMAN
 MICHAEL W. WALKER
 GEORGE W. WATERMAN III
 MARK S. WATSON
 BARRY L. WEBB
 W. ALLAN WEEGAR
 J. PAUL WETZEL
 PETER J. WHIPPLE
 WILLIAM H. WHITLEY
 WILLIAM F. WILLIAMS
 JAMES C. WOODS
 WILLIAM P. YENNE

25 Years

GORDON R. ANDERSON
 CHARLES B. ARCHER
 GARY A. BACOCK
 JAMES M. BAGDONAS
 WILLIAM L. BAILEY
 MONTYE E. BEAMER
 HOWARD J. BEDNAR
 ALAN J. BENGUEL
 JAMES F. BENSON
 GERALD D. BERRY
 MICHAEL S. BLAU
 MICHAEL P. BONFIELD
 MARTIN J. BOURKE
 CHERYL A. BOWMAN-LOWE
 JOAN F. BOYER
 THOMAS G. BRADFORD III
 KATHY B. BRANNON
 JEFF D. BRAUN
 GEORGE M. BURGESS
 KRIS M. BUSSE
 NORMAN D. BUTTS JR.
 JOHN G. CAMPBELL
 SHAUN D. CAREY
 CLAYTON R. CARLISLE
 DAVID N. CARMANY
 PATRICK G. CASEY
 PAMELA S. CASKIE
 DAVID I. CHAMBERLIN
 JARED SA CLARK
 RICHARD E. COTTON
 MICHAEL R. COUZZO JR.
 JAY B. COVINGTON
 PETER J. CRISTIANO
 STEVEN S. CROWELL JR.
 JAMES H. CRUMLEY
 DENNIS W. DARE
 GREGORY C. DEVEREAUX
 JAMES T. DINNEEN
 G. GEOFFREY DOLAN
 BRIAN D. DONOVAN
 RICHARD M. DUQUETTE
 JEFFREY S. EARLYWINE
 BRUCE J. EVILSIZOR
 DOUGLAS G. FASLER
 MICHAEL J. FRASER
 PETER J. FREEMAN
 WILLIAM T. FRIEL
 KENNETH J. FRITZ
 TOD FRYER
 JOSEPH L. GALLEGOS
 DIANE M. GARD
 RICHARD G. GESTRICH
 R. LEE GILMOUR
 RONALD GRAHAM

GINO C. GRIMALDI
 ROBERT T. GRIMM
 PALL GUDGEIRSSON
 STEPHEN C. HAINS
 LLOYD HALVERSON
 JEFFREY S. HATCHER
 WALLY J. HILL
 STEVEN P. HOUCHENS
 KAY W. JAMES
 VAN JAMES
 MICHAEL J. JOHNSON
 MICHAEL KENYON
 TIM KERR
 STEPHEN P. KING
 GARY J. KOEHLER
 MARK M. KRANE
 JAMES LANDON
 STEPHANIE J. LARSEN
 RICHARD A. LEAHY
 ROGER P. LEDUC
 RICHARD J. LEMACK
 MURRAY A. LEVISON
 RONALD B. LEWIS
 WILLIAM E. LEWIS
 WILLIAM HENRY LINDLEY
 SAM A. LISTI
 W. CHRISTOPHER LOCHNER
 GRACE MAGISTRALE HOFFMAN
 SAMUEL D. MAMET
 JOHN D. MARQUART
 KEN A. MASUDA
 KATHLEEN A. MATHIAS
 THOMAS L. MATTIS
 CAROL A. MCLAUGHLIN
 RITA C. MCMAHON
 RANDALL MELLINGER
 ROBERT MELLOR
 DAVID R. MERCIER
 MITCHELL B. MOORE
 ROBERT A. MORRIS
 KELLI D. NARDE
 SPENCER R. NEBEL
 JON S. NELSON
 SHAWN D. NELSON
 ANTHONY W. NOWICKI
 CATHERINE R. O'CONNOR
 DAVID M. OSBERG
 ALAN M. OURS
 RUSSELL OVERMAN
 JOHN L. PAZOUR
 MELISSA S. PEACOR
 DONALD C. PEPE
 TAMMY J. PERKINS
 JOHN D. PETRIN
 TRENT O. PETTY
 PETER A. PLANTE
 WARREN SCOTT PORTER
 MICHAEL P. POUNDS

STEVEN A. PRESTON
 JOSEPH A. RACINE
 MARK R. RANDALL
 JAMES A. REAMS
 GERALD J. RICHARDS
 BRANDT RICHARDSON
 NORMAN RISAVI
 DAVID C. RITZ
 JOHN L. ROWE JR.
 DONALD L. SANDOR
 DAVID R. SCHORNACK
 ROSS E. SCHULTZ
 CARL L. SCHWING
 DANIEL K. SHAW
 WILLIAM A. SHEPELUK
 SALLY A. SHERMAN
 DONALD N. SMITH
 ROBERTA R. SMITH
 KEITH E. STAHLEY
 TREVOR MILTON STARR
 GARY J. STEVENSON
 GEORGE J. STRAND
 MICHAEL H. TALBOT
 DEMITRIOS O. TATUM
 MALCOLM L. TILBERG
 DEAN TORRESON
 TERENCE TOTTEN
 JANE M. TURNER
 JAMES M. TWOMBLY
 HENRY M. UNDERHILL
 DAVID J. UNMACHT
 RUSSELL VAN GOMPEL
 DAVID A. VARLEY
 ERNEST W. WARD
 JAY A. WEISKIRCHER
 LAWRENCE F. WIDMER JR.
 IVAN L. WIDOM
 RAY WIERSON
 JAMES B. WILLIAMS
 FREDERICK A. WILSON
 MICHAEL V. YANEZ
 YOUSRY A. ZAKHARY
 MATTHEW D. ZIMMERMAN

20 Years

KEITH D. ALEXANDER
 JAMES M. ANDERSEN
 TERI A. ARBENOWSKE
 THOMAS J. ASPELL JR.
 JULIO AVAEL
 JAMES A. BAKER
 MARK A. BAKKEN
 THEODORE A. BARKLEY
 DAVID A. BASHORE
 CHERYL S. BEATTY
 MICHAEL R. BEIMER

ERIC G. BERLIN
 DANIEL F. BISHOP
 LAURA E. BLACKMON
 JAN M. BLASE
 JAMES A. BODENMILLER
 SUSAN R. BOYER
 LARRY D. BRADFORD
 CHRISTOPHER J. BRADY
 HARVEY D. BRAGG
 RONALD F. BREY
 DAVID L. BROWN
 FRANK W. BRUNO
 WILLIAM F. BRUTON JR.
 BRIAN M. BULTHUIS
 JAMES D. BURSICK
 J. KENT CAGLE
 JOHN M. CALL
 WILLIAM D. CARGO
 JULIA A. CARROLL
 STEPHEN A. CARTER
 JOSEPH A. CAVALLARO
 PATRICK J. CLIFFORD
 JOHN M. COAKLEY
 CLAIRE A. COLLINS
 MICHAEL S. COLLINS
 DAVID L. CORLISS
 JAMES V. CREECH
 PETER J. CRICHTON
 MARK S. CUNDIFF
 ALFRED J. DAVIS
 MITCHELL D. DEISCH
 DAVID M. DERRAGON
 ROBERT G. DISPIRITO JR.
 RICHARD A. DLUGAS
 TIM L. DOBBIE
 JAMES R. DOHERTY
 MATTHEW L. DOLGE
 TERRY DOOLITTLE
 RANDALL G. DOWLING
 DONNA M. DRESKA
 PAUL A. ECKERT
 DONALD SCOTT ELLIOTT
 JEFF B. EMORY
 ERNIE EPP
 DAREN G. FIELDS
 RODNEY D. FOSTER
 GARY W. GIBSON
 MARCIA E. GLICK
 KATHIE S. GRINZINGER
 ALAN E. GUARD
 JOHN GUNYOU
 MARK W. HADDAD
 ISABELL HADFORD
 MICHAEL R. HALE
 ANDREW C. HAMMOND
 STEPHEN G. HARDING
 CECIL R. HARRIS JR.
 DAVID L. HAUGLAND

ROBERT E. HEACOCK
 MARK J. HILL
 WILLIAM G. HINCHEY
 MICHAEL T. HINNENKAMP
 JOHN D. HOBSON
 R. ANDREW HOLLIS
 WILLIAM A. HOLTBY
 SCOTT K. HUEBLER
 JEFFREY M. HULL
 ALEX R. JENSEN
 ALLEN JOHNSON
 MICHAEL W. JOHNSON
 WILLIAM R. JOHNSON
 BRET A. JONES
 BRUCE R. JONES
 WILLIAM B. JONES
 SEAN J. JOYCE
 CHARLES R. KELLEY
 JOSEPH M. KERNELL
 SALLY A. KUZON
 SETH T. LAWLESS
 JAMES H. LEWELLEN
 CORBITT T. LOCH
 LINDA C. LOWRY
 GARY M. LUEBBERS
 THOMAS F. MACAULAY
 MARI E. MACOMBER
 G. K. MAENIUS
 JAMES J. MALLOY
 JEFFERY MARK
 ROBERT T. MARKEL
 STEPHANIE J. MASON
 REX L. MATHER
 ALFRED B. MAURER
 RON K. MCCULLOUGH
 DANA L. MCDANIEL
 MARTIN C. MCDANIEL
 ROBERT S. MCLEOD
 DEBRA K. MECOZZI
 PHILLIP M. MESSINA
 RICHARD L. MEYERS
 GRADY E. MILLER
 SCOTT G. MILLER
 EDWARD R. MITCHELL
 SCOTT W. MITNICK
 RICHARD N. MORTON JR.
 BENJAMIN I. MYERS
 RICK NAIMARK
 LISA G. NOVOTNY
 CHAD C. OLSEN JR.
 MARK R. PALESH
 STEPHEN M. PAPPALARDO
 RON K. PATTERSON JR.
 DAVID S. PLYMAN
 KEVIN C. POE
 BETH A. POLLARD
 MICHAEL J. POWERS
 JAMES W. QUIN

STEPHEN G. RILEY
 SUSAN L. ROLTSCH
 DAVID F. ROTHFUSS
 MARTHA S. ROY
 BRUNO R. RUMBELOW
 RAYMOND R. RUMMEL
 LAUREL SAMSON
 SCOTT T. SAUER
 BRENT SCHLEISMAN
 JOHN R. SCHNEIGER
 CAROL J. SEIDL
 RICK L. SHAIN
 JOYCE A. SHANAHAN
 GARY P. SHIMUN
 JONATHAN R. SHULL
 WAYNE C. SHUMATE
 JILL SILVERBOARD
 CHARLES S. SIMMONS III
 MARIANNE SMITH
 NAT ERSKINE SMITH JR.
 WILLIAM L. SMITH III
 CURTIS E. SNYDER
 STEVEN F. SPINA
 RICHARD J. STADLER
 PETER M. STEPHENSON
 DANNY E. TAYLOR
 KAREN THORESON
 GARY R. TOMSIC
 ANTHONY J. TRAXLER
 FREDERIC E. TURKINGTON JR.
 MARK D. VANDERPOOL
 PATRICIA A. VINCHESI
 DANIEL T. VINDIGNI
 KAREN WALDRON
 ANN E. WALL
 ALTON J. WASHINGTON
 DAVID L. WATSON
 ROBERT A. WEITZ
 D. CRAIG WHITEHEAD
 CATHERYN R. WHITESSELL
 M. RAY WIGGINS
 MICHAEL R. WILSON
 CHARLETTE T. WOOLRIDGE
 DIANNA S. WRIGHT
 DAWN L. WUCKI-ROSSBACH
 GRANT YATES
 BUNYAMIN B. YAZICI
 SHANA K. YELVERTON
 JUNE M. YOTSUYA

10 Years

USAMA ABUJBARAH
 DAVID E. ANDERSON
 SUSAN MH ARNTZ
 BRETT R. BAKER
 JAMES W. BALL JR.

GREGORY W. BARNES
 ELIZABETH E. BAUER
 QUINN B. BENNION
 WILLIAM C. BERGQUIST
 MARTIN P. BLACK
 DARRELL W. BLENNISS JR.
 RICHARD B. BOEHM
 SHERRY L. BORGS DORF
 SUZANNE H. BRAGDON
 MATTHEW J. BROWER
 KENT A. BROWN
 SCOTT C. BRUNKA
 JOHN A. BUDESKY
 ARTHUR H. BURGESS
 KERRY E. BURNS
 CHRISTINE R. BUTTERFIELD
 MARIO A. CANIZARES
 CATHY A. CAPRIOLA
 DAVID L. CARDENAS
 FREDERICK C. CARR
 NORBERT M. CASTRO
 JOHN J. CAULFIELD
 JANE M. CHRISTENSON
 CHRISTOPHER CLARK
 EVERETTE TODD CLARK
 BRYAN K. COSGROVE
 DAVID B. COTTON
 THOMAS F.B. COX
 LORI SUZANNE CURTIS
 JOSEPH S. CZAJKOWSKI
 SCOTT F. DADSON
 MATTHEW L. DELK
 ANTHONY J. DEPRIMA
 JOE D. DICKSON
 JEFFREY W. DINGMAN
 GREGORY T. DOYON
 GEORGE C. DUNCAN
 TORRY L. EDWARDS
 CHRISTOPHER D. ELDRIDGE
 CHARLES R. EWINGS
 RUDY R. FARIAS
 GREGORY T. FEDERSPIEL
 JULIE SZYMULA FEIER
 THOMAS K. FREEMAN
 ANDREW P. FULGHUM
 KAREN L. FULLETT-CHRISTENSEN
 STEVEN F. GARRETT
 DERON T. GEOUQUE
 DOUGLAS E. GERBER
 NAVDEEP S. GILL
 JAMES PATRICK GLEASON
 LISA Y. GORDON
 JAMES GRABOWSKI
 LYNNE N. GREENE-BELDNER
 MATTHEW H. GREESON
 ROBERT M. HAIL
 SCOTT HANIN
 CHARLES W. HARTGROVE

KELLIE A. HEBERT
 JUSTIN HESS
 PAULA HEWSON
 KEITH R. HICKEY
 WILLIAM D. HIGGINBOTHAM JR.
 TODD C. HOFFMAN
 STEVEN J. HUTFLES
 JAMES A. JACKSON
 TIMOTHY R. JACKSON
 JOSEPH G. JARRET
 IRIS B. JESSIE
 ALAN D. JOHNSON
 DAVID W. JOHNSTON
 GREGORY T. JONES
 JAMES E. JUSTICE
 ERIC A. KECK
 CLIFF V. KEHELEY JR.
 DAVID J. KILBANE
 KARL KILDUFF
 STAN B. KISER
 PATRICK E. KLEIN
 NORBERT S. KLOPSCH
 KATHRYN M. KNISLEY
 MICHAEL W. KOVACS
 STEVEN C. KROEGER
 SHANE D. KRULL
 GARY W. KUHL
 NORMAN A. LEFMANN
 JONATHAN RAND LEWIS
 JANICE K. LIVINGSTON
 MATTHEW S. LIVINGSTON
 SHERILYN LOMBOS
 VINCENT S. LONG
 LEE ANN LOWERY
 MARK W. LUBERDA
 JAMES M. LUKAS
 DOUGLAS E. LUTHER
 DESMOND P. MAHON
 PHYLLIS L. MARSHALL
 BRIAN W. MATTHEWS
 LEE A. MATTSON
 ADAM F. MAXWELL
 GREGORY S. MCCLAINE
 MELANIE D. MESKO LEE
 BRUCE A. MESSELT
 JIM MIELKE
 MICHAEL D. MILLER
 DAVID J. MINKE
 PAUL J. MODERACKI
 DAVID J. MOLCHANY
 GEORGE E. MOON
 THOMAS M. MOTON JR.
 MAUREEN A. MURPHY
 CHRISTINE L. MYERS
 JOSEPH L. NAGRO
 ROBERT P. NANNI
 MARKETA GEORGE OLIVER
 ROBERT K. PADMORE

MICHAEL S. PALMER
 IVAN PATO
 MERCURY T. PAYTON
 KAREN E. PINKOS
 SARAH E. PLINSKY
 CHRISTOPHER J. POZZUTO
 COLEY B. PRICE
 JAMES C. RAYMOND
 LINDA H. REED
 ANTHONY P. ROBERTS
 GEORGE J. RODERICKS
 J. MARK ROONEY
 STEVEN F. ROSS
 MICHAEL J. ROTH
 DAVID A. RUTHERFORD
 GREGORY L. SAM
 PIETRO SCALERA
 DIANE D. SCHLEICHER
 KAREN L. SCHMINKE
 MARK F. SCHROEDER
 PETER SEIKEL
 JOHN A. SEYMOUR JR.
 FRANCIS D. SHERIDAN
 SALLY A. SHERMAN
 BOBBIE SHIELDS
 CHRISTIAN M. SIGMAN
 BRIAN W. SILCOTT
 NOAH A. SIMON
 DANIEL A. SINGER
 ROBYN WAYNE SINGLETON
 BYRON D. SMITH
 THOMAS B. SMITH
 TIMOTHY C. SMITH
 CHARLES M. SPARKS
 PAUL SPRUILL
 CYNTHIA M. STEINHAUSER
 HARRY STILL III
 WILLIAM JOHN TAYLOR
 JEFFREY J. TRAILL
 MATTHEW M. UNREIN
 JEAN DOMINIC VACHON
 VIRGINIA B. VALENTINE
 BRIDGET A. WACHTEL
 JANET K. WATSON
 KAREN N. WEAVER
 JAMES A. WELCH
 WILLIAM GREGG WELSTEAD
 DELWIN P. WENGERT
 RICHARD J. WHITE III
 JEFFREY ALLEN WILKINS
 DAVID M. WILLARD
 JOHN R. WILLIAMS
 ROY T. WITHEROW
 KENNETH L. WITT
 RICHARD A. WOLLANGK
 G. RANDOLPH YOUNG
 JERRY T. ZEIMETZ

ICMA CENTER FOR PERFORMANCE MEASUREMENT'S CERTIFICATE PROGRAM

The ICMA Center for Performance Measurement's (CPM) Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

Two types of certificates are awarded each year:

- The **Certificate of Achievement** recognizes local governments that have collected and reported performance information for at least two years in four or more service areas and demonstrate an ongoing commitment to rigorous verification and public reporting of their performance information.
- The **Certificate of Distinction** recipients have met all criteria for the Certificate of Achievement, collected and reported performance information for at least three years across at least six service areas, integrate performance measurement into their strategic planning and decision-making processes, and promote accountability for service-delivery performance within their staffs.

Additional criteria evaluate staff training, data reporting context, process improvement, and networking. For more information, visit Web site icma.org/performance.

This year, CPM recognizes 30 local governments for their dedication to the principles of performance measurement. Congratulations to the 2007 CPM Certificate Program recipients.



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TACOMA, WASHINGTON

Edward Everett, from page 6
conference, the League of California
Cities/City Managers Association,
and the Association of Bay Area
Governments. He was one of a
handful of city managers invited to
participate in a community engage-
ment “think tank” at the Kettering
Foundation last year. Several other
local city managers and staff are now
incorporating Redwood City’s suc-
cessful concepts into their own city’s
community-building activities.

Redwood City’s mayor Barbara
Pierce has called Ed Everett an “inte-
gral part of my service to Redwood
City”—high praise from a very suc-
cessful multiple-term elected official
whose office depends on that very
service that she provides to her con-
stituents. But perhaps his impact on
Redwood City’s quality of life has
best been summed up by one of the
city’s citizens: “For the first time
since I’ve lived here, when I leave
work I now feel like I’m coming
home.” ■

Robert Stull, from page 8
the funding of growing infrastructure
needs. These efforts have played a
large part in transforming Yuma into
one of the most desired places for
new business in the country. ■

Robert L. Bland, from page 9
circumstances, demonstrating an
understanding of the practical needs
of municipal practitioners.

The process of bringing academic
concept and truth to life in everyday
simplicity is a gift that Dr. Robert
Bland brings to UNT’s MPA program.
His long-sustained energy and devo-
tion and his tireless pursuit of excel-
lence are the gifts he brings to the
field of professional local government
management. ■

Dover, New Hampshire, from page 10
National Leadership Conference
on Underage Drinking.

The Y2Y program is supervised
by the Dover police department’s
Community Outreach Bureau and is
funded through the police budget.
Staffing the teams, which annually
costs about \$60,000, is largely cov-
ered through state and federal grants.
Other program costs (food, supplies,
travel, events, etc.), which exceed
\$20,000 each year, are covered by
youth registration fees, fund raising,
and cash or in-kind donations from
the community.

When there are social problems
to be tackled, youth are an under-
used resource in most communities.
However, if given the information
to form an educated opinion, the
skills to act on that opinion, and the
opportunity to apply those skills, they
will get involved and be part of the
solution. By raising awareness, press-
ing for legislation, and carrying their
message to students around the coun-
try, the Y2Y students have shown
how empowered youth can make a
difference. ■

Little Rock, Arkansas, from page 11

- More than 30 commercial busi-
nesses have been cited and either
brought up to code or closed
down
- More than 2,500 notices and
citations have been issued, with
approximately 2,100 properties
brought into compliance
- Countless misdemeanors and
felony tickets have been issued
and arrests made.

One of the less tangible benefits
of CAP, but perhaps the most impor-
tant, is that citizens see immediate,
visible results of the hard work that
elected officials and city staff do to
make their communities safer. And
city staff have learned several impor-
tant lessons as well:

- *Smaller targeted areas work best.*
When a designated CAP area
becomes too large, it becomes
unmanageable, making it difficult
to accomplish significant results.
- *Interdepartmental coordination
is crucial.* Communication and a
“teamwork” mentality is impera-
tive for success.
- *It is important to involve citizens
in the process.* Involving citizens
in the process by meeting with
neighborhood associations and
working with property owners
rather than against them has built
citizen trust in local government.

Overall, CAP has been an
extremely successful program, and
other cities, such as Topeka, Kansas,
and Hot Springs, Arkansas, plan to
establish similar programs. ■

Roseville, California, from page 12
this and other similar events and
programs. In the future, the event
committee also will seek to increase
partnerships with the business com-
munity to provide new and innova-
tive features for the expo, and also
to increase the amount of monetary
and in-kind donations and offset the
investment by the city of Roseville. ■

New London, New Hampshire, from page 13

time, and that in the long run, use by all Towns should balance out. This is a chance that all Towns are willing to take and the Towns enter into this Agreement with that knowledge.”

Along with the assessor and assistant assessor, the tri-town department also has three assessing clerks, each of whom had been previously employed by one of the towns. The department standardized assessing procedures in the three communities, incorporating state law and local forms, and all three towns use identical versions of the same appraisal software.

In its first annual review of the new department, the joint board unanimously agreed that its performance had exceeded expectations. Of note were the reduced number of errors, particularly those leading to property tax appeals; the benefit of having the in-house assessor provide testimony in trials; and the increased effectiveness of having experienced employees. Customer service has greatly improved as well. Taxpayers know that an assessor is available in their town on specific weekdays, and each town has an employee who supports the assessors, schedules appointments, and manages day-to-day questions on a timely basis. And the tri-town assessing budget has remained consistent, changing only to reflect increases in staff salaries and benefits.

By educating taxpayers about the assessing process and minimizing inaccurate assumptions, the joint assessing department has promoted public confidence that property taxes are being assessed fairly and equitably. Even in New Hampshire, where towns pride themselves on autonomy and independence, no one can dispute the benefits of intermunicipal agreements. ■

Tarpon Springs, Florida, from page 14

and has no tax liens against it. The LCHC helps the applicants with problems, confirms income qualification, processes grant and loan applications, obtains contractor bids, and inspects the work performed.

- *The Cops & Kids After-School/Summer Camp Program:* Owned and operated by the Tarpon Springs Police Department, Cops & Kids is designed for very low-income children of middle-school age. The curriculum includes character building, life skills, educational programs, social skills, community service, and field trips. Fifty children attend during the school year, and 90 attend the summer camp—all free of charge. The housing authority and the YMCA of the Sun Coast are partners in this project, which is funded through a grant from the Pinellas County Juvenile Welfare Board.

All of these improvements and advantages—including Tarpon Springs Fundamental Elementary School; two major shopping centers; a centrally located community-based organization that delivers social services to needy residents; and proximity to the “Pinellas Trail” linear park—have made this public housing neighborhood so desirable that it now has a one-year waiting list. And each success further enhances the climate for new development. ■

Latrobe, Victoria, from page 15

providing local businesses and the construction industry with potential employees who have obtained a level of knowledge that will enable them to work safely and productively on any building and construction site. And in so doing, it promotes the idea that individual and group circumstances can be changed to achieve positive outcomes. ■

Millbrae, Brisbane, Burlingame, San Bruno, and Hillsborough, California, from page 16

operations at the cities’ fire stations, they arranged to share that position, a plan that they had already used to provide vacation and sick leave relief at the commander level.

Through the process of sharing various public safety services, the five cities have collectively saved more than \$1.3 million while maintaining and even improving services. The \$270,000 that San Bruno saved in the last fiscal year enabled the city to put back into service a ladder truck that had been shut down because of fiscal constraints. And the cost to implement these shared services has been minimal: mainly, attorney fees to prepare written agreements.

The biggest challenge in these partnerships has been overcoming territoriality: cities are reluctant to give up staff or operations, and they fear losing control. In addition, staff were concerned that promotion opportunities would be eliminated, and residents were uncertain about how well a police or fire chief from one city would respond to emergencies in another city. Cultural differences and different unions presented more obstacles.

To meet these challenges, city leaders were willing to take risks and try unconventional approaches. They worked to build trust and forge effective working relationships. They met face-to-face with stakeholders, responding to their issues and creating opportunities for them to observe the proposed arrangements in action. They structured the agreements to ensure that contributions and benefits are shared fairly. And their successes have built momentum for continued collaboration in the future. ■

Waunakee, Wisconsin, from page 17 and according to the projected pro forma. It was very important to village leaders to deliver these results, since projected total costs for the center, completion times, and operational expenses had been extensively publicized. Even more important are the numbers:

- Nearly 14 acres of dangerous, blighted property have been cleaned up and reused.
- Fifty affordable housing units have been constructed for the village's senior population.
- More than 800 fitness memberships have been sold, and 750 residents have participated in fitness classes.
- Five full-time jobs and 30 part-times jobs have been created, adding more than \$5 million to the tax base.
- The 33 residential properties north of the project have meant \$1,460,000 of new valuation since 2002.

The Stokely Site Redevelopment project has been very well received, and participation levels have exceeded estimates. Clearly, assembling and managing an effective team of staff and consultants and working closely with decision makers were critical factors in that success. But most important was the involvement of citizens and stakeholders; although challenging at times, extensive public participation not only builds trust but also shapes the end product to better meet community needs. ■

Aurora, Colorado, from page 18 importantly, once a few residents are armed with critical information, they tend to share that wisdom with their neighbors.

Aurora's "Nature as Your Neighbor," the only program of its kind in Colorado, has received both statewide and national recognition. It was presented at the Colorado Open Space Alliance Conference in 2005 and at the National Association for

Interpretation conference in 2006. It is a program that communities across the country could easily adapt wherever people must learn to coexist with the natural world. ■

Burley, Idaho, from page 19 giant strides. Now, rather than make do with existing equipment or infrastructure that is long past its planned life, the city actually plans for the future and stays ahead of the changes that are coming. ■

Gladstone, Missouri, from page 20 Today Gladstone on the Move remains active. Its implementation committee meets regularly with city staff for progress reports and project updates, and new community leaders have come forward, ensuring the long-term sustainability of the community. Today, there are sidewalks in some areas for the first time; new streetlights are being installed each year, with the goal of having one on each city block; three ambulances are in place, each staffed with two paramedics; and a new fire station centrally located on the west side provides for improved response times to that part of the city. The city is hosting its first Future Leaders Academy to continue to educate the people about municipal government and planning and to identify additional community leaders.

This program demonstrates the success of strategic leadership and governance. With a 20-year strategic plan in place, a citizens' implementation committee, and ongoing budgeted items that address the plan, long-term success will be real and viable for Gladstone. ■

Yuma, Arizona, from page 21 sively. Master Thinkers are often asked to lead meetings because they are able to find the right focus, keep the discussion on track, and move the group toward good decisions.

The first two years of the program cost about \$250,000, including consultant fees and materials, but these costs are insignificant when compared with the tangible monetary savings and the intangible value gain. In tangible savings, meeting times have been literally cut in half; a planned \$80 million freeway extension was removed from the master transportation plan; and the Women's Softball League, which was nearly shut down because of issues with league players, was saved. As for the intangible value gain, council and community members are willing to collaborate, explore, and think creatively with a clarity of focus on value-based decisions.

As Mr. Watson and the city council have shown, it is possible to change the thinking culture. By shaping the focus, choosing the right thinking tools, eliminating arguments, and reaching decisions, Master Thinking has encouraged the community of Yuma to embrace collaboration, exploration, and innovation. ■



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OCTOBER 2007 · VOLUME 89 · NUMBER 9

DEPARTMENTS

Ethics

Are We Prepared?

ETHICS IN THE POST-9/11 WORLD

Since the U.S. federal government failed to pass immigration legislation, local and state governments have been busily debating and sometimes adopting new laws of their own. Police chiefs worry openly that some of these new laws will destroy their community policing efforts. City and county managers expect to struggle with disjointed policies, mandates on police, and the financial burden of incarceration. Security may be threatened, too, if immigrants become afraid to tell law enforcement about potential threats.

Since September 11, 2001, local governments have wrestled with everything from hate crimes to racial profiling and how to decide which investments will improve their community's security. To help navigate the uncertain waters ahead, ICMA's core values can provide a framework for addressing the emerging ethical issues:

EQUITY: ENGAGE AND SERVE ALL PEOPLE IN THE COMMUNITY

When the first city managers were hired 100 years ago, many of them faced public health crises in the communities they served. Segregation was common at the time, and the poor often lacked basic health and sanitation services. The managers saw their responsibility to serve everyone in the community. As a result, they improved services for everyone and made significant strides to improve public health.

In the aftermath of Hurricane Katrina, the nation watched in disbelief as those who were too poor or too frail were left to fend for themselves. Today, many communities have taken steps to organize public transportation and evacuation assistance for those who cannot take care of themselves. Chesapeake, Virginia, for example has set up 26 sites to provide transportation for those who don't have cars or who need help when evacuation is necessary.

TRANSPARENCY: BE ATTENTIVE TO PROCUREMENT AND DISCLOSE EMPLOYEE BENEFITS

Florida has faced a number of hurricanes in recent years and has learned to anticipate some of the special needs that employees and their families have during disaster response and recovery. Some communities allow family members to shelter with employees so that employees are able to concentrate on their work without worrying about the safety of family members.

Others publicize in advance that employees may tap supplies that are available to the general public. If employees have first-in-line status for any supply, that should be well publicized and explained in advance.

Letting contracts quickly often leads to regret later, unless good policies are in place that allow for expedited procurements. Governments that have contracts in place in advance of an emergency can avoid most complaints about fairness and costs.

New Orleans jazz musician Wynton Marsalis provided his own endorsement of transparent and open practices: "We have some really big cockroaches in New Orleans. And when you turn the lights on, the roaches scatter."

HONOR: TAKE RESPONSIBILITY AND DON'T POINT FINGERS

When local government leaders set the bar high, they gain the respect of elected officials, employees, and the public. They are alert to potential conflicts of interest and are quick to disclose anything that could raise a question in the public's mind. When they make a mistake, they own it and don't blame others.

INTEGRITY: TELL THE TRUTH AND DON'T EXAGGERATE OR SPREAD FEAR

In assessing threats, local governments must decide which ones are serious enough to alert the general public. Baltimore, Maryland, for example, received an anthrax threat a month after September 11, and city officials decided to

alert the general public. Fortunately, it was a false alarm. While some criticized the city for making the threat public, city officials had given careful thought to their decision.

Afterward, they explained that it was important that the public receive straightforward information from the city government rather than hear exaggerated rumors that might lead to panic. In addition, they said it was a good training exercise on how to communicate with hospitals when there is a public health emergency.

Passing along unconfirmed rumors can add to a community’s anxieties, so good judgment is critical in dealing with health and safety issues. After Hurricane Katrina, the New Orleans police chief made the mistake of sharing with the news media rumors about murders and rapes in the convention center—which the police had not confirmed. It elevated the level of fear in the community and led to the police chief’s departure a few weeks later.

COMMITMENT: SUSTAINED EFFORTS ARE ESSENTIAL

Whether the issue is developing the competence of associates or building relationships with other jurisdictions, states, the federal government, nonprofit organizations, and the private sector, it will take time and effort.

In areas where local governments have less capacity, such as dealing with public health threats, the learning curve may be steep.

STEWARDSHIP: LONG-TERM THINKING LEADS TO BETTER COMMUNITIES

What sort of community do we want to become? How do we balance the desire for greater security with the need for economic vitality and our core freedoms? Have we looked at the ICMA Declaration of Ideals lately? Are we promoting a balance between the needs to use and to preserve human, economic, and natural resources? Are we taking actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people?

Adopted by the ICMA membership in 1982, the preamble to the Declaration of Ideals says:

ICMA was founded with a commitment to the preservation of the values and integrity of representative local government and local democracy and a dedication to the promotion of efficient and effective management of public services. To fulfill the spirit of this commitment, ICMA works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community. Members of ICMA dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals [11 principles] of management excellence.

ICMA’s values have served the profession and communities well for nearly 100 years. In uncertain times, these strong public service values can be a beacon for the future.

—Elizabeth Kellar
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Ethics advice is a popular service provided to ICMA members. The ICMA Executive Board members who serve on the Committee on Professional Conduct review the inquiries and advice published in PM magazine. ICMA members who have questions about their obligations under the ICMA Code of Ethics are encouraged to call Martha Perego at 202/962-3668 or Elizabeth Kellar at 202/962-3611.

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ICMA



PM MAGAZINE

DEPARTMENTS

Tools and Trends

CIGNA FOR GOVERNMENT: A PROGRESSIVE APPROACH FOR A HEALTHIER COMMUNITY

We understand your unique needs as a local government manager: you want a quality benefits program to attract and retain a quality workforce—without adding to the cost burden of your community. Our approach is to improve the health and well being of your people and moderate health costs through innovative programs that provide the information, coaching, and support needed to navigate today's complex health care delivery system and arrive at healthier outcomes.

COMMITTED TO IMPROVING HEALTH AND WELL-BEING

CIGNA offers a progressive solution to help control your health insurance costs. It's based on a simple, yet powerful focus: by improving health, we can improve the quality, affordability, and sustainability of your health insurance benefits.

We offer a variety of customized medical, dental, prescription drug, and behavioral health plans designed to meet the unique needs of government employers. Our plans help you better manage costs and reduce risk, while providing a range of cost-effective, easy-to-use options. And we've joined forces with organizations such as the Lance Armstrong Foundation, HopeLab, the University of Michigan Health Management Research Center and many others to foster new and innovative ways to address the health care needs of your community.

ICMA-CIGNA JOINED RESOURCES

CIGNA and ICMA teamed to develop a set of health care tools and resources for local governments by surveying more than 2,200 local government administrators. This initiative was launched with the ICMA Health Care Advisory Group and CIGNA to help government managers assess and address what has become one of the biggest costs in their budget. Our goal is to facilitate the transition from a health care system built primarily around treating disease, to one that focuses on improving and maintaining health.

HEALTHIER COMMUNITY

For us, social responsibility begins with how we conduct business and it extends to how we engage your community. Whether it's as a national leader for the Healthy Kids Challenge, the March of Dimes,® or the United Way, or for providing volunteers for a local soup kitchen, school, or hospital outreach program, CIGNA is making a difference in the communities in which we live, and the customers we serve. With a comprehensive suite of health solutions designed to meet the needs of your employees, their families and retirees, CIGNA offers decades of experience and national expertise, delivered locally for a healthier community. Ask us how we can help you.

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PM MAGAZINE

DEPARTMENTS

On Retirement

National Save for Retirement Week

As part of last year’s effort to raise the nation’s awareness about the importance of saving for a secure retirement, ICMA-RC helped initiate the successful launch of National Save for Retirement Week.

ICMA-RC is pleased that the U.S. Senate renewed its dedication of National Save for Retirement Week this year. In 2007, the House of Representatives joined the campaign, by adopting H. Res. 513 on June 25. The week is set for October 21–27.

In its resolution, the Senate noted that less than two-thirds of American workers or their spouses are saving for retirement, and it called on the nation’s businesses and institutions to help educate workers about the need to save.

The House Ways and Means Committee staff has indicated an interest in introducing legislation this year aimed at making the language of the resolution permanent. By making it permanent, a specific week each year will be set aside to raise awareness and educate the public on the need to save for retirement, particularly in employer-sponsored retirement plans.

Although it is understood that most state and local employees will have a pension and Social Security as the bedrock of their retirement plans, the facts show that these programs will not be sufficient to provide a quality living standard for employees during retirement. With increasing life expectancy, rising health care costs, and the changing nature of employer benefits, employees need to take more control than ever of their savings plans for retirement.

Experts estimate that workers will need about 70 percent of their pre-retirement income to maintain their current standard of living. Yet, statistics show that only between 30 and 40 percent of public employees are saving through their deferred compensation and defined contribution plans.

National Save for Retirement Week offers retirement plan providers across the country another way to remind employees about their employer-provided retirement plans and how to best use them.

In 2006, in preparation for National Save for Retirement Week, ICMA-RC established a Web site devoted to the event. The site featured a full complement of tools designed to help employers promote the initiative, including a calendar of sample events and activities, flyers, and brochures. The goal we had in mind was to make participation as easy as possible. Employers only had to download the forms and customize them for their own events.

The feedback ICMA-RC received from employers was positive. There was strong support from our participating employers, who held numerous educational sessions, benefit fairs, and promotional campaigns as they worked to raise retirement awareness among their employees. ICMA-RC plans to support this great education effort again this year and add to the many tools that were made available to employers for last year’s event.

As providers of retirement plans and as employers of our dedicated workforce, we need to spread the word among state and local workers that they cannot rely entirely on their defined benefit plans and Social Security to carry them through retirement. That’s why National Save for Retirement Week is so important and why ICMA-RC is so pleased that it will be able to champion this cause again during the week of October 21.

As part of our effort, ICMA-RC will co-chair the National Association of Government Defined Contribution Administrator’s National Save for Retirement Week Task Force to generate new approaches for creating materials for use by its industry members in promoting the week.

ICMA-RC hopes that you will participate in this important campaign during the week of October 21.

—Joan McCallen
President and CEO

ICMA-RC
Washington, D.C.
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DEPARTMENTS

Performance Matters

Local Government Participation in Performance Measurement Is Growing, As Are the Varied Applications of the Practice

Plenty of anecdotal—and even some empirical—evidence suggests that more and more local governments are undertaking the practice of performance measurement (PM) each year. Many of us are familiar with long-term devotees of the practice like Charlotte, North Carolina; Phoenix, Arizona; Sunnyvale, California; Bellevue, Washington; and others. The good news is that many more communities—even those in the smallest population categories—appear to be undertaking the practice now.

One piece of empirical evidence supporting this rise in performance measurement practice among local governments is the rate of participation in the ICMA Center for Performance Measurement (CPM). CPM, which began with 44 participating local governments in the 1990s, now comprises more than 200 local governments. In the original group of 44, all had populations of more than 200,000. Now more than half of CPM's 200 participants have populations below 100,000. About 10 percent have populations below 10,000.

Also of interest are the varied ways that local governments are engaging themselves in the practice of performance measurement. Presented here are three examples of varied and innovative applications of performance measurement in CPM communities.

Westminster, Colorado, Cultivates a Learning Model and Team Approach

Our first example comes from the city of Westminster, Colorado. The city is located outside of Denver and has a population of 109,671.

To ensure that Westminster's performance measurement efforts constitute a management tool and not just a data collection exercise, Westminster's city manager requires department heads to submit annual performance reports and has staffed and trained a team of professionals to support the effort (in concert with their other duties).

The reports are required to go beyond simple enumeration of inputs and outputs to an analysis of progress toward outcomes and explanations of different aspects of service delivery performance. Reports are used not to expose and punish shortcomings but to highlight areas for improvement and seek solutions.

For a recent reporting cycle, City Manager Brent McFall asked department heads to address these questions in their performance reports:

- How do this year's performance measures reflect progress toward the strategic plan goals and objectives?
- What are notable trends, exemplary accomplishments and achievements, and areas for improvement?
- How have performance measures been used to evaluate and direct operations during the year? How have performance measures been used to make improvements or validate current practices?
- How has performance measurement been integrated into your department?

Department heads receive assistance from Westminster's citywide performance measurement team in drafting their reports. The team is composed of staff members from each department who act as champions, promoting performance measurement within each department. Team members receive special training in performance measurement philosophy and practice, and they are available to provide subject matter expertise and analytical support within their departments—to both department heads and fellow staff.

The city manager and performance measurement team review each department's report in detail. The reports are then used in three ways:

- To make operational changes, where appropriate.

- To assemble the annual performance report to the city council, *Take a Closer Look: How Performance Measures Build a Better City* (www.ci.westminster.co.us/articles/takeacloserlook2007.pdf), which highlights progress toward internal targets and comparisons with peer communities (drawn from CPM data) in a digest format (and feedback from the city's biennial citizen survey in even-numbered years).
- To assess each departments' use—and understanding—of performance measurement in day-to-day operations.

A major goal of this process is to foster understanding of performance measurement—not simply to go through the motions of the practice. In fact, to ensure that department heads “walk the talk,” the city manager also discusses the use and application of performance measures within department operations during individual appraisals of the department heads.

McFall asserts: “When examining our performance measures, we must ask ourselves, ‘So what?’ Performance measurement is not merely a data collection exercise but rather a management practice to understand, justify, and improve operations. We must focus our efforts and measure what really matters.”

Miami-Dade Emphasizes the Power of Effective Internal and External PM Reporting Tools

Our next case comes from Miami-Dade County, Florida, and relates to exemplary practice in internal and external reporting of performance information. Miami-Dade's population is 2,426,848, and it has participated in CPM for seven years.

As part of Miami-Dade's internal performance reporting process, departments present their scorecards at monthly “business reviews.” During these reviews, departments highlight underperforming areas, discuss root causes, and establish initiatives to ameliorate performance deficiencies. The frequency and regularity of these performance reviews help employees maintain strategic and operational focus.

Another part of Miami-Dade County's internal reporting process includes quarterly meetings between assistant county managers and departments to discuss program performance and how it relates to the organization's strategic plan.

Also each quarter, the county's automated performance management system allows for the posting of department-specific performance reports to the county's general Web site for viewing by citizens and county officials. This promotes accountability to the public and provides county officials with near real-time ability to gauge progress toward goals.

As an alternative to the high level of detail available in the Web-based quarterly reports, Miami-Dade also produces a citizen-oriented annual digest of the county's performance information in its “Progress Report to the Community” document. This document is also available at Miami-Dade's Web site (www.miamidade.gov/results/). The report presents a summary of county service delivery performance in seven areas:

- Economic development.
- General government.
- Health and human services.
- Neighborhoods.
- Public safety.
- Recreation and culture.
- Transportation.

Each section presents data from specific measures and provides explanatory information regarding improved and underperforming areas. For several years, the report has been available to citizens in both bound and electronic formats and in multiple languages. Print versions of the report are readily available in English and Spanish, and audio translation of the report in Haitian-Creole is available through the county's 3-1-1 service.

In its early incarnations, Miami-Dade's electronic version of the “Progress Report to the Community” was simply a static file, which could be downloaded from the county's Web site. During focus groups with citizens, however, participants indicated that a more interactive format would be appreciated.

Now the electronic version of the report is presented through a dynamic Web page that permits searching, filtering, and downloading of desired information. More than 2,000 users accessed the electronic version of the county's 2005 report in the first month of its release. Preliminary data for the 2006 report show similar user access rates.

With its emphasis on frequent and user-friendly reporting to both internal and external audiences, Miami-Dade demonstrates how to keep performance measurement “on the agenda,” encouraging its use and relevance in local government decision making.

Decatur, Georgia, Positions PM as a Professional Development Opportunity

Our third case—not directly related to reporting of performance information—comes from Decatur, Georgia, a suburb of Atlanta with a population of 18,147. Decatur joined CPM in January 2007.

City Manager Peggy Merriss developed Decatur's performance measurement program as a tool not only for evaluating service-delivery performance within the city but also for cultivating the management talents of early-career

professionals.

Instead of assigning department heads exclusive responsibility for developing and implementing the city's performance measurement program, Merriss worked with her department heads to find earlier-career management-track staff who would benefit from the cross-department collaboration and analytical work expected through the program.

The early-career staff chosen to work on the program varied somewhat with regard to exact years of service and supervisory experience, but all demonstrated leadership potential and analytical ability.

Staff participating in the program report that they benefited tremendously from the opportunity to work across departmental lines to collect and analyze the city's performance information. They expressed particular excitement about exposure to lines of city business with which they were not yet familiar and the chance to make meaningful connections with staff outside their normal activity centers.

Another benefit of the professional-development orientation of Decatur's performance measurement program is the opportunity to shape the thinking of the staff's emerging leaders, and thus help to embed the practice into the city's organizational culture, ensuring the city's long-term commitment to service delivery evaluation and excellence.

Merriss's broad view of performance measurement as an opportunity to both improve city operations and develop younger professionals is innovative and forward thinking.

Common Factors

What each of these communities has in common—besides the obvious fact that they are all engaged in the practice of performance measurement—is that they are extending the value of the practice beyond simple assessment. They are using performance measurement to:

- Pursue service delivery excellence.
- Promote learning.
- Focus improvement efforts.
- Connect with citizens.
- Build relationships among staff.
- Develop emerging leaders.

The power of performance measurement lies not in the act of measuring but in how the results are used to improve the way local governments conduct daily business—whether in boosting service quality for citizens, demonstrating outcomes for elected officials, or developing employees. As demonstrated through the examples in this article, any local government, regardless of size or resource level, can reap the benefits of performance measurement.

If you would like more information on performance measurement opportunities available through ICMA, contact ICMA's Center for Performance Measurement at cpmmail@icma.org or 202/962-3562. Visit the Web site at icma.org/press/performance matters to sign up for ICMA's free e-newsletter, Performance Matters.

—Mark Thompson, assistant director; Louise Snyder, senior management associate; Kira Hasbargen, management associate; and Nikiah Wade, participant services coordinator, ICMA Center for Performance Measurement, Washington, D.C.; with contributions from Barbara Opie and Aric Otzelberger, Westminster, Colorado; Ray Scher, Miami-Dade County, Florida; and Amanda Thompson, Decatur, Georgia.

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