



ICMA



2017

ICMA AWARDS

CELEBRATING THE DIFFERENCE
professional local government
management makes



2017

ICMA AWARDS

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 retired members who have made an outstanding contribution to the management profession and local government.
- **ICMA Honorary Membership** is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of 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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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 103rd ICMA Annual Conference:

Joseph P. Casey

County Administrator
Chesterfield County, Virginia

Cathy D. Davison

Executive Director
Albemarle Commission
Hertford, North Carolina

Justine Jones

President/CEO
Strategic Innovation Partners LLC
Suffolk, Virginia

Scott T. Morelli (chair, 2016-17)

City Manager
South Portland, Maine

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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.

Alexander Briseño



Alexander Briseño has a simple philosophy: “gerencia con corazon”—management with a heart, or compassion for the people you serve and with whom you serve.

A native San Antonian, Mr. Briseño served the city for 24 years, including 11 as city manager. He began his career in 1977 as assistant to the city manager; became assistant city manager in 1980; and, after a national search, was appointed city manager in 1990.

As city manager, Mr. Briseño was known for his ability to manage large, complex projects and maintain the city’s financial health. He created innovative ways for his executives to understand the community, such as the Executive Team Road Rally, pairing off top managers to drive through San Antonio, from poor to rich neighborhoods, stop at key points, and answer questions. He used MBWA (“Management by Wandering Around”) with crews. He also initiated a leadership program for mid-level professionals based on principles such as vision, compassion, competence, integrity, and passion. And upon his retirement, the Hispanic Chamber of Commerce created the Alex Briseño Leadership Development Program.

Since he retired in 2001, Mr. Briseño has been professor of public service in residence in the MPA program

at St. Mary’s University. Nurturing students’ interest in city management, he assigns municipal research projects, connects them with his network of peers, and encourages participation in the Texas City Management Association (TCMA), ICMA, and ICMA Student Chapter.

Mr. Briseño served short-term chief executive appointments with public entities such as the San Antonio Water System and Brooks Development Authority. He served on many boards, including Bexar County University Health System, Boy Scouts of America, and United Way. Additionally, he was appointed board chairman of the San Antonio Water System, Hispanic Chamber of Commerce, and VIA Metropolitan Transit Authority.

Mr. Briseño served on the boards of TCMA and ICMA. He is a fellow of the National Academy of Public Administration and a founder of the International Hispanic Network.

Mr. Briseño has received numerous awards for his contributions to academics, the San Antonio community, and public service, including the National Public Service Award. Before entering city government, he achieved the rank of captain in the U.S. Army, earning Meritorious Service and Army Commendation medals.

Known as a generous colleague, mentor, and friend throughout his career, Mr. Briseño continues to give freely of his time, support, and mentoring in his retirement.

Rod Gould



After 35 years of government service, including 29 years in city management, a colleague describes Rod Gould as an ambassador for public service, guru of best management practices, and mentor extraordinaire. The cities he served — Santa Monica, Monrovia, San

Rafael, Poway, and Walnut Creek — all were beneficiaries of his forward-thinking approaches to service delivery, finances, sustainability, capital projects, police reform, civic engagement, transportation issues, and ensuring public access to high-speed Wi-Fi.

Mr. Gould enjoys serving in professional associations for the perspective it provides of local government management and its many practitioners. He has served as ICMA Vice President, president of the League of California Cities - City Managers Department, and as a member of the league’s board. He currently serves on the boards of the Institute for Local Government, Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University, and SAGE Publication’s *State and Local Government Review*.

He has taught at the University of Southern California’s Price School of Public Policy, San Francisco

DISTINGUISHED SERVICE AWARD

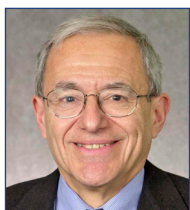
State University, and California State University, Long Beach in the MPA programs and the Stanford Local Government Institute, and has served as city manager in residence at Stanford, Pepperdine, USC, Cornell, and Berkeley. "I am thrilled by the energy, enthusiasm, and smarts of today's MPA students" says Gould. "Their many strengths and skills auger well for public management in the future."

Mr. Gould provides professional training and consults with local governments. "Helping my active colleagues and staff to solve or manage pressing problems has multiple rewards," he says. He is a senior partner with Management Partners, serving local governments; director of training for the Center for Public Safety Management; and a director of the HdL Companies.

Mr. Gould has published articles in *Public Management*, *Western City*, and *Governing* magazines, and presented on issues in emergency preparedness, civic engagement, good governance, police reform, pension reform, and council-manager relations. He has received numerous awards, including the Cal-ICMA Hall of Fame Award for Ethics and the Wes McClure Manager of Distinction Award by the League of California Cities.

At this point in his encore career, Mr. Gould enjoys blending teaching, consulting, training, mentoring, and coaching, particularly to support those rising in the profession. Although local government management is one of the most demanding professions in society, he believes that it truly offers some of the greatest opportunities for service and fulfillment.

David R. Mora



During his more than 35 years in public service, Dave Mora has dedicated himself to advancing the local government management profession and the men and women who are its practitioners.

Mr. Mora's local government management career included four California cities (Salinas, Oxnard, Los Gatos, and Santa Barbara), where he was known for his commitment to ethics, integrity, and good government.

A mainstay of ICMA, Dave served as regional vice president (1995-97), president (2001-02), chair of the 2006-08 Strategic Planning Committee, and member of numerous other committees. He served on the ICMA-RC board (2005-14) and as board chair (2010-13), and as president of the League of California Cities – City Managers Department (1991-92).

Throughout his career and continuing into retirement, Mr. Mora has mentored peers, colleagues, and young leaders both professionally and personally. He has provided significant support to emerging leaders through the Cal-ICMA coaching program (now incorporated into ICMA) and continues to promote current and future generations of leadership as an ICMA state liaison. He mentored in the California State University Monterey Bay "Pay it Forward" program, an initiative serving first-generation university students.

Mr. Mora's commitment to public service extends to

his steadfast advocacy for the advancement of Hispanics in the local government profession, giving them a voice within ICMA and state associations. In the 1970s, he was among a group of then very young Hispanic local government managers (Seven Samurai) who planted the seeds for what is now the International Hispanic Network (IHN), and was its first board president (1990-92). His support and contributions continued as the network incorporated as an independent nonprofit organization in 2004. He serves as ICMA staff liaison to IHN, and participates in the IHN Madrinan/Padrinos coaching program.

Mr. Mora continues to support and mentor the Municipal Management Association of Northern California (MMANC) and Municipal Management Association of Southern California (MMASC). He was involved in the creation of the Credentialed Government Leader (CGL) Program, a joint initiative of MMANC, MMASC, and Cal-ICMA, with ICMA recognition. He works with MMANC, MMASC, and the California City Management Foundation to provide ICMA Annual Conference scholarships to CGL graduates.

Throughout his distinguished career Mr. Mora has served as a model and inspiration for those pursuing local government management careers. A thoughtful leader who provides valuable background, insights, and perspective on local government management issues, Mr. Mora remains active by planning and facilitating meetings and workshops locally, regionally, and nationally.

HONORARY MEMBERSHIP

Honorary membership in ICMA is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of local government.

Dr. Robert L. Bland

Endowed Professor of Local Government, Department of Public Administration, University of North Texas



Dr. Robert (Bob) L. Bland has devoted his 35-year career to advancing the study and practice of local government management through service, teaching, and research.

Dr. Bland serves as the endowed professor of local government in the Department of Public Administration at the University of North Texas (UNT). The professorship, named in his honor, was established by MPA program alumni in appreciation for his contributions to the public service profession. He also serves as faculty director of the Center for Public Management, which provides continuing education to local Texas government officials.

He has published five books on local government finance including, most recently, the third edition of a mainstay in MPA curricula, *A Budgeting Guide for Local Government*. He has written numerous articles and book chapters on local government finance and revenue and is a frequent contributor to print and electronic media on topics of concern to city managers and local government.

An affiliate member of the Texas City Management Association (TCMA) and ICMA, he was instrumental in establishing the ICMA Student Chapter at UNT in affiliation with the Public Administration Student Association. He was the recipient of the

TCMA's first Terrell Blodgett Academician Award and ICMA's Academic Award in Memory of Stephen B. Sweeney. He was elected a National Academy of Public Administration Fellow in 2012 and twice named Professor of the Year by the Public Administration Student Association.

For more than 30 years, Dr. Bland has secured funding from the Hatton W. Sumners Foundation for scholarships for MPA students. He is known for using his extensive network of contacts to place interns and entry-level UNT graduates in positions with cities and counties.

"Dr. Bland has the gift to find young men and women who will excel in local government and nurture them throughout their careers," writes Edwardsville, Kansas, City Manager Michael Webb. "I will be forever indebted to Bob for his encouragement and support. He is truly one of the exceptional leaders in this profession."

"Dr. Bland has helped shape the fabric of the city manager profession in Texas and throughout the United States," adds Waukesha, Wisconsin, City Administrator Kevin Lahner. "His lessons on public financial matters still influence me today, more than 15 years after being a student in his class. His enthusiasm, passion, and superior teaching skills have had immeasurable impacts on countless city professionals, leading many to great heights in our field."

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.

Bertha Watson Henry *County Administrator, Broward County, Florida*



Early in her career, Bertha Watson Henry earned a reputation for being tough, strategic, and fiscally responsible. In the years since, she has also become known for her character, integrity, and management style, described as inspiring, inclusive, empowering, and compassionate.

Broward County administrator since 2008, Ms. Henry oversees nearly 60 agencies, 6,200 employees, and an annual budget of \$4.7 billion. Under her leadership, the county:

- Successfully navigated the 2008-2013 recession with stable finances. Since 2014, Broward has been one of only four counties in Florida with an AAA bond rating from all three credit agencies.
- Built a new runway at Fort Lauderdale-Hollywood International Airport.
- Restored miles of beachfront, key to Broward's appeal as a tourist destination.
- Constructed a new \$261.5 million, 714,000-square-foot county courthouse and 40,000-square-foot animal adoption center.
- Renegotiated financial agreements to protect its interest in its \$220 million arena, the fourth largest National Hockey League venue in the United States.
- Consolidated several independent 911 systems into a single, more efficient system. Broward now boasts one of the fastest E-911 call answer times in the nation.

President Obama recognized Broward County as a national Climate Action Champion for its role in establishing the Southeast Florida Regional Climate Change Compact and Climate Change Action Plan. Broward is

also one of only 22 governments nationally to participate in the Go SOLAR Rooftop Challenge grant and the first to receive a 4-STAR (Sustainability Tools for Assessing and Rating) designation.

Earlier this year, Ms. Henry demonstrated strong crisis leadership after a gunman opened fire at Fort Lauderdale-Hollywood International Airport, killing five passengers and wounding several others, prompting the largest airport evacuation in the nation's history. Ms. Henry orchestrated the airport's return to normal operations, including reuniting passengers with their belongings.

A native of Miami, Ms. Henry began her public service career in 1978 in the city's Department of Management and Budget. She also served as director of the Office of Management and Budget and assistant county administrator in Montgomery County, Ohio; assistant to the Broward County administrator; Miami assistant city manager, where she developed a comprehensive plan for the city's financial recovery; and Broward County deputy county administrator.

Ms. Henry promotes employee engagement and development. Her signature "Lunch with Bertha" feedback sessions offer employees the chance to share concerns and ideas. She champions work-life balance, and the American Heart Association has given the county a Platinum Level Worksite rating for its programs to promote physical and emotional wellness.

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.

Emily Moon

Deputy City Administrator, Issaquah, WA



Emily Moon's quiet yet firm leadership style was best described by Windsor, Connecticut's fire marshal, a 30-year veteran of the force, who said, "I would follow her into any fire."

Whether in her current position in Issaquah or former position as Windsor's assistant town manager, Ms. Moon's managers consider her a full partner. Issaquah City Administrator Bob Harrison says he relies on her to bring projects to a conclusion and assist him and elected officials in accomplishing the city's goals.

In Issaquah, Ms. Moon successfully led a citizens' task force that examined complex traffic issues and recommended transportation improvements. In 2014, the city conducted its first National Citizen's Survey; Ms. Moon incorporated the results into its capital plans and operational services.

Working with city staff, Ms. Moon completed several major capital projects, including a 15-acre park development in the city's heart and the \$5 million rehabilitation of the municipal pool that brought new life to a 50-year-old structure on the verge of failure.

Ms. Moon assisted in an agreement that resulted in Costco leasing 1.5 million square feet of new office space in town and investing \$26 million in a new transportation infrastructure that is now under construction.

When Issaquah discovered that drugs or mental illness were a major factor in an uptick in homelessness between 2013 and 2016, Ms. Moon was the lead manager of a multidepartment initiative involving the police, human services, parks and recreation, non-profit partners, and the court system that significantly reduced the problem.

Windsor Town Manager Peter Souza adds that Ms. Moon possesses a great combination of passion, energy, analytic thinking, empathy, integrity, and commitment to delivering quality local government services.

In Windsor, the town charter requires that the town's budget be approved by voter referendum. Ms. Moon created a Build-a-Budget Simulator to help educate voters. It allowed residents to adjust the town's revenues and expenditures to any level they chose, as long as they ended up with a balanced budget.

An empathetic leader, Ms. Moon conceptualized and enthusiastically led a multidisciplinary team that created an organization-wide employee wellness program that continues to grow each year in participation and program offerings. She also planned and coordinated a multifaceted service excellence training, and instituted a speaker series and other programs designed to help young professionals grow and prepare for future supervisory roles.

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.

G. Craig Weinaug *County Administrator, Douglas County, Kansas*



Although his current tenure as Douglas County administrator has lasted 25 years, Craig Weinaug's public service career spans more than four decades.

Born in the community in which he now serves, his career has taken him from the heart of Texas to Oklahoma to Illinois. While the positions he's filled range from public works director to city manager, the real constant in Mr. Weinaug's career has been his commitment to nurturing the next generation of managers.

He first played a serious role as a mentor in Ardmore, Oklahoma, where he served as city manager nearly 30 years ago. Even then, one of his goals was to help young talent grow and develop into professional managers with a high standard of ethics and dedication. From the start, he allowed his mentees to hone their leadership skills by leading and involving them in decision-making.

Thirteen years ago, Mr. Weinaug started Douglas County's Management Intern program.

"Going beyond a weekly meeting, Craig pulls aspiring managers into the very heart of his day-to-day activities," says Travis Machalek, a former intern who is now Estes Park, Colorado's assistant town adminis-

trator. "He does this by co-locating an emerging manager in his office (quite literally three feet away from his desk), routinely debriefing with the mentee after important meetings/conversations/events, trusting the mentee fully with projects and information, and caring deeply about every aspiring manager on a professional and personal level."

Trinidad, Colorado, City Manager Gabriel Engeland had no local government experience when he became a Douglas County intern. One of the first things he worked on was the decision to stop buying Styrofoam cups as a step toward making the county government greener.

"Seeing it as a simple issue, I drafted a memo for Craig's signature," Engeland recalls, "but he refused to sign and instead took this as a teaching moment. 'If I have to use my hierarchical authority to get people to stop buying Styrofoam cups they'll resist...As a manager, you have to learn the difference between leading in an executive, top-down fashion, versus a legislative, collaborative style fashion...If you use your authority the first chance you get, every time, people will look to fight change.' For Craig to use so small a lesson to teach me the importance of leadership was eye opening. It's something I have taken with me throughout my career."

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. Raymond W. Cox III

Professor, Department of Public Administration and Urban Studies

University of Akron



As a consultant to local, state, and federal agencies, an adviser to state and local elected officials, and an accomplished academic, Dr. Raymond W. Cox III brings four decades of teaching, research, and practical experience to

the classroom as a practitioner-instructor. In a world dominated by research and publishing, what sets Dr. Cox apart is his dedication to developing the academic skills of local government managers who want to teach on the university level.

Dr. Cox began his career as assistant director of research for the speaker of the Massachusetts House of Representatives. He then moved to Washington, D.C., to become program director of the National Science Foundation's State Executive Program. Next he served as chief of staff for the New Mexico Office of the Lieutenant Governor. Dr. Cox then became a principal in the consulting firm Innovations in Management, which specializes in management services and training for small governments and small businesses.

In addition to his current position at the University of Akron, Dr. Cox has been director of Nova Southeastern University's Department of Public Administration and MPA director and associate professor at New Mexico State University in Las Cruces.

Dr. Cox has developed training programs on a variety of topics, including strategic management, communications and interpersonal relations, performance appraisals and evaluation, parliamentary procedure, labor relations, and ethics. He consulted with the government of Latvia on performance measurement and career development training programs for mid-level managers. He has also performed management audits for many agencies and consulted with more than 20 local government agencies in Minnesota, New Mexico, Florida, and Ohio.

Dr. Cox has authored more than 70 academic and professional publications and 15 reports for government agencies, as well as more than 60 professional papers that have appeared in the leading journals of public management. Currently he is working on an introductory public management text and a book on discretionary judgment and public decision-making. In 2007, he updated the definitive manual, *Managers as Teachers: A Practitioner's Guide to Teaching Public Administration*, and is participating in its latest update.

A member of ICMA for more than 27 years, Dr. Cox has served as a board member of the Advisory Board on Graduate Education for 16 years and as its co-chair since 2012. He routinely teaches workshops on practitioners as teachers at ICMA's annual conference.

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.

Alexander J. Henderson *City Manager, Kingsburg, California*



Alexander J. Henderson is a high-energy, communicative leader who seeks to balance progressive policy with traditional values.

In his current position since 2014, Mr. Henderson has focused on building a business-friendly environment for growth and development. He has fostered renewed investment in the city, welcoming 24 new businesses, the expansion of a large employer, Sacramento Container, and nearly \$35 million in overall capital investment. He also devised several new pro-business strategies, including two P3 (public/private partnership) programs that promote place making and mixed-use reinvestment in Kingsburg's downtown; a new economic development strategy for the Kingsburg Business Park; and the creation of business improvement zones to incentivize development in targeted locations.

In late 2016, Kingsburg was selected as one of five finalists (out of 14,000 nominations) for the online web series, *Small Business Revolution*, starring Robert Herjavec from *Shark Tank* and Deluxe Corporation's Amanda Brinkman. Kingsburg was the only city finalist west of Minnesota.

Under Mr. Henderson's leadership, Kingsburg was also designated a Citizen-Engaged Community (2015-17) by the Public Technology Institute.

Mr. Henderson places a high priority on communication and transparency, working hard to maintain an open

dialogue with residents through the city's Facebook, Twitter, YouTube, and Instagram accounts, and a weekly email newsletter. Regular 'Coffee Chats' between residents and city departments help keep the discussion informal and positive.

But Mr. Henderson says that perhaps his most satisfying work has been to support the profession by nurturing young professionals. He created an internship program in partnership with Fresno State's MPA program that has graduated four interns in its first two years.

Before assuming his position in Kingsburg, Mr. Henderson served as deputy village manager of Bayside, Wisconsin. He is an ICMA Credentialed Manager and a Leadership ICMA graduate (2013). He graduated from Oklahoma University's Economic Development Institute (2016) and received his certification from the Senior Executive Institute of the Weldon Cooper Center for Public Service at the University of Virginia (2012). He received his master's in public administration from the University of Wisconsin-Milwaukee.

Mr. Henderson is a member of Cal-ICMA, League of California Cities, and San Joaquin Valley City Manager's Association. He speaks to local and national audiences on the topic of engagement and the use of social media.

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 less than 10,000

Self-Defense Classes | Frederick, Colorado

Matthew S. LeCerf, Town Manager



Challenge: In a climate of heightened tensions with law enforcement, create an opportunity for the public to have positive interactions with police.

Backstory: An American is sexually assaulted every 98 seconds. Ninety-one percent of rape and sexual assault victims are female.

Solution: Women's self-defense classes offered by the Frederick Police Department.

Program Implementation: Police Chief Gary Barbour and Commander Todd Norris turned to two officers who have extensive backgrounds in martial arts and self-defense instruction. They planned a four-hour class with classroom-style instruction and hands-on practice. To reach the highest-risk demographic—women living in households in the lowest income bracket experience rape or sexual assault at almost double the rate of higher income brackets—they offered the classes for free.

The department offered two classes to coincide with Sexual Assault Awareness Month in April 2016. Within nine days of opening registration, both classes reached their capacity of 20 and had waiting lists.

The first class took place at the police station, eliminating the need to rent a space. It began with a presentation about avoiding situations in which self-defense is needed. Next, participants learned physical tactics such as fighting stance, breaking a wrist grab, breaking a hair hold, punching properly, and strikes to different parts of the body.

At the end of the class, each participant received a certificate and a t-shirt that says, "Property of No One: Frederick Police Department Self-Defense."

Costs: Cost for the program is minimal, consisting largely of the officers' time and staff time to handle logistics. All told, expenses total \$625 per class.



Frederick police offer women's self-defense classes.

RESULTS

- Thanks to the enthusiastic response, the town has offered additional level one classes and created a level two class for interested participants.
- In less than a year, more than 100 women have taken the class, just under 3 percent of Frederick's total population of females 15 and up. The town has expanded promotion and there is a waitlist for future classes.

LESSONS LEARNED

Local government management at its best combines responsiveness with using the resources at hand. Frederick's program capitalizes on both elements in a budget-conscious approach to connecting residents with their government.

THE FUTURE

Police department staffing capacity limits the frequency with which the classes can be offered. The department is strongly committed to offering the classes as budget and scheduling allow.



Gaura

Camp Power | DeKalb, Illinois

Anne Marie Gaura, City Manager

Patricia Hoppenstedt, Assistant City Manager



Hoppenstedt

Challenge: To improve the health and wellness of children and families in a disadvantaged city housing development.

Backstory: The University Village housing development has 534 households, more than 90 percent of which are single-parent, and the highest concentration of poverty, police call volume, and rate

of violent crime in DeKalb. In 2012, a DeKalb Police Department task force identified health and wellness as key issues facing families living there and sought a solution that would also reduce crime, enhance public safety, foster community relations, and develop partnerships among community groups.

Solution: Camp Power, a free summer camp for University Village children and families, offering a fun and holistic approach to wellness education.

Program Implementation: DeKalb police spearheaded what turned out to be an unprecedented community effort among city and county agencies, hospitals, churches, local colleges, Girl Scouts, and nearly 500 volunteers.

Camp Power comprised nutrition education, meal service, physical activities, mentoring, life skills training, family activities, and paid employment opportunities for parents. It took place Monday through Friday for eight weeks, with daily lunch service provided for all 10 weeks of the summer break.

Costs: \$74,950 its first year, funded entirely by community-based donations and grants. Primary expenses were staffing, food, curriculum, athletic equipment, field trips, and supplies. Many local organizations also lent staff for the program.

OUTCOMES

2014 (130 child participants)

- 3,371 meals served.
- 26 percent reduction in part 2 crimes.
- 92 percent improved nutritional habits.
- 50 percent increased physical activity.



Free summer camp improves health and wellness of families.

2015 (140 child participants)

- 2,561 meals served.
- 40 percent reduction in offenses and 48 percent reduction in arrests.
- 72 percent improved nutritional habits.
- 80 percent increased physical activity.

2016 (108 child participants)

- 3,091 meals served.
- At least 60 minutes/day of activity.
- While crime rates in DeKalb increased in 2016, crime rates in University Village held stable.
- Participants reported eating more fruits (97 percent) and vegetables (77 percent).

LESSONS LEARNED

- Government or community-based funding will be needed to expand the program to other areas.
- The police department is not set up to administer Camp Power, so the local YMCA will take over administration. The department will provide staff, board membership, and volunteers.

PAYOFFS

- Positive perception of the police jumped by 96 percent, leading to less crime and fewer violent confrontations.
- Several of the volunteer parents went on to college and later obtained employment as a result of their exposure to the program.

Re-Entry Sidewalk Program | Little Rock, Arkansas

Bruce T. Moore, City Manager



Challenge: To reduce the rate of recidivism and ease ex-offenders' return to society.

Backstory: A 2014 study by the Arkansas Department of Community Correction found that male offenders

have a three-year recidivism rate of 42 percent. As the state's largest city, Little Rock is often the destination for ex-offenders when they leave prison, but many lack the resources and support system they need to build a successful new life. Consequently, many cycle back into the penal system on parole violations or new convictions.

The Solution: The Pilot Re-Entry Sidewalk Program, which provides jobs to newly released ex-offenders that teach them trades while filling needed city functions.

Program Implementation: In September 2011, Little Rock voters passed the city's first sales tax increase since 1994. Some of the increased revenue was allotted to sidewalk construction, an opportunity for the city to help ex-offenders build new skills.

City staff began by surveying re-entry work programs across the country, looking for evidence-based programs that achieved measurable success. Then City Manager Bruce T. Moore enlisted local experts, social service agencies, community organizations, and city staff to create what became the City of Little Rock Pilot Re-Entry Sidewalk Program.

In May 2012, the city advertised for 10 openings in the program and received 158 applications. That July, the city's public works department began training the new hires, who earned \$8 per hour and generally worked 40 hours per week.

RESULTS

- All 10 participants successfully completed the six-month pilot program, becoming proficient in the construction trades.
- None of the participants violated parole or were rearrested at any time since joining the program.



Helping ex-offenders build new skills.

- One of the participants has been hired in construction; the others expect to find jobs in the coming months.

EXPANSION

Building on the success of the pilot, Little Rock created a full-scale program that includes pre-release services, post-release employment assessment and training, and employment preparation. Participants receive six to nine months of paid employment training within city departments.

Since October 1, 2015, more than 800 Little Rock residents have enrolled in the re-entry program.

WHY IT WORKS

- Under Mr. Moore's leadership, city staff seamlessly coordinate, oversee, and monitor the agencies involved, and assist applicants with referrals, inquiries, and enrollment.
- In addition to state agencies, the city partnered with nonprofit service providers.
- Mr. Moore has built partnerships with a variety of agencies and organizations to provide life skills training.

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

Learning & Career Center | Edgerton, Kansas

Beth Linn, City Administrator



Challenge: Meet the current and future workforce needs of companies locating in Edgerton.

Solution: A public-private partnership leading to the creation of the Learning & Career Center (LCC) at Logistics Park

Kansas City (LPKC), to prepare workers for a career in warehousing and distribution operations.

Backstory: Edgerton boasts a world-class inland port with direct connections to the global supply chain. Logistics Park Kansas City, a 1,700-acre master-planned distribution and warehouse development, has attracted national tenants, including Amazon Fulfillment, Jet.com, Kubota, and Flexsteel Industries.

To meet the demands of increased job growth, Edgerton Mayor Donald Roberts conceived the idea for a “one-stop-shop” for job seekers needing education, certifications, and training. The city convened a public-private partnership to create the Learning & Career Center at LPKC, which opened in October 2015.

PROGRAM IMPLEMENTATION

Each member of the partnership made substantial contributions:

- The city of Edgerton coordinated the partnership and promoted the program through its communications channels, including social media, print and online ads, media outreach, postcards sent to every household in two target zip codes, and outreach to local high schools.
- Johnson County Community College (JCCC) provided direction, coordination, and administrative support, and designed the training program, which includes commercial driver’s license certification, forklift operation, and basic warehousing. JCCC also provided \$2,500 in furniture, \$5,000 in computer equipment, and promotion via social and traditional media.

- BNSF Railway provided brand and messaging development, brochures and promotional materials, and a website (total value: \$30,500).
- The Workforce Partnership staffs the LCC, which currently has one full-time employee.
- Northpoint Development donates LCC’s office space rent-free.
- ElevateEdgerton! Partnership for Economic Advancement shares the LCC’s office space and acts as a resource for job seekers looking for more information on LPKC tenants and Edgerton’s overall economic climate.



One-stop shop for education, certification, and training.

RESULTS

From September 2016 to February 2017, the LCC served an average of 20 job seekers each month. The LCC expects to assist about 240 workers annually.

LESSONS LEARNED

- A small city can accomplish great things with the help of enthusiastic partners who are devoted to the best interests of the community.
- Analysis is key to success. Based on program reviews, the LCC has made changes to better serve job seekers and LPKC tenants.

PAYOFFS

Tenants have reported that the addition of the LCC was a deciding factor in their choice to locate at LPKC.

SRPEDD Electric Aggregation Group | Towns of Carver, Dartmouth, Dedham, Dracut, Douglas, Fairhaven, Marion, Northbridge, and Somerset



Front Row, Left to Right: *Richard M. Brown, Town Administrator, Somerset; and David G. Cressman, Town Manager, Dartmouth*

Back Row, Left to Right: *Michael J. Guzinski, Town Administrator, Douglas; Mark H. Rees, Town Administrator, Fairhaven; Theodore D. Kozak, Town Manager, Northbridge; and James A. Duggan, Town Manager, Dracut.*

Not pictured: *Michael Milanoski, Town Manager, Carver; Nancy A. Baker, Assistant Town Manager, Dedham; and Paul F. Dawson, Town Administrator, Marion.*

Challenge: To ensure affordable, stable electric prices for primarily Southeast Massachusetts residents and businesses during a period of escalating rates in a deregulated market.

Backstory: Between December 2012 and December 2014, the private investor-owned utility serving the region increased electric supply rates by 40 percent. By November 2014, the supply price had risen another 60 percent.

Solution: Creation of the Southeast Regional Planning & Economic Development District (SRPEDD) Electric Aggregation Group.

Program Implementation: Ross Perry, who was SRPEDD director of municipal management, began reaching out to communities in April 2015 about starting an electric aggregation program. An initial group of seven communities hired an aggregator consultant, Good Energy, to guide the process. During the fall, Good Energy met with communities' elected and appointed officials, managers, and their employees. Simultaneously, a group of municipal legal counsels worked with Good Energy's counsel to ensure the contract terms were favorable to consumers.

After gaining the necessary state approvals for each plan, the group marketed the program to residents. In the fall, the group solicited bids and chose one from ConEd Solutions that locked in a flat rate of \$.0949/kwh for two years. More than 90 percent of residents voted to accept the program, which began in January 2016.

As of January 2017, it is the third largest electric aggregation program in the U.S., serving 164,000 residential and commercial accounts in 23 municipalities.

Costs: Most of the cost comprised staff time. The only direct costs were for the municipal legal counsels who reviewed the energy supply contract, totaling less than \$20,000.



Partnership ensures affordable electric prices.

RESULTS

- Residents enjoy electric supply costs similar to those available to businesses via bulk purchase.
- To date, the program has realized residential savings of \$115,688 over the private utility's rates. In 2017, projected savings are \$7.4 million.
- After one year, the program has a 91 percent customer retention rate.

LESSONS LEARNED

- With a large group of diverse municipalities, there needs to be constant communication among officials, staff, and residents to make the program work.
- Using competitively sourced consultants' aids in developing a good program.
- Having municipal legal counsels review the contract ensures that the terms will be fairer to consumers than what the industry offers to individual residents.

PAYOFFS

- Smaller communities benefited from being part of a group that includes larger communities.
- By being responsive to residents' concerns and providing them a service superior to what they could gain individually, local government managers have demonstrated the value they bring their communities.



Zuercher

Phoenix/Tucson Water Exchange | Phoenix, Arizona

Ed Zuercher, City Manager, Phoenix

Milton R. Dohoney Jr., Assistant City Manager, Phoenix



Dohoney

Challenge: Create long-term water resource sustainability and resiliency for desert cities in the face of climate change.

Solution: Partner with the city of Tucson to use Colorado River water allocations more effectively, avoid large capital expenditures, and better insulate the majority of Arizona residents from water shortages.

Program Implementation: Phoenix has rights to more Colorado River water than it needs to meet direct demands today. Under the partnership, Phoenix delivers some of this water through the Central Arizona Project canal, which connects to the Colorado River, for storage in aquifers under Tucson. The “credits” still belong to Phoenix. During future water shortages, Tucson will be able to pump the stored water for use by its residents. In exchange, Tucson will deliver its allocation of Colorado River water to Phoenix’s turnouts upstream on the canal.

Costs: Initial-phase program costs included time and staff resources. Existing Tucson storage and the canal infrastructure are used at no cost. In Phase II of the agreement, Phoenix will pay an annual water storage fee that will allow Tucson to expand its water storage infrastructure.

RESULTS

During the first two years of the partnership, Phoenix stored 4,850 acre-feet of water, which is enough to serve approximately 12,125 households for a year. In 2017, Phoenix and Tucson are expanding the agreement and Phoenix will store 36,500 acre-feet. By using Tucson’s existing well capacity, Phoenix avoids the cost of developing additional wells, estimated at about \$6 million each. Because Tucson relies on its aquifers as a drinking water source, storing Phoenix’s water keeps its aquifer resilient and sustainable for years to come.



Ensuring water resource sustainability and resiliency for desert cities.

PAYOFFS

- Enhanced the resiliency of Arizona’s water supplies in its two largest population centers for generations to come.
- Potential to expand the exchange model to other municipalities that use Colorado River water in Central Arizona.
- Creation of a nationally recognized progressive water resource management tool.

WHY IT WORKS

The exchange agreement takes advantage of the unique infrastructure of each city’s water system. Tucson’s system relies on wells, Phoenix relies on surface water, and a canal connects the two cities.

LESSONS LEARNED

- Intergovernmental agreements require flexibility, innovation, and collaboration among a number of local, state, and federal agencies.
- A complex program will need legal expertise, communication, patience, and perseverance to accomplish its strategic vision.
- Cities are the best source of creative solutions to protect water supplies, save money on capital infrastructure, and safeguard against drought.

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 50,000 and greater

Bee Branch Watershed Flood Mitigation Project | Dubuque, Iowa

Michael C. Van Milligen, City Manager



Challenge: To find a solution for frequent flash flooding in the Bee Branch Watershed that also supports the watershed's overall health, water quality, neighborhood preservation, and community development.

Backstory: More than half of Dubuque's residents either live or work in the Bee Branch Watershed, an area of historic neighborhoods that have a mix of affordable housing, small businesses, and schools. A 2009 FEMA study found that 1,373 homes and businesses, including 70 businesses that employ more than 1,400 people and account for \$500 million in annual sales, are prone to storm water flooding.

The Bee Branch Creek had been buried in a storm sewer in the early 1900s. As Dubuque grew, major rainstorms regularly overwhelmed the sewer's capacity. Between 1999 and 2011, the area was declared a federal disaster area six times and logged an estimated \$69.8 million in damages. As a result, while commercial property values rose 39 percent citywide between 2004 and 2009, they fell six percent in the watershed.

Solution: The Bee Branch Watershed Flood Mitigation Project (BBWFMP), a green infrastructure investment to mitigate flooding, improve water quality, stimulate development, and enhance quality of life.

Program Implementation: The project catalyzes community economic, social, and environmental capital to create resilient neighborhoods, foster economic opportunities, and balance resources. The BBWFMP created an open waterway and floodplain designed to carry storm water through Dubuque's north end without flooding adjacent properties. It also serves as a linear parkway connecting Dubuque's historic riverfront and urban core. The parkway features a hike/bike trail, rain gardens/bioswales, pervious pavement, an amphitheater, and more than 1,000 trees and other plantings.



A sustainable approach to flood mitigation.

Business, health, environmental, and economic organizations, and neighborhood associations supported the project because of its contribution to economic growth, the livability and vitality of the downtown and neighborhoods, and enhanced biodiversity.

Costs: \$219 million. Because of its innovative approach, Dubuque was able to secure more than \$160 million grant dollars from state and federal agencies.

RESULTS

BBWFMP will prevent an estimated \$582 million in damages over its 100-year design life.

WHY IT WORKS

- The BBWFMP is a significant shift for cities. Traditional flood mitigation involves buyouts and demolitions, sewers, and levees. Instead, Dubuque citizens and their partners embraced a sustainable approach.
- This project was one of the first of its kind to remove funding "silos" and "braid" funding streams and permitting processes.
- It embraced citizen engagement through neighborhood meetings, public hearings, and infrastructure input sessions.

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 10,000 to 49,999



Economic Incentive Zone Ordinance | Mendota, California *Vince DiMaggio, City Manager*

Challenge: A small city with an agriculturally based economy struggles to provide basic commercial services and suffers high unemployment because of its distance from a major urban center.

Backstory: Mendota (population 11,000) is located in the western San Joaquin Valley. About an hour's drive from Fresno, the city lacks basic commercial services, such as a bank, drugstore, urgent care center, or major retailers. As a result, Mendota suffered years of high unemployment — 40 percent in 2009.

In April 2014, Mendota hired Vince DiMaggio as its new city manager. Mr. DiMaggio brought substantial experience both in public sector management and private sector real estate development. His goal was to end Mendota's reliance on seasonal agriculture, expand opportunities for new year-round businesses, and provide incentives to attract and retain local businesses and national retail chains.

Solution: Put into place an Economic Incentive Zone Ordinance to reduce unemployment and stimulate Mendota's economic recovery.

Program Implementation: Without a planning or economic development director, Mr. DiMaggio wrote the ordinance himself. He included three principal provisions:

- If a project that would otherwise require a discretionary conditional use permit could be found to be exempt from California's environmental law, the use was permitted with a ministerial site plan review, greatly reducing processing time.
- Relief from impact fees would be based on the square footage of the project (higher reductions for smaller project; smaller, but still significant, reductions for larger projects). The same formula would apply to planning application fees and building permits.
- Staff would review all applications for projects in the incentive zone within two working days and



Ordinance diversifies economy, provides business growth, and reduces unemployment.

provide comments to the applicant within seven working days.

In April 2015, the city council unanimously approved the ordinance, now codified as Chapter 17.81 of the Mendota Municipal Code.

RESULTS

- Within nine months of the ordinance's adoption, a McDonald's, AutoZone, Dollar Tree, and 24/7 medical office with a youth center opened.
- From 2012 to the end of 2016, Mendota's unemployment rate dropped 20.3 percent.
- According to the most recent state data, the city's unemployment rate is 18.4 percent.

LESSONS LEARNED

While the ordinance was not solely responsible for reducing Mendota's unemployment rate, it was the catalyst for diversifying the local economy and providing significant business growth and year-round job opportunities for residents.

THE FUTURE

With a growing population, Mendota continues to entertain proposals for residential development. The city is also talking with developers about attracting a national chain pharmacy.



Russo

Building a Municipal Comprehensive Next Generation Cybersecurity Program | Riverside, California

John Anthony Russo, City Manager; Marianna Marysheva, Assistant City Manager; Lea Deesing, Chief Innovation Officer



Marysheva

Challenge: Cybersecurity programs across the nation are struggling to contain growing threats to our nation's critical infrastructure. Because attacks are occurring on multiple fronts, cybersecurity is reduced to the weakest link in technology, business process, internal user, or third party partner.



Deesing

Solution: To establish a cybersecurity division that identifies citywide areas of risk in technology, business processes, and employee behavior, and creates a comprehensive, forward-looking security program.

Program Implementation: Riverside's Cybersecurity Division's program uses, develops, and extends the capabilities of commercial and open source products to protect the city's critical systems and users. The program includes:

- Advanced next generation firewall protections.
- Integration into citywide business processes. A governance committee provides monthly updates on upcoming initiatives and a platform for informed decisions that balance security requirements with business needs and customer service.
- A data loss prevention project that identifies sensitive data across the organization and modifies business processes to reduce risk.
- Heavy emphasis on employee awareness that begins at orientation. Employees must complete annual security awareness training or lose access to the city network. The city also launched simulated phishing campaigns to identify high-risk employees and deployed a "Phish-Alert" button to all outlook installations so employees can report suspicious emails.
- Information sharing and community outreach. Riverside hosts an annual regional cybersecurity symposium and a city-initiated cybersecurity leadership group meets quarterly with local cities, water districts, and businesses.



Program eliminates ransomware infections and reduces liability costs.

- Third party risk management. Riverside's security division audits new vendors to ensure they comply with its security standards and best practices.

Costs: \$24,517 plus staff time.

RESULTS

- Ransomware infections have virtually been eliminated, with no reported incidents in the past 12 months.
- Using Forbes's estimate of a \$214 cost per record breached, Riverside reduced potential liability by nearly one billion dollars by eliminating a large number of protected records.

LESSONS LEARNED

- The project fostered risk awareness among leadership and departments through user engagement, data remediation ownership, and business process re-architecture, which will benefit the city for years to come.
- Management and users must accept that strengthening cybersecurity may require changes that result in business process realignment.

THE FUTURE

The city fully funded the next generation firewall and security awareness training but the data loss prevention and phishing simulation were unfunded projects. Because of their success, Riverside will identify future funding to expand its efforts.

HARVARD SENIOR EXECUTIVES IN STATE & LOCAL GOVERNMENT SCHOLARSHIP

Sponsored by The Ferguson Group and eCivis



David Ellis

Deputy County Manager, Wake County, NC



As deputy county manager of Wake County, David Ellis is responsible for direct oversight of six departments, including human services, community services, environmental services, the Capital Area Workforce Development Agency, extension services, and soil and water conservation. These departments comprise more than 2,000 employees and \$250 million of the county's operating budget. In a county of more than 1,000,000 people that continues to grow by an average of 67 persons per day, Mr. Ellis believes in the personal touch and tries to meet residents in person to address their concerns.

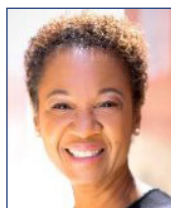
An ICMA Credentialed Manager since 2012, Mr. Ellis views his job as a problem solver, and prides himself on developing strategic solutions to tough issues. As the

county continues to grow at a rapid pace, its most challenging community issue is meeting the need for affordable housing. In the fall, Mr. Ellis will lead a 32-person task force tasked with developing Wake County's first affordable housing plan.

Mr. Ellis's immediate goal is to continue to foster talent among the county's employees, enabling them to design innovative world-class solutions to residents' needs. To that end, he encourages department heads to devise long-term strategies to develop individuals throughout the organization. Long term, Mr. Ellis's goal is to address disparities in income, health, child welfare, and education. Attending the Harvard Kennedy School Senior Executives in State and Local Government program provides an opportunity to strengthen his leadership skills by learning with and from the best and brightest from varied backgrounds and organizations.

Kimiko C. Black Gilmore

Assistant City Manager for Special Projects, Kansas City, Missouri



In her role as assistant city manager for special projects, Kimiko C. Black Gilmore oversees legislative affairs, major event coordination, regional initiatives, and external relations. Kansas City has a staff of more than 4,000; Ms. Gilmore supervises teams of employees that can range in size from two to 30, depending on the project.

Ms. Gilmore has been responsible for project budgets that have ranged from \$5,000 to \$4 million. They include the Kansas City Complete Count Committee for Census 2010; the city's housing asset transfer plan; and a \$4 million contract for an urban core place-based investment model.

One of her top priorities is fostering urban agriculture in the city. She worked to attract an innovative greenhouse company, which will have the ability to generate one million pounds of produce and herbs annually for local sale.

She chaired the advisory commission that made recommendations to the city council for the establishment of Urban Agricultural Zones and facilitated the provision of small community grants for water access solutions. She is also working with city planning staff to repurpose the city's municipal farm as an agricultural incubator.

Ms. Gilmore cites service provision in the face of flat city revenues as the biggest strategic challenge she faces. In the short term, she wants to expand her knowledge of finance and economic development through ICMA courses and work assignments in these areas, and will continue to advance women in the profession. She plans to begin work toward a PhD in urban policy or public administration within the next five years. Her long-term goal is to become manager of a small to medium-sized community within the next 10 years; the Harvard program will support this goal by giving her the opportunity to interact with like-minded professionals looking to ignite their careers.

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 2017 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.

50 YEARS



Joseph O. D'Arco has served New Jersey communities his entire career. He has been borough administrator of Paramus since 2010; previously he served as city administrator, Kearney (2000–10); borough manager, Sayreville (1994–2000); village administrator, South Orange Township (1988–94); business administrator, Rockaway Township (1987); township administrator, Caldwell (1982–87); health officer/director, Bloomfield Township (1975–82); assistant health officer, Paramus (1971–75); and sanitation inspector, Bergen (1967–71).



R. Michael Eastland has spent his career serving Texas communities. Executive director of the North Central Texas Council of Governments since 1992, he has also held the positions of city manager, Carrollton (1984–92); deputy city manager, Waco (1981–84); city manager, Killeen (1976–81); assistant city manager, Richardson (1974–76); assistant general manager, Gulf Coastal Waste Disposal (1970–74); assistant to the city manager (1970) and administrative assistant (1967–70), Wichita Falls.

45 YEARS



Thomas J. Benton has been village manager of Miami Shores Village, Florida, since 1998. He has spent his entire career with the village, previously serving as golf course mechanic, street supervisor, director of public works, and assistant manager/director of public works.



Paul A. Berg has served the city of Fort Lauderdale, Florida, since May 2014: as the city's public works director (since October 2016) and deputy public works director (2014–16), and with its management assessment project (May to September 2014). Previously he served as city manager, Eustis, Florida (2007–13); assistant city manager (1988–2007) and personnel services director, Champaign, Illinois (1987–88); city manager, Mount Vernon, Illinois (1984–86); administrative assistant (1973–84) and management intern (1971–73), Rock Island, Illinois.

Patrick J. Clifford retired as chief executive officer of Palmerston North City Council, New Zealand, a position he had held since 2007, in June 2017. He also served as chief executive officer, Hurunui, New Zealand (1994–2007); director of corporate services, Southland District Council, New Zealand (1987–94); principal officer, London Borough of Hammersmith & Fulham, United Kingdom (1974–87); and manager, Westminster City Council, United Kingdom (1972–74).



William J. Conn has served local governments in Pennsylvania his entire career. He has served as township manager, Jackson Township, Pennsylvania, since 2004. Previously he served as township manager, Spring Garden Township (1984–99); and planner, York County Planning Commission (1971–84).



Ray E. Corpuz Jr., has been city manager of Salinas, California, since 2012. Previously he held the positions of city manager, Seaside, California (2005–12); city manager, Tacoma, Washington (1990–2003); director of government relations, Pierce County, Washington (1988–90); and, for the city of Tacoma, inter-governmental affairs director (1978–88), manpower planning director (1974–78), assistant manpower planning director (1972–74), and technical coordinator (1972).



John B. Elsinga has spent his career in two Michigan communities. He has been township manager for Delhi Township since 1996; he also served as director of public services (1990–96) and wastewater plant superintendent (1977–90). In Holland, he served as assistant engineer (1976–77) and wastewater plant operator (1972–76) for the board of public works.

Russell A. Jones Jr., deputy township manager of Livingston, New Jersey, has devoted his career to the town. He has also served as acting township manager/deputy township manager (2016–17); deputy township manager (2008–16); deputy township manager/finance director-treasurer (1990–

2008); assistant to the township manager (1979–89); planning assistant (1975–79); assistant building inspector (1973–79); and field representative, Health Department (1972–73). He also has served as the appointed recycling coordinator since 1987.

Florentine (Flo) Miller has been deputy town manager of Chapel Hill, North Carolina, since 2004. She joined the town as assistant town manager in 1989. She previously served as assistant county administrator (1984–89) and assistant to the county administrator (1982–84), Loudoun County, Virginia; performance analyst (1980–82) and administrative assistant (1978–80), Grand Rapids, Michigan; and social worker, Mecklenburg County, North Carolina (1971–77).

Stanley H. Rickard, city manager of Hart, Michigan, since 2004, previously served as director of public works, Lombard, Illinois (1989–2004); facilities manager, Glenbard Wastewater Authority, Illinois (1985–89); water superintendent, Glen Ellyn, Illinois (1978–84); and water/wastewater manager, Marion, Indiana (1971–78).



Roger L. Stancil, town manager of Chapel Hill, North Carolina, since 2006, has served five other communities in the state, as city manager (1997–2006), deputy city manager (1992–97), assistant city manager (1981–92), and administrative assistant (1980–81), Fayetteville; town advisor/manager (1978–80), Winterville, Grifton, and Fountain; and assistant director of human relations (1974–77), operations director (1972–74), and supervisor of revenue collection (1971–72), Rocky Mount.



Rodney A. Storm has served as city administrator of Blair, Nebraska, since 1989. Previously he served as city administrator, Plainview (1986–89); construction management, Garden City, Kansas, (1984–86); and general manager, Middle Missouri Natural Resources District, Nebraska (1972–84).

David A. Tatrow, village manager of Reese, Michigan, since 2011, also served Otisville, Michigan, as superintendent and village manager (1972–2011).



Charles A. Turpin, deputy city manager of Burnaby, British Columbia, Canada, since 1995, has also served the city as city clerk (1984–95), deputy city clerk (1982–84), city clerk's assistant (1977–82), and internal auditor (1972–77).



Dale M. Walker served as county manager of Macon-Bibb County, Georgia, since 2014. Prior to that he served as chief administrative officer (2012–14) and director of finance (2011–12), for the city of Macon; director of finance, Suffolk, Virginia (2009–11); chief financial officer, District of Columbia Retirement Board (2008–09); deputy city manager/director of finance, Cadillac, Michigan (1977–2007); corporate treasurer, Michigan Baptist Homes (1975–77); and finance director, Owosso, Michigan (1970–75).

40 YEARS

Stephen V. Altieri, town administrator Mamaroneck, New York	Lawrence J. Gregan, township manager Montgomeryville, Pennsylvania	John Pedersen, Jr., city manager Myrtle Beach, South Carolina
Jerry A. Andree, township manager Cranberry Township, Pennsylvania	James M. Haag, Jr., public works director Ottawa, Kansas	Gilbert T. Perales, deputy city manager Arlington, Texas
Mark J. Arentsen Waukee, Iowa	J. Jeff Hancock, city administrator Camdenton, Missouri	Leonard T. Perrone, township manager Upper Gwynedd, Pennsylvania
Wayne Barry Baker Loudon, Tennessee	Douglass D. Hanley, township manager Uwchlan, Pennsylvania	Mark H. Rees, town administrator Fairhaven, Massachusetts
Barbara L. Beckett, city administrator Winchester, Missouri	John F. Hansley, deputy county administrator Greenville, South Carolina	Mark K. Ryan, city manager Indian Harbour Beach, Florida
Judith R. Bodway Winona, Minnesota	Bruce E. Henry, township administrator Hanover, Ohio	Richard J. Schuettler, executive director Harrisburg, Pennsylvania
Thomas Bonfield, city manager Durham, North Carolina	John Guy Henson, city manager Midwest City, Oklahoma	Robert N. Shelton, chief administrative officer Newmarket, Canada
Randy J. Bukas, accounting supervisor/city treasurer Effingham, Illinois	James N. Holgersson Modesto, California	Edward J. Shukle, Jr., city administrator/HRA executive director Landfall Village, Minnesota
Roger D. Campbell, assistant city manager Maryville, Tennessee	Gary A. Huff, city manager Piqua, Ohio	William L. Sorah, city manager Bristol, Tennessee
Bruce E. Channing, city manager Laguna Hills, California	Daniel A. Johnson, city manager Richardson, Texas	Eric M. Soroka, city manager Aventura, Florida
James V. Chisholm, city manager Daytona Beach, Florida	James R. Johnson Gulf Shores, Alabama	James C. Steff, executive director State College, Pennsylvania
David O. Cole, town manager Gorham, Maine	David E. Keller, assistant city manager/ chief financial officer Weston, Florida	Dale S. Sugerman Boynton Beach, Florida
James D. Curry, county administrator Okaloosa, Florida	Mark L. Latham, city manager Highland, Illinois	William O. Talley San Juan Capistrano, California
Dan J. Dean, city administrator Kimball, Nebraska	Steven L. Ledoux, town manager Acton, Massachusetts	David G. Timmons, county manager Port Townsend, Washington
Daryl J. Delabbio, county administrator/controller Grand Rapids, Michigan	Neal E. Lewis, city manager Belleville, Kansas	Roger A. Tinklenberg, deputy city manager Commerce, Colorado
Roger J. Desjarlais, county manager Lee, Florida	David M. Limardi, midwest regional director, ICMA Highland Park, Illinois	James E. Tolbert, assistant city manager Sandy Springs, Georgia
Anita R. Favors Thompson Tallahassee, Florida	Gary C. Mahannah, city administrator Polk City, Iowa	William F. Underwood, town manager Loxahatchee Groves, Florida
Terry S. Fedorchak, township manager Lower Makefield, Pennsylvania	Joseph A. Mangiamelli, city administrator Bellevue, Nebraska	Michael C. Van Milligen, city manager Dubuque, Iowa
George Flores, development services director Buckeye, Arizona	Linda McConnell, city manager Anderson, South Carolina	Mark S. Watson, city manager Oak Ridge, Tennessee
Kevin D. Frazell, director of member services League of Minnesota Cities	Robert W. McLaurin, town manager Jackson, Wyoming	Steve A. West Lancaster, California
Dan D. Galloway El Reno, Oklahoma	Ernie B. McNeely, township manager Lower Merion, Pennsylvania	Erroll G. Williams, tax assessor New Orleans, Louisiana
Andres Garza, Jr., city manager Wharton, Texas	Carl M. Metzger, deputy city manager Des Moines, Iowa	Douglas Williford, city manager El Cajon, California
Marian T. Gibson, village administrator Elwood, Illinois	Peter J. Miller, township administrator Egg Harbor Township, New Jersey	William P. Yenne, city manager Lake Jackson, Texas
Eugene L. Goldfeder, borough manager Catasauqua, Pennsylvania	Gary H. Neumann, assistant city administrator Rochester, Minnesota	Louis A. Zullo, personnel director/assistant town manager Cheshire, Connecticut
David L. Greene, city manager Cape Canaveral, Florida	Chester R. Nolen, city administrator Glen Rose, Texas	

35 YEARS

Clark E. Arneson	Steven S. Crowell, Jr.	Michael D. Jackson	Spencer R. Nebel
Ellen Jean Baer	James H. Crumley	Michael J. Johnson	Mark R. Oefinger
James M. Bagdonas	Michael S. Daly	Keith D. Johnson	Marc Anthony Ott
Michele L. Baker	Manuel De La Rosa	Donna M. Kazia	Alan M. Ours
Geralyn R. Barone	Kevin D. DeFebbo	Stephen P. King	Donald C. Pepe
Michael S. Blau	Gregory C. Devereaux	Diana J. Kollmeyer	William A. Peterson, Jr.
Michael Bonfield	Brian D. Donovan	Mark M. Krane	Stephen Jeffery Piechura
Thomas G. Bradford, III	Glenn Harold Duffey	Dean P. Kruithof	Douglas R. Pritchard
Richard A. Brook	Eric A. Duthie	James Landon	Mark R. Randall
Kris M. Busse	J. Crystal Dyches	William Henry Lindley	David D. Reeves
Norman D. Butts, Jr.	Jeffrey S. Earlywine	W. Christopher Lochner	David C. Ritz
William D. Cahill	Sue A. Edwards	Chris MacPherson	Michael Ross
Patrick G. Casey	Douglas G. Faseler	Jennifer Maguire	Harry J. Rudberg
Pamela S. Caskie	William J. Fraser	Mark C. Masciola	Christopher Russo
David A. Colton	Yvonne Garrett	Thomas L. Mattis	Donald L. Sandor
Richard E. Cotton	R. Lee Gilmour	Robert Mellor	James D. Sandoval
Michael R. Couzzo, Jr.	Robert T. Grimm	Steven C. Mielke	William A. Shepeluk
Jay B. Covington	Gary H. Hanson	Jo Ann M. Miller	Kenny L. Smith
Peter J. Cristiano	Paul A. Hofmann	Jesus Nava, Jr.	Rudolph Smith

Donald D. Stilwell
Jeffrey J. Straub
Carl Swenson

Susan K. Thorpe
Murray Totland

Kenneth E. Walto
Jay A. Weiskircher

Frederick A. Wilson
David Witt

30 YEARS

Janice M. Baker
Timothy J. Barth
Patti J. Bates
Michael R. Beimer
James H. Bennett
Eric G. Berlin
Robert Ben Bifoss
Paul T. Bockelman
Christopher J. Brady
Karen Plover Brust
William F. Bruton, Jr.
Brian M. Bulthuis
Randal K. Bynder
James Kent Cagle
John M. Call
Sherry C. Callahan
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