



ICMA



2016

ICMA AWARDS

CELEBRATING THE DIFFERENCE
professional local government
management makes



2016

ICMA AWARDS

An awards evaluation panel of ICMA members is charged with selecting the recipients of the ICMA Local Government Excellence Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 102nd ICMA Annual Conference:

Mark M. Levin

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Bloomington, Indiana

Ronald S. Miller

Parker, Colorado

Jeffrey I. Naftal

Pittsburgh, Pennsylvania

Marcia L. Raines

City Manager, Millbrae,
California (chair 2015–16)

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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 **Local Government Excellence 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 **ICMA Certificates in Performance Management** recognize local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

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DISTINGUISHED SERVICE AWARD

This 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 has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

Ted A. Gaebler



It's hard to think about professional local government management without thinking of Ted Gaebler.

Coauthor of *Reinventing Government*, forward-thinking leader, colleague, lecturer, teacher, entrepreneur, and mentor to countless MPA

students, Mr. Gaebler has set the stage for government change—peacefully, from the inside out.

Mr. Gaebler's goal is to create a government that delights its citizens by being community-centric, thinking first of its customers—the residents. His tools: pragmatic, internally driven change, decentralized authority, increased transparency and accountability, reduced management layers, and public/private partnerships—all to provide more efficient and cost-effective services.

Innovation must run in his veins. Mr. Gaebler created an "Office of New Ideas" in each of the seven jurisdictions in which he served as CEO, to encourage employees to propose ideas for projects. Borrowing a concept from the private sector, he rewarded exemplary staff with City Hall Stock Certificates, which offer the same "ownership" in the organization as stocks do in corporations. And he initiated an annual corporate fiscal report in each jurisdiction, to give elected officials and residents more knowledge about and confidence in the financial workings and conditions of their city.

A strong leader and visionary fueled by passion for improvement, Mr. Gaebler has initiated programs throughout his 50-year career to make governments more effective through leadership development.

He has spoken and taught at many colleges and universities, encouraging students to enter the local government profession. Throughout his career, he has fostered internship opportunities for undergraduate and graduate students majoring in public administration.

Passionate about helping elected officials think and act on a more "global" level, Mr. Gaebler has inspired many of the council members he served to morph their cities into the "bigger picture" for the benefit of the community. Several of these council members went on to run for higher elected office.

Mr. Gaebler has worked extensively with elected officials by conducting programs for the League of California Cities' Mayors and Council Members Institute; encouraging council members to get involved with the state and National League of Cities; serving on the board of directors for Continuing Education for Public Officials; and facilitating and running retreats for city councils and boards of supervisors.

An ICMA Life Member, Mr. Gaebler continues his service to the profession as an ICMA senior advisor. Mr. Gaebler's life-long quest has been to transform and restore trust in governments. It has been a life and a career well spent.

Daniel A. Kleman



Daniel Kleman was only in his twenties when his peers elected him to his first local public management board of directors. In the five decades since, he has dedicated himself to local government management and promoting

the profession through ICMA and the Florida City and County Management Association (FCCMA).

Mr. Kleman has served cities in Ohio and Florida, counties in Florida, and one consolidated city-county. He's known for his ability to bring diverse parts of a city or county together for constructive dialogue and problem solving and an innovator who isn't afraid to challenge his staff to try new things. His expertise includes utility development and management; economic development and downtown redevelopment; community

DISTINGUISHED SERVICE AWARD

networking to improve race relations; public-private partnerships; annexation; and labor negotiations and union relations (especially fire).

The residents of the jurisdictions he has served benefited from his wise counsel to their councils and commissions, along with expanded and improved services. He also built strong teams at each government, which were diverse, experienced, and committed to excellence.

Mr. Kleman has held a number of leadership positions within ICMA, from Southeast regional vice president to president, and FCCMA, which he also served as president. He championed the ICMA Voluntary Credentialing Program for five years during his presidency and executive board tenure, working tirelessly for its adoption.

When he retired, Mr. Kleman could have moved into a lucrative consulting career or the corporate sector; instead he serves as an ICMA-FCCMA senior advisor,

an adjunct college instructor, and chair of FCCMA's Legacy Committee. He counsels and mentors peers, colleagues, and young people through ICMA's international exchanges, participation in Speed Coaching events, and speaking at ICMA and FCCMA conferences and events. He acts as judge at ethics trainings for state associations and ICMA. He is a frequent speaker at workshops, summits, seminars, conferences, and webinars.

Mr. Kleman is an ICMA Life Member and chaired its Fund for Professional Management. In 1999, Tallahassee named its city park and plaza Kleman Plaza in honor of his 20 years as manager.

After five decades of leadership and counting, Daniel Kleman is an ambassador for the local government management profession who has won the respect of elected officials, his peers, and those who have called him their boss.

Jan C. Perkins



Gus Morrison, the retired mayor of Fremont, California, says that Jan Perkins has a rare combination of attributes. "[She] is a superb administrator, a skilled manager of people, and a demonstrated leader of her staff," he attests. "From an elected official perspective, I could not have asked for more."

Jan Perkins has 30 years of local government management experience that has taken her from Michigan to California. She has promoted strong ethics throughout her career, as well as the mentoring and development of leadership skills for professional staff.

She has held major leadership positions in professional organizations, authored numerous articles, and is a frequent speaker at workshops and conferences. Throughout her career she has involved herself in regional, state, and national groups promoting city management, young professionals, and women.

Through an increasingly demanding series of jobs and experiences, Ms. Perkins developed expertise in strategic and business planning, budget policy development, organizational assessments, team building, council/board effectiveness, goal setting, leadership development, and executive performance evaluations. She has

what's called an incredible ability to work with elected officials and to keep employees informed.

She has always mentored young professionals through her involvements with the Practitioner-in-Residence program at the University of Kansas, Inspiring Women Leading Government group in California, KU's Women in Public Administration Conference, and coaching programs of Cal-ICMA and the International Hispanic Network. She also created KU's Clara Schneider Perkins Scholarship in Public Affairs and Public Administration.

Ms. Perkins has received many forms of recognition from communities she has served, including the Chamber of Commerce and Rotary International, and ICMA's Award for Programs for the Disadvantaged in Memory of Carolyn Keane (twice) and International Award in Honor of Orin F. Nolting, and the 2013 KUCIMAT Lifetime Achievement Award.

As an ICMA Life Member and ICMA liaison to ICMA affiliates, Ms. Perkins's life of public service is far from over. She provides one-on-one advice, guidance, and counseling to a bevy of early or mid-career professionals. And she will continue to inspire others with her willingness to share personal stories that show her heart, vulnerability, humanity, and tenacity in facing and overcoming obstacles.

AWARD FOR CAREER EXCELLENCE

in Memory of Mark E. Keane

Established in memory of former ICMA Executive Director Mark E. Keane, this award recognizes an outstanding local government administrator who has enhanced the effectiveness of government officials and consistently initiated creative and successful programs.

James R. Keene Jr. *City Manager, Palo Alto, California*



Ask colleagues and friends to describe Jim Keene and certain words and phrases come up repeatedly. Thought leader. Creative. Responsive to residents, staff, and elected officials alike. Natural collaborator. Honest, thoughtful, and fair. Hard-working. Skilled leader and problem solver. Funny. Pragmatist. Ahead of the curve. Consummate professional.

Known for his ability to thrive in diverse communities, Mr. Keene's lifelong commitment to public service is driven by a passion for sustainability, civic engagement, and inclusiveness.

"Jim's leadership in the areas of digital engagement, collaborative innovation, and open government has put Palo Alto at the head of the pack," writes past Mark E. Keane award winner Marc Ott, city manager of Austin, Texas. "We are all direct beneficiaries of that passion."

In eight years in Palo Alto, Mr. Keene has restructured employee pension costs, maintaining a AAA bond rating, and negotiated a \$43 million community benefit fund as part of a \$4.5 billion Stanford Hospital and Lucile Packard Children's Hospital Project. Palo Alto has achieved 100 percent carbon neutral electricity and is one of the first to adopt a Climate Action Plan, having already cut carbon 35 percent from 1990 levels. The city completed infrastructure projects, including a new library and community center, renovated several others, and secured the passage of a Transit Occupancy Tax to fund future infrastructure projects.

In Berkeley, Mr. Keene oversaw critical capital projects, including rebuilding city hall, fire stations, and libraries, and constructing a new essential services public safety building, winning FEMA's Community of the Year award in 2000. He also restructured city services with a focus on neighborhoods and helped establish the Berkeley Arts District.

In Arizona, Mr. Keene brought surrounding county communities into the rewrite of Flagstaff's general plan and pushed for co-location of municipal police services with the construction of a new county regional jail and tax measure. He pioneered the employee empowerment movement in Coconino County. And in Tucson, he fought against inequitable taxation, intervened in large speculative land development deals on the city's outskirts, and changed water policies to reduce leapfrog development.

Mr. Keene has served on ICMA's Sustainable Communities Advisory Committee and the ICMA Task Force on Leadership. He is a board member of the Institute for Local Government in California, the Alliance for Innovation, Joint Venture Silicon Valley (of which he is co-chair of its Climate Prosperity Council), and is a Fellow of the National Academy of Public Administration.

Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD

in Memory of Buford M. Watson Jr.

This award, commemorating former ICMA President Buford M. Watson Jr., honors a local government management professional who has made significant contributions toward excellence in leadership as an assistant to a chief local government administrator or department head.

Scott J. Bond

Assistant Chief Administrative Officer, Sandy City, Utah



Scott Bond could be considered a local government management Renaissance man. In his nine years with Sandy City he has supervised a wide range of functions and staff, including risk management and litigation; facilities; city recorder; passports; justice court; human resources; community events and the Arts Guild; Sandy City Amphitheater; management analysts; and office support and interns.

He adds immeasurable value to the city with his analytic and decision-making skills. Nothing demonstrates his abilities in this area better than his management of the city's escalating health care costs. Since he started directing the human resource functions for the city, Mr. Bond has encouraged his staff to find ways to get as much value as possible out of every dollar spent on health care.

Under his leadership, the city has taken measures that were ahead of their time in the areas of health insurance and wellness.

For example, Sandy City was an early adopter of changes that encourage better consumer decision making by health care plan participants, using high deductible plans, HRAs, HSAs, and FSAs long before most organizations. He guided his staff to institute wellness

programs, but worked hard to make sure the benefits were tangible and measurable. He created an on-site health care clinic at Sandy City Hall, with a doctor to serve city employees and their families both for immediate needs and long-term health issues. The program reduced ongoing health care costs and increased benefits to employees; as a result, the city's most recent health insurance renewal quote included an increase of less than 2 percent.

Mr. Bond shines in his current role supervising community events, including the Arts Guild and Sandy City Amphitheater. He has overseen multimillion-dollar improvements to the amphitheater and an increase in the number of community events. Working with the division director, Mr. Bond has brought critical analysis to arts programming, putting in place performance measures such as cost and revenue analysis and regular assessments of marketing performance. By following his lead, arts groups have more resources for programming and projects, and are exceeding their goals.

Scott Bond rounds out his skills with his ability to work with all types of individuals, actively support and encourage staff goals, and coordinate across different departments and among a variety of organizations to get things done.

AWARD FOR CAREER DEVELOPMENT

in Memory of L. P. Cookingham

This award goes to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management, in honor of former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship.

Brenda W. Eivens

City Manager, Cedar Park, Texas



Whether it is by example of her own nontraditional career path to city management or her commitment to nurturing young talent, Brenda Eivens is challenging stereotypes and changing minds about who city managers are.

Ms. Eivens's career is remarkable, given that only about 20 percent of professional local government managers are women and the average tenure is just under seven-and-a-half years. She has been with the city of Cedar Park for more than 20 years, serving as city manager for the past decade, presiding over its rapid growth. Since she first joined the city—a suburb of Austin—in 1996, Cedar Park's population has quadrupled to 67,500; in recent years, the U.S. Census Bureau has twice ranked it as the fourth fastest-growing city in America.

Ms. Eivens joined Cedar Park as human resources coordinator, after starting her H.R. career with the University of Texas, one of the largest university systems in the country. She worked her way through the ranks to become Cedar Park's director of human resources and civil services, assistant city manager, and, by 2006, city manager.

Well aware that her career path to city management is unique, Ms. Eivens is committed to recognizing and nurturing young talent. She herself embodies ICMA's Next Generation and Diversity Initiatives, and many of her protégés have navigated from entry-level positions to the top rungs of the career ladder in Cedar Park and beyond.

As a growing number of experienced executives retire from local government, Ms. Eivens is taking action to prepare a new generation of qualified professionals to step into their shoes. That's why she teaches aspiring government professionals every semester at the University of Texas at Austin. She is especially keen on nurturing women and minorities so the professional government management profession will reflect the communities it serves.

Ms. Eivens is also committed to developing mid-career and senior-level talent. By placing experienced professionals in positions that allow them to use and grow their skills, she benefits both the individual and the entire organization.

If the core of local government is serving others and making each day better for the community, Brenda Eivens truly embodies this essence of the profession.

ACADEMIC AWARD

in Memory of Stephen B. Sweeney

Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award 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.

Dr. Chester A. Newland

*Senior Professor of Public Administration, University of the Pacific,
McGeorge School of Law, Sacramento, California*



Dr. Chester A. Newland is a teacher, teacher of teachers, mentor, advocate, and thought leader on the role of the professional public administrator in advancing democratic principles and good governance.

Evanston, Illinois, City Manager Wally Bobkiewicz writes that in his senior year at the University of Southern California (USC), "I heard Chet state that we work in the field of public administration, but serve the discipline of democracy...Chet's words have guided my work every day since."

Dr. Newland began his teaching career at North Texas State, where he helped establish its MPA program and directed its government department. He has been a faculty member of USC since 1966, teaching at its Los Angeles campus; Washington, DC, Public Affairs Center; and State Capital Center in Sacramento. He also taught at George Mason University for two years, assisting in the development of its Ph.D and MPA programs.

During leaves of absence from the university, Dr. Newland was initial director of the LBJ Presidential Library and taught at the Federal Executive Institute, where he also served as director. He served six years as editor-in-chief of USC's *Public Administration Review* and, along with Richard Stillman, as co-editor of the ICMA "green book."

In 1998, Dr. Newland was named to the Frances R. and John J. Duggan Distinguished Professorship in Public Administration, a position he held until his retirement at the age of 81 in December 2011, when he was given the rank of Emeritus Distinguished Professor.

Since retirement, Dr. Newland has served as a member of the ICMA Credentialing Advisory Board. He has served on the board of Cal-ICMA since its inception, and made major contributions to the campaign to sustain the council-manager form of government in Sacramento last year.

In 2015, Dr. Newland came out of retirement to join the faculty of the McGeorge School of Law at the University of the Pacific, working to establish its MPA/MPP graduate program, the third such program he has helped start.

An honorary member of ICMA since 1980, Dr. Newland has numerous awards to his credit, including the National Association of Schools of Public Affairs and Administration Elmer Staats Award for Public Service Teaching Excellence; National ASPA Van Riper Award for Lifetime Achievement; Los Angeles ASPA Harry Scoville Award for Academic Excellence; and Stockberger Civil Service Award.

A former student recently endowed the Chester A. Newland Fellowship at the KU School of Public Affairs and Administration.

AWARD FOR EARLY CAREER LEADERSHIP

in Memory of William H. Hansell Jr.

Established in memory of former ICMA Executive Director William H. Hansell Jr., this award recognizes an outstanding early-career local government professional who has demonstrated leadership, competency, and commitment to local government as a profession.

Monica S. Irelan *City Manager, Napoleon, Ohio*



Monica Irelan may be new to the role of city manager but she is already a well-rounded leader. In the two years since she became Napoleon's manager, she has built trust and healed relations between appointed officials and the city council, as well as improved morale among employees and strengthened the city's organizational structure.

Having clearly defined her own value system, Ms. Irelan models the commitment to excellence she asks of others. Her open style of communication has strengthened relations between the council and the administration. In the last quarter of 2015, she challenged the council to develop a long-term strategic plan and vision for the community, which is in process this year.

Ms. Irelan's transparency during negotiations for continued water service gained the respect of the leaders of nearby communities. She has mended problems left over from the previous administration, leading to productive conversations about common matters of interest.

Keenly aware that employees look to her for leadership, Ms. Irelan's work reflects the expectations she has of herself and of others. She is a fair and consistent boss

and communicates with employees through appropriate channels.

When she became city manager, Ms. Irelan set clear standards for her department heads. She trusts them to be good stewards of city resources, and writes a thank-you card to any employee who goes above and beyond. She encourages her employees to find better and more efficient ways to do their work, and to take reasonable risks.

Ms. Irelan is sensitive to the fact that people drawn to public service often take their work to heart, making them susceptible to burnout. She believes in creating a productive work environment by investing in and supporting employees, especially when it comes to work-life balance. She knows that family time is essential to helping employees decompress from their daily work.

Thanks to Monica Irelan's leadership, both internal and external, Napoleon has a better future ahead.

Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.

COMMUNITY HEALTH AND SAFETY AWARD

This award recognizes innovative local government programs or processes that improve the community's safety, health, and/or wellness, or enhance quality of life for the disadvantaged. Sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark Keane, and Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell.

Populations of 10,000 to 49,999



Stormwater Relief Program | Niles, Illinois Steven C. Vinezeano, Village Manager

Challenge: Solve a long-standing flooding problem.

Backstory: Niles and surrounding communities had been plagued by flooding since the 1970s. The issue came to a head when, in September 2008, the area experienced record rainfall of about 9.5 inches in 15 hours. The region was declared a federal disaster area when the resulting flooding overwhelmed local and regional sewer systems and caused an estimated \$1.5 million in damage.

Solution: The creation of a comprehensive Stormwater Relief Program.

HOW THEY DID IT

Niles Mayor Robert Callero drafted then-Assistant Village Manager Steven Vinezeano as lead staff member of a Stormwater Commission.

Phase One began in February 2009. The commission established a study methodology for data collection and mapping using Geographic Information Systems (GIS) and gathered information from homeowners.

In September, the commission's first report offered recommendations for reducing runoff, updating legislation, reevaluating system operations, and short- and long-term capital programs.

In 2010, the village hired an engineering firm to work with the commission on analyzing the data collected from several floods. Their June 2012 report recommended the creation of a Stormwater Relief Program to:

- Update village ordinances and codes to meet county, state, and federal standards so future development didn't have a negative impact on stormwater management for existing homes and businesses.
- Map the sewer system on GIS and institute a multi-year maintenance plan.
- Outline capital improvement projects that could be carried out without significant engineering and construction.

- Offer immediate cost share assistance of up to \$4,000 to homeowners experiencing chronic sewer backup or overland flooding.

RESULTS

- Niles has paid out more than \$1.5 million in aid to more than 400 homeowners.
- Two of the three major Tier I capital projects recommended in the 2012 report are complete and the third, the largest infrastructure project in the village's history, will be completed in summer 2017.
- Working with FEMA and Cook County, Niles has developed a Hazard Mitigation Plan.
- The village now participates in the National Flood Insurance Program Community Rating System with a quality CRS of 6.
- The commission is now in the process of updating the 2012 Stormwater Relief Program at an estimated cost of \$50,000.



Ensuring a stable foundation for the stormwater system. (Photo credit: Tom Robb, Niles Journal, Journal & Topics Newspapers)

LESSONS LEARNED

- Be straight with residents, even when it gets tough.
- Act on urgent issues swiftly and report accomplishments to the public.
- If you think something is impossible, think again.
- Nurture contacts with regional, state, and federal agencies—you may learn of valuable funding opportunities.



Brady

Community Care Initiative | Mesa, Arizona

Christopher J. Brady, City Manager

Karolyn Kent, Assistant City Manager

John Pombier, Assistant City Manager



Kent

Challenge: Evaluate the impact of the Affordable Care Act on city health care services and design a program to deliver the right response, the right care, and the right services to 911 users and Mesa residents

The goal: To treat callers at the call points, provide definitive care, and refer them back to their primary care physicians or appropriate health service.



Pombier

BACKSTORY

Mesa's data showed that the city's 911 system had morphed from responding to medical emergencies to handling low-grade illnesses and injuries, medication refills, and mental health needs.

City leaders and Mesa's Fire and Medical Department analyzed existing data to see how they could lower health care costs, make delivery more efficient, and improve resident health.

From August 2012 to February 2013, the city tested a pilot program based on community paramedicine, which links firefighter-paramedics with nurse practitioners, physician assistants, and licensed behavioral health counselors. Using existing resources and donated personnel, the program handled 983 patient encounters for a cost savings of \$1,066,128.

THE SOLUTION

With a \$12.5 million grant from the Centers for Medicare and Medicaid Innovation, the city launched the Community Care Initiative, a three-year program based on the pilot.

The Initiative uses city paramedics and nurse practitioners, physician assistants, and licensed behavioral health counselors provided by a private Mesa hospital and a local mental health business. Registered nurses staff the 911-dispatch center to coordinate the community care units, two-person teams that respond to low-



Performing a behavioral health assessment.

acuity or behavioral health-related calls. The nurses can also offer medical advice over the phone. The program operates 24 hours a day, seven days a week.

Each unit acts as a mobile urgent care facility, delivering physical and mental health evaluations, prescription services, immunizations, health education, referrals, post-hospital discharge follow-ups, and minor diagnostic testing.

Program Costs: Start-up costs were about \$4 million for 35 full-time equivalent positions, insurance billing services, supplies, and the purchase of additional technologies to support data collection.

Ongoing Research: The city's IT department built a data warehouse to analyze data collected by the fire department and its program partners, as well as variables to address in future research.

LESSONS LEARNED

- Public-private collaborations require coordination of human resource policies, such as employee development and progressive discipline.
- Few entities involved in health care (e.g., insurance payers, hospitals) are willing to share data. By devising ways that data sharing would benefit them and their customers, the program gained valuable data-sharing agreements.

COMMUNITY PARTNERSHIP AWARD

This award recognizes innovative programs or processes 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.

Populations of less than 10,000



Pederson

Overcoming the Unspeakable | Bayside, Wisconsin

Andrew K. Pederson, Village Manager

Rebecca VanRegenmorter, Assistant Village Manager



VanRegenmorter

Challenge: Whether and how to convert the village to a municipal water system, a debate that had persisted for more than 30 years.

Backstory: Three decades of ongoing discussions about the issue had produced only failed referendums, numerous public meetings, heated debates, and stalemate. As a result, 75 percent of Bayside homes still drew their water from wells as late as 2013.

Solution: A unique partnership among everyone who had a stake in the issue: the village; private unincorporated resident municipal water associations; an adjacent community that would provide the water; a private municipal water operator; and a variety of technical professionals.

WHY IT WORKED

- A broad partnership supported productive conversation that resulted in action.
- The two water associations formed by residents helped structure the process and decision-making.
- Lacking a water utility, Bayside worked closely with a neighboring water utility to provide the services.
- Bayside worked closely with financial advisers and bond counsel to facilitate financing for residents.

Results: Access to municipal water increased to 86 percent from 25 percent; 79 percent of homes in the project area chose to connect to water; and the village spent more than \$10 million on public infrastructure construction, financed by residents.

LESSONS LEARNED

- To succeed, residents had to drive the process. The village offered the assistance of its staff, engineers,



Converting to a municipal water system.

and consultants as needed, but residents led the campaign to educate and persuade the community.

- Participation in the project was voluntary but each street needed roughly 80 percent participation to join. Residents who strongly supported the project lobbied their neighbors to gain the requisite commitments.
- The village used its two weekly e-newsletters to reach as many residents as possible. Later, the village concentrated on those most interested with a blog devoted to the issue and project.
- Make it financially easy to participate. The village used B-Series Assessment bonds, which allow participating homeowners to pay for their connection over a set period (in this case, 20 years). Under this arrangement, there was no financial risk to the village.
- The more transparent the process, the less chance of extremist views. The village held more than 35 public meetings, recording and posting some of the presentations on YouTube.



Rothweiler

SIEDO | Twin Falls, Idaho; Jerome, Idaho; and Burley, Idaho

Travis P. Rothweiler, City Manager, Twin Falls

Mike Williams, City Administrator, Jerome

Mark A. Mitton, City Administrator, Burley



Williams

Challenge: Communities in southern Idaho were struggling to attract new businesses, retain existing businesses, and support their growth. Funds for economic development were limited; they were unsure how to market the region; and there was little coordination among the communities' efforts.



Mitton

Solution: Although a regional approach to economic development is relatively uncommon, in 2001, the cities of Twin Falls and Jerome offered funding to help launch a regional public-private

venture, the Southern Idaho Economic Development Organization (SIEDO). Since then, eight other cities in the region have joined, chief among them the city of Burley. SIEDO participants also include local, regional, and state governments; community economic development leaders; business support organizations; chambers of commerce; the College of Southern Idaho; and Business Plus, a nonprofit organization of private businesses that support regional growth.

Goal: Grow southern Idaho communities with healthy economic diversification and good paying jobs.

Results: In 15 years, the Magic Valley has attracted capital investments exceeding \$1 billion by more than 35 new and existing businesses, and the creation of well over 5,000 direct and indirect jobs. Major companies that have moved to the area include Chobani Yogurt, Clif Bars, Glanbia Foods, WOW Logistics, Fabri-Kal, Packaging Specialties, Mulholland Manufacturing, DOT Foods, and food manufacturers, including Gossner Foods and High Desert Milk.

WHY IT WORKS

- It's extremely efficient to have SIEDO as southern Idaho's single point of contact for business recruitment, expansion, and retention.



Working together to spruce up communities.

- SIEDO uses a "three-legged stool" funding model: its support comes from the College of Southern Idaho, Business Plus, and member cities and counties.
- Member partners work closely with the College of Southern Idaho on courses and training programs to prepare the region's workforce for new jobs.

PAYOFFS

- In 2015, the U.S. Commerce Department recognized Southern Idaho as one of 12 Federal Manufacturing Communities in the country, opening new sources of federal funding and giving the region's efforts national prominence.
- To meet the infrastructure needs of new businesses, communities have won state funds and worked with local partners to upgrade their wastewater, transportation, and utility systems.
- With new workers arriving to fill jobs, housing starts and new commercial construction are up.
- Communities' downtown areas are revitalizing as commercial real estate sales pick up and new businesses move into previously vacant buildings. Local volunteers are also building civic pride by helping to spruce up their community's downtown.



Emerald Vista – A Successful Public-Private Partnership to Create an Integrated Residential Neighborhood | Dublin, California

Christopher L. Foss, City Manager

Challenge: Reimagining the city's one public housing development, which was in disrepair, without federal funds.

Backstory: Built in the early 1980s, Arroyo Vista consisted of 150 garden apartments that served low-income households. Residents and the city council wanted to improve the property, but had virtually no public funding as available federal resources were scarce.

GOALS

- Preserve affordable housing.
- Create a vibrant mixed-income community.
- Provide on-site amenities for the neighborhood.
- Make the development environmentally sustainable.

The solution: After determining that rehabilitation of the neighborhood was cost prohibitive, the city, led by then-City Manager Joni Pattillo (now retired), decided to redevelop the site into a new neighborhood called Emerald Vista.

HOW THEY DID IT

Dublin and the Housing Authority selected Eden Housing, one of California's oldest and most successful nonprofit developers, and KB Home, a market-rate homebuilder, to partner on a project to replace public housing with public and market-rate housing.

The partners worked collaboratively, even through the recession, crafting and re-crafting plans. They involved Arroyo Vista residents in the planning process from start to finish, so the new development would meet the needs of the community.

Residents were relocated during construction and given vouchers so they could move to newer affordable housing during the interim. Residents were given first priority for apartments in the new development, and many chose to return.

FINANCING

- City invested \$7.6 million, nearly 80 percent of its overall housing fund.
- KB Home paid \$12 million for the land, \$11 million of which was reinvested in replacing the affordable units.



Before



After

Redeveloping a public housing development.

- Eden Housing secured \$24 million in Low-Income Housing Tax Credits.
- The U.S. Department of Housing and Urban Development approved disposition of the site so the public housing units could be redeveloped as privately owned affordable housing.
- Changes to HUD's regulation of the Housing Choice Voucher Program made it possible for the city's Housing Authority to provide project-based Section 8 contracts for the senior apartments and 25 percent of the family apartments.

Results: Construction began in 2012. The development includes 180 affordable apartments—50 reserved for seniors and 130 for families. There are also 198 for-sale single family and townhomes, 14 of which were reserved for moderate-income households. As of January 31, 2015, Emerald Vista was at 100 percent occupancy.

Lesson learned: A well-designed neighborhood can be created to include both a market-rate and affordable housing development.

COMMUNITY SUSTAINABILITY AWARD

This award recognizes innovative local government programs or processes that creatively balance a community's social, economic, environmental, and cultural needs.

Populations of less than 10,000



Centennial Plaza – A Demonstration of Water Sustainability | Clarkdale, Arizona

Gayle L. Mabery, Town Manager

Challenge: Develop a beautifully landscaped permaculture garden using native and adaptive plants that would use little to no potable water on maturity to educate residents on water issues.

BACKSTORY

At an elevation of 3,560 feet, Clarkdale is located in an arid area that averages only 12 inches of rain per year.

When data showed groundwater overdraft in the region to be a concern, Clarkdale decided to develop a sustainable water resource management plan based on public education that would lead to action.

In 2011, the Clarkdale Town Council and Town Manager Gayle L. Mabery launched the Sustainable Clarkdale initiative.

With grants from the Walton Family Foundation and the city's water utility, Clarkdale made plans to install a demonstration permaculture garden on Centennial Plaza, a one-acre grassy area in front of its historic Clark Memorial Clubhouse, the community's social and political hub.

HOW THEY DID IT

Permaculture applies the patterns and relationships found in nature to human habitation. Designers focused on sustainability in three areas: economic (cutting water use and hiring local businesses to build the garden); environmental (using primarily native plants that would attract birds and butterflies); and social (adding a new gathering space at the community's social and political center).

Installation began in 2012 to coincide with Clarkdale's and Arizona's centennial celebrations and took two years to come to fruition. The garden now requires no potable water irrigation.

How It Works:

Rainwater is harvested from the roof of the clubhouse and drains to three underground cisterns that can store a total of 5,100 gallons. In addition, nine catchment basins capture runoff from the town's public parking lot and from the clubhouse roof.

Costs: \$90,000, not including staff time.

Results: The lawn had required about 100,000 gallons of water per month, at a cost of \$960. In the park's first two years, total potable water use totaled 223,812 gallons at a cost of \$3,325.

Savings: More than 2.1 million gallons of water and \$19,000 in water bills.

LESSONS LEARNED

- Systems need tweaking. The rainwater collection system in the initial project design overwatered the garden; the addition of rain sensors allowed for greater control.
- As some of the flowering perennials have died over time, public works has replaced them with agave and other native cactus, leaving the garden less colorful. As plants are replaced in the future, plans are to add back more of the perennials.



Developing a landscape that requires no potable water.



Sustainability Program | Las Vegas, Nevada

Elizabeth N. Fretwell, City Manager

Challenge: Make sustainability integral to city government operations and functions.

BACKSTORY

Despite its reputation for excess, Las Vegas faces the environmental issues common to many cities today: water shortages, high energy costs, and reducing the amount of waste that winds up in landfills. In 2005, spurred by the US Conference of Mayors Climate Protection Agreement and Sustainable Energy Strategy, City Manager Elizabeth N. Fretwell launched the city's own sustainable energy program.

PROGRAM COMPONENTS, SAVINGS, AND RESULTS

Renewable energy: Although Las Vegas was hit hard by the economic recession, the city chose to make an initial \$40 million investment in solar energy. Using creative financing, grants, rebates, and subsidized bond programs, the city spent no general fund money. Its current installed solar capacity is more than six megawatts. Since FY 2010, Las Vegas has generated more than 34 million kilowatt hours (savings: \$2.9 million annual energy costs).

Energy efficiency: Las Vegas has been upgrading its streetlights since FY 2011 (cost: \$19.3 million dollars, from grants and bonds; savings: roughly 20 million KWH and over \$1.6 million annually). Energy efficient retrofits and upgrades on 10 of the 15 city buildings with the highest energy consumption (cost: \$2.6 million, from bonds and a Green Building Special Revenue Fund) save 800,000 KWH and \$276,000 annually. Six new LEED-certified public buildings (cost: \$200 million) have earned Las Vegas City LEED Gold Certification status.

Water conservation: Businesses and residents have reduced water consumption by 40 billion gallons thanks to innovative conservation programs, even as Las Vegas gained a half-million new residents. Since 2008, city



Introducing electric motorbikes for police as part of the city's sustainable energy program.

facilities have cut water consumption by 200 million gallons annually.

Recycling: With recycling programs at all public facilities, Las Vegas recycles more than 55 percent of discarded materials (savings: over \$325,000 annually). Single stream recycling has also increased community recycling to meet the EPA target of 35 percent or higher.

THE FUTURE

With one of the most energy and water efficient economies of any U.S. city, Las Vegas is always looking to improve. In November 2015, the city announced a Renewable Energy Agreement with the state's investor-owned utility, which will allow 100 percent of its retail load to be served by renewable energy beginning in 2017.

LESSONS LEARNED

- Measurement and tracking of goals and targets is essential.
- Discuss what's required with all critical stakeholders to make real and lasting change.
- Employees at every level of the organization must understand and embrace sustainability.

STRATEGIC LEADERSHIP & GOVERNANCE AWARD

This award recognizes the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

Populations of less than 10,000



Building an Employee Culture of Excellence, Service, and Pride | Pismo Beach, California

James R. Lewis, City Manager

Challenge: Develop a program to bring about cultural change rooted in service, innovation, and collaboration that would increase retention of skilled employees and attract the best and the brightest.

BACKSTORY

In 2013, Pismo Beach, a small, geographically isolated, full-service city, was in the human resources version of a perfect storm. Thanks to retirements and pension reform, the city would lose more than half its workforce between 2012 and 2016, including its veteran city manager. But with a rigid departmental structure that dampened collaboration and communication and an aversion to risk taking, the city's organizational culture had little to attract new talent.

SOLUTION

In 2013, Pismo Beach hired a new "Generation X" manager, James Lewis, who valued inclusion, collaboration, and innovation. He knew cultural change was essential for success and began interviewing employees and community members and reviewing all city functions.

In November 2014, the city kicked off a new cultural program titled "Cuz We're Pismo" at an all-day event attended by all nonessential employees. The day's goals included articulating employees' values; developing shared ownership in the city's future; identifying what employees needed to be more effective; defining customer service expectations; and creating new relationships by breaking down department divisions.

Mr. Lewis then recruited staff from each department to serve on new strategic and operational committees. The city also solicited feedback for follow-up action plans and frequently updated staff on progress toward employee-set goals.

Today, the city emphasizes its new focus on service, innovation, and collaboration in all its recruitment and marketing materials. Quarterly new employee "cultural



Kicking off a new cultural program for city employees, "Cuz We're Pismo."

onboardings" reinforce Pismo Beach values and commitment to service, and annual celebrations continue.

Cost: Given the number of events, training opportunities, and recognition programs, the program is extremely cost effective. Total investment for more than 140 full- and part-time employees is \$132 per person, for a total cost of \$18,500 annually.

RESULTS

- Resident satisfaction is up, as demonstrated by recent passage of a sales tax initiative by 71.2 percent.
- City employees are empowered to provide service solutions that cut across department lines.
- Employee participation in events and professional development opportunities is higher than ever, the city is attracting stellar new talent, and retention is increasing.

LESSONS LEARNED

- Changing a city's culture requires a clear objective, frequent communication, consistent effort, sincere engagement, and constant reevaluation of techniques used.
- Soliciting employee feedback is key to developing plans for new programs or tools to enhance job performance.



Jones

GO Driver: Job-Driven Workforce Development | Charlottesville, Virginia

Maurice T. Jones, City Manager

Hollie Lee, Chief of Workforce Development Strategies



Lee

Challenge: Develop a workforce training program geared to the needs of local employers that will give workers training and resources to become competitive candidates for jobs paying a self-sufficient wage.

BACKSTORY

In July 2013, Charlottesville's Strategic Action Team (SAT) on workforce development, led by the City Manager's Office, presented a report, *Growing Opportunity: A Path to Self-Sufficiency in Charlottesville*, to the city council. The report examined barriers to employment for low-income city residents, such as job creation, basic literacy, education and training, workplace readiness skills, transportation, childcare, criminal history, and housing.

THE SOLUTION

Based on the report's recommendations, Charlottesville put its focus on job creation, business growth, and creating Growing Opportunity (GO) programs that align training with the needs of the local business community. The first, GO Driver, which trains city residents as relief transit bus operators with the Charlottesville Area Transit (CAT), has graduated more than 30 since its inception in October 2014.

Based on the success of GO Driver, the city has designed additional job-driven training programs for administrative/clerical positions at the University of Virginia and University of Virginia Health System; electrical apprenticeships with a local company (two cohorts have been held); and certified nursing assistants for the University of Virginia Health System (held in March 2016).

Two other training programs are in the planning stages.



Providing workers with training and resources for jobs paying a self-sufficient wage.

RESULTS

- All 12 participants in the GO Driver pilot graduated and were offered employment. The 11 who were hired are still employed; none are receiving public assistance.
- Three more sessions were held in July and December 2015 and June 2016, graduating 34 individuals, all of whom received job offers.
- Because six of the pilot participants were funded using Workforce Innovation and Opportunity Act dollars, Charlottesville received a \$1,500 employer wage subsidy once they were hired, saving \$7,500 in payroll.
- GO Driver cut CAT's overtime costs by \$60,000 in its first year.

LESSONS LEARNED

- Support services are vital to help program participants complete training and find and keep a job.
- A program of this magnitude requires the help of community partners to recruit participants, design curriculum and teach, place graduates in jobs, and ensure trainees have access to support.
- Expect to work with government agencies to obtain federal and state dollars to subsidize training costs.



Women's Leadership Mentoring Program | San Antonio, Texas

Sheryl L. Sculley, City Manager

Challenge: As a large portion of the city workforce nears retirement, strategically identify, develop, and retain talent.

BACKSTORY

In spring 2013, a group of female executives in the city of San Antonio (COSA) began discussing how to bring down barriers preventing women from advancing in the workplace.

At the same time, the city was considering how best to do succession planning and leadership development to prepare San Antonio for the future.

SOLUTION

City Manager Sheryl Sculley, former Assistant City Manager Gloria Hurtado, and a committee of eight female city executives designed and launched COSA's Women's Leadership Mentoring Program (WLMP) to address both issues simultaneously. A year-long program, WLMP matches female city executives (assistant department directors or above) with professional-level female employees.

In November 2013, they invited 300 professional female employees to apply. The organizing committee reviewed their qualifications, interests, and commitment to the program's goals, selected 42, and matched them with 28 executive mentors. The first session began in January 2014.

WLMP's key goals include:

- Ensure professional growth and development to benefit individuals and the organization.
- Provide an avenue for women in the organization to develop and use their leadership abilities.
- Provide networking opportunities to enhance teamwork.
- Promote an environment that recognizes the value of women's contributions.
- Create a pool of internal candidates and strengthen organizational succession planning.

The program consists of speakers, workshops, and panels of female leaders from the community; mentors and mentees working toward defined professional development goals; and capstone group projects to benefit the organization and community.



Helping women advance in the workplace.

COST

Costs are minimal; the project has a total budget of \$4,700. Program partners provide speakers for group meetings and other sessions, and events take place at city facilities.

RESULTS

- In WLMP's first two years, 58 women have completed the program.
- As of March 2016, WLMP boasts an 88 percent retention rate of those who completed the program. Another 15 percent of participants successfully competed for a promotion during or after completing the program.
- Two capstone projects created by participants are currently being put in place.

LESSONS LEARNED

- The biggest challenge is scheduling and securing time commitments from participants. Mentees and mentors are asked to commit to meeting monthly at an initial orientation.
- Giving mentees a say in mentor assignments increases chances of a successful match.

HARVARD SENIOR EXECUTIVES IN STATE & LOCAL GOVERNMENT SCHOLARSHIP

Sponsored by The Ferguson Group and eCivis



Peter Agh *City Manager, Dvory, Slovakia*



Peter Agh, city manager, Dvory, Slovakia, served as an ICMA Regional Vice President, 2010–13. He manages 100 employees and a budget of 3 million euros. He served as city manager of Nove Zamky, Slovakia, 2005–14, where he managed 800 employees. He has also served as president of the Slovak City Managers Association for the past 5 years and will continue to serve in that role until 2019.

As the president of the Slovak City Managers Association, Mr. Agh is responsible for the development of the city managers in Slovakia. He has introduced an executive director for the association and received the first grants and contracts from the European Union in

the past year. The number of members has doubled in the past year and includes 80% of all city managers in the country.

The most significant strategic challenge for the city managers in Slovakia is the ever-changing legislature of the new democracy. It is difficult for local governments to evolve and thrive in the changing environment without the institutional knowledge and history.

Mr. Agh's goal is to ensure the association is a well-managed and highly professional organization within Slovakia and the European Union. Attending the Harvard Senior Executives in Local Government program will allow Mr. Agh to be more widely acknowledged in the European Union and within its institutions.

Heather S. Worthington *Deputy County Manager, Ramsey County, Minnesota*



As the deputy county manager of Ramsey County, Minnesota, Heather Worthington is responsible for the direct oversight of seven county departments—public works, parks and recreation, property management, workforce, libraries, Housing and Redevelopment Authority, and Rail Authority—which make up the Economic Growth and Community Investment Service Team. The Service Team is composed of approximately 500 employees with an overall budget of \$115 million per year, not including capital expenditures. Ms. Worthington's main focus is to align and coordinate the work of these departments to have the most strategic and synergistic positive impact on the county's community of 525,000 residents and to ensure the long-term

economic health of the business, residential, and not-for-profit sectors.

An ICMA Credentialed Manager, Ms. Worthington also leads the county's economic development activities, including the redevelopment of the Twin Cities Army Ammunition Plant with a total project budget of \$80 million and the Retirement Properties on the Mississippi in downtown St. Paul, with a total project budget of \$17 million.

Regarding her immediate and long-term goals, Ms. Worthington's priority is to make long-lasting change in the areas of racial disparities, poverty, and economic stability in her community. The opportunity to attend the Harvard Senior Executives in Local Government program will allow Ms. Worthington to hone her leadership skills, which will benefit her organization, the broader community, and her professional development.

ICMA, through the generosity of its strategic partners The Ferguson Group and eCivis, offers scholarships to two members to attend the Harvard Kennedy School Senior Executives in Local Government program. The Ferguson Group, L.L.C. (TFG) is a bipartisan government relations consulting firm founded in 1982 in the District of Columbia dedicated to serving local governments. eCivis is the leading cloud-based grants management system in the nation for state and local governments and school districts.

CELEBRATION OF SERVICE

Congratulations to the 2016 Local Government Service Award Recipients!

ICMA Local Government 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.

55 YEARS



C. Samuel Kissinger has served as village manager of Indian Creek, Florida, since 2002. He was previously village manager, Key Biscayne, Florida, 1992–2002; city manager, New Rochelle, New York, 1975–91; town manager, Enfield, Connecticut, 1968–75; township manager, Whitehall, Pennsylvania, 1964–68; and assistant borough manager, Pottstown, Pennsylvania, 1959–64.

50 YEARS



LeRoy J. Jackson, city manager of Torrance, California, since 1983, has served Torrance since 1966. He also served as assistant city manager, chief assistant to the city manager, senior administrative assistant, and personnel analyst.



Thomas Muehlenbeck began his local government career in 1965 serving as assistant city manager in Parsons, Kansas. He went on to serve as city manager in Atchison, Kansas, 1967–69; College Park, Georgia, 1969–74; Valdosta, Georgia, 1974–77; Galveston, Texas, 1977–80; Virginia Beach, Virginia, 1982–87; and Plano Texas, 1987–2011. He also served as deputy city manager in Austin, Texas, 1980–82, and ended his career by serving as interim city manager in McKinney, Texas, 2014–16.

45 YEARS



Darlene L. Burcham, town manager, Clifton Forge, Virginia, since 2010, has served local governments in Virginia for her entire career. She began her career in Hampton as director of social services, 1971–79; served as assistant county administrator in James City County, 1979–87; held various positions in Norfolk from 1987 to 2000; and served as city manager in Roanoke, Virginia, 2000–10.



Garry H. Cubitt has enjoyed a long, successful career with Region of Durham, Ontario, Canada serving as chief administrative officer since 1971.



Edwin J. Hunzeker, county manager, Manatee County, Florida, since 2007, started his career in Saint Louis, Missouri, where he served as an accountant, 1971–73, and assistant hospital controller, 1973–74. He also worked in Saint Louis County, Missouri, as county auditor, 1974–79. He was the chief financial officer for Bi-State Development Agency in Missouri, 1979–88; assistant city administrator, Hillsborough, Florida, 1988–2003; and served as county manager for Osceola County, Florida, 2003–06.



Andrew A. Mair has been serving as county administrator, Mercer County, New Jersey, since 2005. He served as township administrator in Winslow Township, New Jersey, 2003–05; business adminis-

trator, Atlantic City, New Jersey, 1994–2003; executive director, Pennsylvania Trial Lawyers Association, 1992–94; and township manager in Warminster Township, Pennsylvania, 1969–92.



Dennis K. Morris has spent his entire local government career as the executive director of the Crater Planning District Commission, in Petersburg, Virginia, since 1971.



Donald B. Rose began his career serving as director of planning for DuPage County, Illinois, in 1971. Since then he has served in various positions in Wheaton, including assistant to the city manager, assistant city manager, and deputy city manager, before being appointed city manager in 1980.



Richard C. Rossi spent his entire local government career in Cambridge, Massachusetts, serving in the roles of intern, assistant to superintendent of water, purchasing agent, and deputy city manager, leading to his appointment as city manager in 2013.



William F. Smith Jr., town manager, Granby, Connecticut, since 1978, began his career with the Maryland Municipal League as a research assistant, 1966–67. He served as director of information evaluation in New London, Connecticut, 1972–73, and chief administrative officer of East Hampton 1974–78.

40 YEARS

Randy L. Anstin Highland, California	Ray G. Green, chief administrative officer Oakville, Ontario, Canada	Thomas D. Rockovich, executive director Butler Area Sewer Authority, Pennsylvania
Ronald D. Autry, city manager Dunn, North Carolina	Robert F. Hagemann, III, county administrator Jefferson, New York	Max Royle, city manager St. Augustine Beach, Florida
Robert R. Baldwin, city manager Dania Beach, Florida	Jim Hanson, town manager Orange Park, Florida	Mary J. Rupp, city manager Perry, Oklahoma
John S. Bennie, chief executive officer Greater Dandenong City Council, Victoria, Australia	Dennis Harmon, city administrator Goose Creek, South Carolina	John L. Salomone, city manager Norwich, Connecticut
Allen Bogard city manager Sugar Land, Texas	Patrick R. Higgins, village manager Western Springs, Illinois	Ralph Schell, county manager Jefferson, Colorado
Thomas E. Brymer, town manager Westlake, Texas	James P. Jeffers, city manager Nacogdoches, Texas	Gerald J. Seeber Temple Terrace, Florida
James D. Campbell Glen Allen, Virginia	N. Enrique Martinez, city manager Redlands, California	Richard J. Sheola, borough manager Mountain Lakes, New Jersey
Gary A. Carsten, town manager Easton, Colorado	J. Brent McFall, county manager Eagle, Colorado	Michael A. Silvestri, township manager Peters, Pennsylvania
Christopher W. Chinault, town manager Indianapolis, Florida	J. Randy McKnight, city administrator Nephi, Utah	Eric A. Smith, city manager Englewood, Ohio
Martin J. Corcoran, city manager Maplewood, Missouri	Michael McLaurin Charlotte, North Carolina	Stephen E. Sorrell, executive director Emerald Coast Utilities Authority, Florida
Julie Couch, town manager Fairview, Texas	Mark H. McNeill, city administrator Mendota Heights, Minnesota	Reginald S. Stapczynski Andover, Massachusetts
Sanford W. Daily, town manager Kensington, Maryland	Michael A. Milone, town manager Cheshire, Connecticut	Craig R. Stevenson, chief executive South Taranaki District Council, New Zealand
George D. Forbes, city manager Jacksonville Beach, Florida	Subir Mukerjee, city manager Fife, Washington	Ralph E. Stone, director of housing & community development Broward County, Florida
Robert F. Flatley (in memoriam)	Donald T. Norrell, President Woodland Township, Texas	Julian M. Suso, town manager Falmouth, Massachusetts
Robert J. Frank, assistant city manager Hazelwood, Missouri	D. Wayne O'Neal, city manager Ecorse, Michigan	J. William Taylor, field services manager Municipal Association of South Carolina, South Carolina
Richard Louis French, county manager Alexander, North Carolina	David A. Oyler Spanish Fork, Utah	Ronald D. Trivitt, city manager Belton, Missouri
James R. Fulcher, borough manager New Holland, Pennsylvania	Gregory E. Prowant, township manager Cain Township, Pennsylvania	Daniel J. Vogt, Brainerd, MN
Timothy J. Gagen Breckenridge, Colorado	Richard T. Reed, town manager Bedford, Massachusetts	Michael D. Wanchick, county administrator, St. John's County, Florida

35 YEARS

Glenn D. Anderson	Diane M. Gard	Patricia E. Martel	David R. Schornack
Michael G. Bartholomew	Manuel T. Gonzalez	Bryon L. Mazade	Terry C. Schwerm
Thomas W. Barwin	Donald R. Hrynyk	Bruce McCandless	Carl L. Schwing
Gregory E. Buckley	AJ Johnson	Maria A. Menendez	Jay L. Singleton, MPA
David R. Caron	Robert B. Johnston, Sr.	Lucinda L. Mester	John Skorobohacz
Anthony Caudle	Donna M. Kazia	Richard L. Newbern, II	Eugene C. Smith
Kenneth R. Coleman	James Robert Keene, Jr.	James H. Norris	Robert A. Stalzer
Cynthia A. Coto	Robert L. Kellogg	David M. Osberg	Ronald Wilfred Stock
Richard S. Crane	Conrad R. Kiebles	Stephen F. Owen	David W. Stone
Jay W. Cravens	Melvin A. Kleckner	Joseph D. Parente	Eric Albert Strahl
Frances David	Kelly Kloss	Dan Parrott	Steven S. Stricker
Craig W. Dawson	Kelvin E. Knauf	Charles W. Penny	Jerald P. Taylor
Julian DeCocq	Cornell F. Knight	Clay Phillips	A. Kenneth Tollstam
Mark G. Deven	Evonne L. Kovach	Michael R. Pollocoff	Linda Lovvorn Tucker
John A. Elsesser	David G. Kraynik	Warren Scott Porter	Michael F. Weber
Robert W. Farrar	Ralph A. Lange	Steven A. Preston	Alfred C. Wein, Jr.
Ron R. Fehr	Paul A. Leonard	James J. Proce	Kevin M. Welch
R. Michael Flaherty	Steven D. Lewis	Norman Risavi	James R. White
Christopher L. Foss	Bert Lumberas	Warren J. Roberts	Steven Wylie
Bruce E. Fosselman	Michael J. Magnant	Frank L. Salvato	Judith Ann Zimomra
Matthew B. Galligan, Sr.	Mark S. Mansfield	Greg Scerbak	

30 YEARS

Scott D. Adams
 Kevin P. Anderson
 Richard A. Angelocci
 Stephen A. Arbo
 Thomas J. Aspell, Jr.
 Robert O. Barber
 Charles P. Barnett
 James A. Bennett
 Alan J. Benson
 Daniel A. Berlowitz
 John M. Bernal
 James A. Bodenmiller
 Michael T. Booker
 Rebecca Allen Bouska
 Jon R. Branson
 Richard A. Brook
 Mark S. Brown
 Kevin T. Celarek
 Robert F. Clark
 Gerald L. Clausen
 David C. Cooke
 Stephen Bradley Corcoran
 Michael Cornell
 Ricardo T. Cortes
 Peter J. Crichton
 Roberta L. Crosbie
 Selena Cuffee-Glenn
 Richard C. Cushing
 Michael J. Czymbor

Kevin D. DeFebbo
 Dave M. Derragon
 Joel D. Dhein
 Cheryl R. Dillingham
 Patricia Dwyer
 Timothy J. Ellis
 Peter B. Elwell
 D. Steven Endsley
 Steven B. Falk
 Artie Anrae Fields
 Karl P. Frantz
 Curtis B. Freeland
 Brian S. Fritsinger
 Todd R. Gerhardt
 Riccardo F. Ginex
 Mary K. Giordano
 John K. Godwin
 Michael G. Gracz
 John F. Griffin
 Melvin R. Grose, Jr.
 Steven R. Hall
 Thomas K. Harmening
 William E. Harrell
 Bret C. Heitkamp
 David J. Hemze
 Mark E. Hindman
 Jack Hobbs
 Joseph M. Hoefgen
 Kenneth K. Howard

Jane E. Mahony Howington
 Timothy M. Hulst
 Wallace B. Hunter
 Constance C. Jackson
 Martha Johnston
 John C. Krauss
 Kenneth D. Krombeen
 Linda K. Kutchenriter
 Robert J. Larson
 Raymond C. Liggins
 Robert W. Lohr, Jr.
 Merlin G. MacReynold
 Lynn H. Markland
 Barbara Burns Matthews
 Velton H. McDonald
 Grady E. Miller
 Richard A. Mirgon
 Tim Moerman
 Bill A. Monahan
 Don A. Morrison
 Gregory A. Nyhoff
 Chad C. Olsen, Jr.
 Byron Olson
 Daniel P. O'Malley
 Joseph F. Pantano
 Tammy J. Perkins
 Bret Plumlee
 Charles P. Potucek
 Steven D. Powers

David D. Reeves
 E. Thomas Ritter
 Mark B. Roath
 Susan Robertson
 Rocky D. Rogers
 Cynthia D. Rohlff
 Susan Roltsch
 William H. Schimmel, Jr.
 Curtis A. Schrader
 David C. Scott
 William R. Shane
 Nabel A. Shawa
 Jonathan R. Shull
 Michael B. Smith
 Gerald C. Sprecher
 Eileen F. Stein
 Craig Stephenson
 Robert Stowe
 M. Chris Swartz
 Russell P. Taylor
 Kenneth A. Terrinoni
 Cherise L. Tieben
 Kris C. Tierney
 Kevin D. Trease
 Alan G. Vanderberg
 Monika A. Weierbach
 William R. Whitson
 John M. Wohlmuth

25 YEARS

Douglas R. Alexander
 Karen M. Anderson
 Alan Archer
 Michael C. Archinal
 Darin A. Atteberry
 Peter E. Auger
 Edmund Thomas Ault
 Martha J. Bennett
 W. Bruce Bierma
 Alfred Bito, Jr.
 Dan Bottrill
 Michael E. Boynton
 Paul Lindsay Brake
 David A. Bretl
 Michael L. Brillhart
 Gary L. Brown
 Donald G. Burnette
 Christine M. Burns
 Brian W. Caputo
 Kevin Carruth
 Patrice L. Carson
 John J. Caulfield
 Jane M. Christenson
 Bruce A. Clymer
 Matthew W. Coppler
 Michael A. Cotter
 Kevin A. Cowper
 Lane Danielzuk
 Wayne S. Davis
 Mark M. Delin
 Charles M. Duggan, Jr.
 Anthony D. Edlebeck
 Timothy J. Eggleston
 Clifton James Ervin

Shane A. Fineran
 Kevin M. Flannery
 Malcolm H. Fleming
 John T. Flood, Jr.
 Thomas Foley
 Jaime M. Fontes
 Jon E. Fortune
 Anne Marie Gaura
 C. Elizabeth Gibson
 Tim Gleason
 Jorge M. Gonzalez
 Karen R. Goon
 Susan L. Grant
 Robert R. Green
 Gary Andrew Hall
 Daron R. Hall
 Thomas J. Hall
 Richard Darrell Hampton
 Robert C. Hanna
 Kellie A. Hebert
 Brian W. Heck
 Phillip Hal Hegwer
 Barry D. Helms
 Roberto Hernandez
 Susan J. Holder
 Iris Regina Holt
 Kevin Hugman
 Linda Kelly
 Thomas A. Klein
 John Kross
 Anita B. Lewis
 April A Little
 Zane Q. Logan
 Allyson C. Love

Thomas K. Lynch
 Jon J. Lynch
 Marla P. Marcinko
 Jim Marino
 Gary Marks
 Christopher A. Martin
 Marc L. Maxwell
 Benjamin Montgomery
 Jeffrey Moon
 David V. Moorman
 Thomas J. Muir
 Shawn M. Murphy
 Mr. Ken Nordhoff
 Andrew E. Nota
 Reid T. Ottesen
 Craig S. Owens
 Cara L. Pavlicek
 Eric M. Pearson
 Clay Pearson
 Andrianna M. Peterson
 Jennifer F. Phillips
 John F. Pietig
 Daniel T. Porta
 Mark A. Pulone
 Dennis L. Pyle
 Pamela S. Reece
 Shane L. Reeside
 William E. Rhinehart
 Jeffrey D. Rhodes
 Jeffrey B. Richardson
 James K. Ritsema
 Blythe C. Robinson
 Meredith Stengel Robson
 Greg L. Rogers

David W. Rowlands
 James P. Sanders
 Franklin P. Schofield
 Paula D. Schumacher
 Reina J. Schwartz
 Thomas P. Scott
 Debra A. Shackett
 Lisa K. Shelley
 John M. Shepherd
 Dana E. Shigley
 Edward K. Shikada
 Jeffrey N. Shroll
 Christian M. Sigman
 Lynne Simons
 Marc A. Skocypec
 Bruce R. Slagle
 Rodney S. Smith
 Tye R. Smith
 Kurt J. Starman
 Ms. Rhonda L. Stewart
 Andrea L. Surratt
 James E. Taliaferro, II
 Stephanie Teoli Kuhls
 Susanne M. Torriente
 Brent D. Trout
 L. Kelly Udall
 Donald L. Vanwormer
 Ingrid Velkme
 John A. Vithoulkas
 Steven C. Whitlock
 Donald P. Witkowski
 Warren Wood
 Joel A. Young
 Chris Zapata, Jr.
 Stan B. Zemler

ICMA CERTIFICATES IN PERFORMANCE MANAGEMENT

ICMA recognizes the following communities for their commitment to the principles of performance management and effective communication of their performance data with local residents and peer communities. Depending on the level of recognition (Excellence being the highest), criteria include incorporation of data gathering and verification, public reporting, benchmarking and networking, strategic planning, community surveying, staff development, dashboarding, and continuous improvement.

Certificate of Achievement Recipients

Algonquin, Illinois
Batavia, New York
Elk Grove, California
Grafton, Wisconsin
Greer, South Carolina

Johnson City, Tennessee
Kingston Springs, Tennessee
Loudoun County, Virginia
Miami, Florida
Raleigh, North Carolina

Certificate of Distinction Recipients

Bettendorf, Iowa
Centennial, Colorado
Decatur, Georgia
Edmonton, Alberta
North Hempstead, New York

Palm Coast, Florida
Purcellville, Virginia
Suwanee, Georgia
Wichita, Kansas

Certificate of Excellence Recipients

Alachua County, Florida
Albany, Oregon
Austin, Texas
Bayside, Wisconsin
Bellevue, Washington
Clayton, Missouri
Coral Springs, Florida
Dallas, Texas
Durham, North Carolina
Fairfax County, Virginia
Fayetteville, North Carolina
Fort Collins, Colorado

Fort Lauderdale, Florida
Gilbert, Arizona
Kansas City, Missouri
Mesa, Arizona
Miami-Dade County, Florida
Montgomery County, Maryland
New Orleans, Louisiana
Oklahoma City, Oklahoma
Olathe, Kansas
Peoria, Arizona
Phoenix, Arizona
Poudre Fire Authority, Colorado

Rock Hill, South Carolina
San Antonio, Texas
San Francisco, California
San José, California
San Mateo County, California
Scottsdale, Arizona
Tacoma, Washington
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Williamsburg, Virginia
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