

2001

ICMA ANNUAL & SERVICE AWARDS

CELEBRATING EXCELLENCE IN LOCAL GOVERNMENT

Presented at the
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of the International City/County
Management Association



Booklet
sponsored by





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An anonymous, 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these decisions, ICMA would like to thank the following evaluation panel members, who will depart the panel at the 87th ICMA Annual Conference:

R. Ben Bifoss

Former City Manager, Manistee, Michigan

Pamilla Brant

Former Assistant to the City Administrator, Ann Arbor, Michigan

John G. Campbell

Former City Manager, Johnson City, Tennessee (Retired)

Murray Douglas

General Manager, Sydney, NSW, Australia

Carol M. Granfield

Town Administrator, Derry, New Hampshire

Sam S. Gaston

City Manager, Mountain Brook, Alabama

Craig Malin

Administrative Coordinator, Douglas County, Wisconsin

James C. Rumpeltes

Assistant City Manager, Surprise, Arizona

David G. Timmons

City Manager, Port Townsend, Washington (1999-2000 Chairman)

Isaac Turner

City Manager, Ormond Beach, Florida

Fan Ventura

Administrative Analyst II, San Ramon Services District, Dublin, California

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Award for Excellence in Honor of Mark E. Keane



FRANK FAIRBANKS

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. This year, ICMA presents the Mark E. Keane Award to Frank Fairbanks, city manager of Phoenix, Arizona.

When Frank Fairbanks was named manager of the city of Phoenix (pop. 1.2 million) 11 years ago, he inherited a city government that was already very good. Under the guidance of City Manager Marvin Andrews, ICMA's first recipient of the Mark E. Keane Award, Phoenix had established a national reputation for excellence. However, financial projections in 1991 revealed that Phoenix was heading into a recession, and that the budget was in need of radical surgery. But how

could one of the nation's fastest-growing cities reduce its annual budget without cutting essential services and laying off hundreds of employees?

Working closely with the city council, Mr. Fairbanks found a way. He implemented a city-wide hiring freeze and reprogrammed a \$1 billion bond program. To set an example for Phoenix's employees, he asked the council to reduce his paycheck. He also asked department managers to devise innovative methods to expand service levels with fewer dollars and laid out the bleak revenue projections to the city's five employee unions, asking for their help in getting Phoenix through the crisis.

As a result of this groundwork, when the crunch came, everyone marched together—elected officials, the management team, employees, the community, and even the unions, who had agreed to forego wage increases. Mr. Fairbanks and his team eliminated 500 positions without a single layoff and sliced \$45 million from the budget without compromising the city's high levels of service.

If Mr. Fairbanks is good in a crisis, he is great in the day-to-day management of Phoenix. Believing that the best ideas come from front-line employees, Mr. Fairbanks exercises "a steadying hand from behind the curtain," as described by *Governing* magazine. In the city of Phoenix, ideas percolate *up* from shop floors and cubicles, through focus groups and partnership circles. Employees submit an average of 400 improvement suggestions a year, saving the city millions of dollars. One recent idea alone, which involved the replacement of air filters at the airport, saved \$166,719.

Consistently Mr. Fairbanks has been credited with fostering a risk-taking city environment that measures and rewards results. In 1998,

Phoenix became the first major U.S. city to implement the Systems Applications Procedures in Data Processing (SAP) financial management system, placing the power of purchasing, fixed-asset management, cost accounting, and accounts payable and receivable in the hands of more than 1,400 Phoenix employees. Through a unique labor-management partnership, the city re-engineered its water services and reduced operating costs by more than \$12 million annually, while improving water quality, the environment, and customer service.

Through all of the city's efforts to reduce costs, Mr. Fairbanks has maintained his commitment to the citizens he serves, constantly looking for better ways to provide the services they need. Under the city's new "Seamless Service Program," employees are trained to "own" a telephone call, staying on the line until the caller gets the right answer. Field workers are armed with pamphlets about the government so they will be able to answer common questions and direct citizens to the correct place for service. And, where it once took three to four weeks for the city to complete a plan review process, a new team permit process reduced that time to just two to four days.

The result is a satisfied workforce and content citizenry. In recent surveys administered by an outside research firm, 97 percent of Phoenix's employees called the city a good place to work, and 86 percent of residents said they are pleased with the city's performance—the highest rating Phoenix has ever received. Thanks to Mr. Fairbanks's leadership, employees of the city of Phoenix continue to live by the common values of the mission statement they developed in 1995: a dedication to customer service, team work, continuous improvement, integrity, and results. ♣

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



RONALD N. WHITEHEAD

Each year, ICMA presents the Award for Career Development to a corporate member who has made a significant contribution to the development of new talent in professional local government management. The award commemorates former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship. This year, ICMA presents the Career Development Award to Ronald N. Whitehead, city manager of Addison, Texas.

Local government managers work hard to improve the quality of life and service delivery in their communities. Sometimes their influence extends far beyond their tenure as managers and beyond the borders of the communities in which they serve.

During his 20 years with the city of Addison, Texas (pop. 9,000), Ron Whitehead has committed himself to providing the best management

and leadership he can, not only to the community, but also to the people who work there. The result has influenced the quality of local government throughout the Dallas/Fort Worth area and beyond.

Mr. Whitehead's tenacity for mentoring began when he was a local government human resources intern. Although he enjoyed his internship, he felt that he was poorly utilized. It was then that his firm commitment to providing internships that would include a strong mentoring component took hold. He envisioned an approach to internships that required a greater degree of contact and involvement between the intern and the city manager, and that challenged the intern to grow personally and professionally through the use of accountability, self-motivation, and professional mentoring.

Interns in Mr. Whitehead's mentoring program are given a firsthand look at the job of the city manager. They are often asked to prioritize the information on the city manager's desk and are given freedom and authority to attend most of the meetings on his calendar. "Many cities hire interns just to work on special projects, and they are out of sight and out of mind," says one former intern. "Not in Addison. Interns are welcome at all meetings and have a front-row seat to learn about the decision-making process and are encouraged to participate."

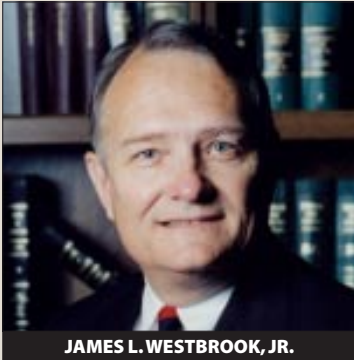
It is not uncommon for Mr. Whitehead to ask an intern what he or she thinks about a point of discussion or to defer decisions to the intern, pending his approval. He allows interns to grow professionally by giving them the necessary experience at the appropriate time—an art he has perfected over 20 years of dedication to career development and mentoring.

One previous Addison intern recounts how, when Mr. Whitehead was facing the strong possibility of getting fired, he continued to encourage enthusiasm for a local government career. "He took me aside and told me that I should not let his circumstance change my opinion of a career in local government," the former intern explains. "He said it was an honorable profession and that you should always do the best job you can, but never forget your moral and ethical standards....Here was Ron about to be fired, and he was more concerned about my attitude toward local government than he was about losing his own job!"

Mr. Whitehead's influence is not limited to the city's interns. He has grown professionals from within the city's ranks, encouraging employees at all levels to finish their education and to seek graduate degrees that will help them reach their career goals. He has also chaired the professional development committees for the Texas City Manager's Association, working with colleagues to create a regional mentoring program, and summarizing his mentoring philosophy for an MPA program.

Mr. Whitehead's mentoring of Addison's interns and employees extends well beyond their tenure with that city's government. Another former intern who is now an assistant city manager writes of Ron's profound impact upon his career: "I always try to emulate his approach with employees, his customer service focus, his vision, and his mentoring ability. When I am in a difficult situation, I often find myself asking, 'What would Ron do?'" There is probably no greater compliment to Mr. Whitehead as mentor or testimony to the confidence he instills in those who have worked with him. ♣

In-Service Training Award in Memory of Clarence E. Ridley



JAMES L. WESTBROOK, JR.

ICMA's In-Service Training Award is presented to the administrator or administrators who have developed and implemented highly effective in-service training programs for local government employees. This award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year, ICMA presents the In-Service Training Award to James L. Westbrook, Jr., city manager of Asheville, North Carolina.

As communities and their organizations become increasingly culturally diverse, it is imperative that governmental workforces be prepared to meet the changing needs and demands of their constituency. Recognizing that a local government's success today depends on its ability to change, City Manager James Westbrook formed a task force to reinvent the professional development process in the city of Asheville, North Carolina (pop. 69,000).

The professional development task force was charged with devel-

oping a way to systematically provide organizational training and staff development for city employees. The group initially conducted an internal survey to determine needs and important issues within the organization. The findings revealed that front-line supervisors and mid-level managers felt unprepared to enforce city policies when they became supervisors and managers. A separate external benchmarking study that involved 13 other North Carolina cities indicated that the quality of service provided to citizens also should be improved.

The task force recommended that the city focus on becoming a learning organization, skilled at creating, acquiring, and transferring knowledge, as well as modifying behavior to reflect new knowledge and insight. The Corporate University was developed to serve as an organizational umbrella for the training and development of the city's 1,000 full- and part-time employees.

Through the Corporate University, Asheville provides ongoing training to mid-level managers and front-line supervisors and prepares employees for promotion. The university's curriculum was developed to address the management, ethics, and leadership skills deficiencies of internal candidates and to ensure that the city's employees were qualified to compete for professional positions.

Asheville's Corporate University comprises three progressive phases that focus on developing managerial and leadership skills. Department directors are required to complete several programs in an advanced curriculum designed specifically for their needs. Each class is tailored to accommodate participants' work assignments and general work environment. The city also has incorporated a "train the trainer" approach whereby selected employees train other employees.

Mr. Westbrook and then Assistant City Manager Stephen Douglas Spell developed the first class of the curriculum on leadership and ethics, and the former continues to teach the course and look for ways to improve the city's new professional development program. Among his accomplishments is a partnership with Western Carolina University (WCU) that encourages municipal employees to further their education through the use of transfer credits, a local government fellowship program, and a tuition reimbursement program, currently funded at \$35,000. Additionally, the MPA program at WCU holds classes in Asheville's municipal buildings, further promoting educational opportunities for city staff.

Although only two years old, Asheville's professional development initiatives have successfully provided many benefits to city employees. To date, 100 of the city's 280 managers and supervisors have graduated from the city's Corporate University. Some of these employees have become top candidates for promotions, and 18 supervisors and mid-level managers have successfully competed for higher level positions within the city. More than a dozen city employees are currently enrolled in WCU's MPA program.

The city's customized training approach works! New supervisors report that the training enables them to better carry out their responsibilities and enforce city policies, thus helping to decrease the number of formal grievances from 33 to 7 annually. As a result, the city's human resources staff has saved about 1,300 hours—or an estimated \$25,000. The city also credits the decrease in customer complaints to the facilitation and communication skills training employees received through the Corporate University. At just \$1,000 per year, the Corporate University may prove to be one of the most cost-effective investments Asheville has ever made. ♣

International Award in Memory of Orin F. Nolting



DOUGLAS J. WATSON

ICMA's International Award, established in memory of Orin F. Nolting, recognizes a local government and its chief administrator for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, sister-city activities, or educational/cultural activities with another country; or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The recipient of this year's International Award is Douglas J. Watson, Ph.D., city manager of Auburn, Alabama.

In 1998, when City Manager Doug Watson received information from an employee about ICMA's International Resource Cities Program for Bulgarian cities, he jumped at the opportunity. Not only could he help a community that needed tech-

nical assistance, he believed the program would be an excellent learning opportunity for the employees of Auburn, Ala. (pop. 43,000). Two and a half years and several city staff exchanges later, Auburn's partnership experience with the city of Blagoevgrad has proved him right.

The first step was to determine the areas on which to focus. After several initial meetings, the two cities decided to focus on citizen participation, solid waste, and ecology. Strategic planning became the primary tool to get Blagoevgrad on the right path; a strategic plan would help establish goals, policies, and programs that could be used to guide the decisions of the municipality and influence positive change in the years to come.

The strategic planning process relied on a traditional approach, but with an emphasis on consensus building and citizen involvement. Blagoevgrad established four committees of volunteers, NGOs, elected officials, and city staff. These committees studied the areas of economic development, ecology and solid waste, and urbanization and infrastructure and issued reports outlining specific goals and strategies. The resulting plan became a consensus-building document designed to allow the entire community to come together to make Blagoevgrad a better place to live.

The strategic plan included long-, medium-, and short-term goals, and the community has already achieved many of its short-term goals. One of the first major accomplishments was to successfully address the problem of Blagoevgrad's landfill, which was at capacity and faced almost immediate closure. The committee's research into the problem and technical assistance from Auburn staff resulted in recommendations that are expected to extend the landfill's life for an additional ten years.

Dr. Watson also has encouraged Auburn's participation in several training sessions for other Bulgarian municipalities. In coordination with the Foundation for Local Government Reform in Sofia, Bulgaria, city employees made workshop presentations on strategic planning, marketing, economic development, and other topics. In the spring of 2000, Dr. Watson worked with two other staff members to teach a class on public administration, planning, and economic development through the American University of Bulgaria for students and administrators from Kosovo.

Dr. Watson has applied his leadership skills toward encouraging other types of linkages between Auburn and its partner city, resulting in the exchange of business delegations and the establishment of an ongoing relationship between Auburn University and Southwest University in Blagoevgrad. In December 1999, Auburn paid for a group of Bulgarian folk dancers to visit the U.S. to perform in local schools and the community theater. The following May, Blagoevgrad reciprocated by hosting a band of Auburn University students during Blagoevgrad's cultural festival.

Evaluations of the effectiveness of U.S. exchange programs generally center on the impact that they have had on foreign host cities. There can be no doubt that Blagoevgrad will reap the benefits of the technical assistance the city of Auburn has provided for many years to come. But Dr. Watson has made sure the exchange has had a positive impact on the Auburn local government and its citizenry as well. He has worked closely with the staff involved to make sure the experience is professionally and personally rewarding. By expanding beyond the city organization and involving a large number of citizens, the cultural exchange has strengthened ties between the cities and expanded the horizons of many people in both. ♣

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



JACQUES M. AVENT

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. This year, Jacques M. Avent, former deputy city manager of Phoenix, Arizona, is one of two recipients of the Assistant Excellence in Leadership Award.

Jacques Avent was looking for an opportunity to get away from the fast-paced life of the East Coast and to use the skills he had honed in the areas of urban revitalization, housing development, and cultural diversity when he learned of a position with the city of Phoenix (pop. 1.2 million). Twelve years later, the ways that Phoenix has benefited from Mr. Avent's relocation are too numerous to count.

Mr. Avent joined the city government in 1989 as executive assistant to the city council and soon became executive assistant to the city manager. Just two years later, in 1992, he was promoted to deputy city manager—the first African American to serve in that position.

As a deputy city manager, Mr. Avent rose to the challenge of merging several city programs and staff into a new neighborhood services department. The city was looking for a way to have a strategic impact on the community's revitalization efforts by leveraging dwindling federal resources and enhancing the livability of many of Phoenix's most challenging neighborhoods. The department also needed to find a more comprehensive and inclusive approach to working with residents on neighborhood issues. Mr. Avent was the right man for the job. Using the skills and training he had acquired through his previous work experience, Mr. Avent provided the leadership and guidance necessary to make the transition as smooth as possible for staff, management, and the public. Nine years later, the department continues to receive high scores from the public and city council for its innovative programs, outstanding results, and customer satisfaction.

Mr. Avent also held primary responsibility for Phoenix's redevelopment and neighborhood revitalization programs through the city's Neighborhood Services Department. Under his leadership, the department leveraged scarce resources, completed existing commitments, and worked with interdepartmental teams to tap other city resources. The creation of the Neighborhood Initiative Area Program, a multi-year project that directs redevelopment resources to a designated area until complete revitalization is achieved, has led the department to successfully “close

out” one area revitalization project and nearly complete another.

Mr. Avent also takes the time to provide encouragement and mentoring for fellow employees. He has actively supported the development of young administrators in the city of Phoenix and surrounding communities. He has been a member of the National Forum for Black Public Administrators since it was founded in 1983 and was instrumental in reestablishing and building the Arizona chapter. He also serves in leadership positions in a number of community organizations.

Mr. Avent's professional and personal commitment to understanding and embracing the burden of being a “first;” his willingness to do what is right but not always popular; and his commitment to encouraging innovation, challenging the status quo, and improving the quality of life for all Phoenix residents exemplifies excellence in leadership.

As Phoenix's population has grown in size and diversity, Mr. Avent has routinely been asked to step into the leadership role, and he has shown courage and compassion through his quiet, yet forceful leadership style. Mr. Avent also has provided invaluable direction in developing programs to meet the changing needs of the city's residents. Regardless of the initiative, he takes care to include citizens and ensure fairness. Mr. Avent has a unique ability to bring together and build consensus among varied groups.

Shunning more lucrative offers from the private sector and even a call to serve the president of the United States, Mr. Avent has demonstrated a steadfast commitment to the community of Phoenix and to local government, continually asking it to become better and more responsive to the diverse population it serves. ♣

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



LAURA J. HUFFMAN

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. A second ICMA Assistant Excellence in Leadership Award goes to Laura J. Huffman, deputy city manager of San Marcos, Texas.

Deputy City Manager Laura Huffman has had a significant impact on the way the city of San Marcos, Tex. (pop. 29,000), does business. She has helped City Manager Larry D. Gilley enhance trust and leadership, proactively solve problems, and interact with the community. "Laura Huffman is creative, energetic, tough minded, and professional in the way she approaches every challenge," says Mr. Gilley. "She undertakes a full

range of management duties, promoting effective team building and support for both our city council and staff. In addition, she has engaged citizens and community groups in creative and positive ways to meet community goals."

Ms. Huffman works with 16 city directors who manage departments involved in a wide variety of services, including public safety, administration and finance, electric and water/wastewater utilities, natural resources protection, and community development and tourism. The weekly director meetings Ms. Huffman leads help provide an opportunity for directors to openly discuss issues and to offer honest feedback, enhancing communication among departments and building a network of support among directors.

Under Ms. Huffman's leadership, the directors formed committees to work on special projects. During 2000, the committees completed an important community survey, worked on citywide strategic planning, and prepared plans for technology advances for the city. Ms. Huffman also has helped establish staff committees to deal with a host of internal policy issues.

Laura Huffman is committed to building the skills of city employees. She has encouraged director training and team building, bringing in nationally recognized resources to help directors improve their presentation and community relations skills. Working with the city's human resources director, Ms. Huffman has been instrumental in implementing a "360-degree" evaluation program for directors that fosters honest feedback from employees.

Also under Laura Huffman's leadership, San Marcos became one of two small cities that led the way toward reducing their dependence on the Edwards Aquifer, the primary source of water for more than

2 million Texans. She has been the city's primary negotiator for the San Marcos Regional Surface Water Project, a \$25 million program that has ensured a high-quality and reliable source of water. The new water treatment plant that Ms. Huffman negotiated provides a solution not only for the city of San Marcos, but for other small rural water supply companies in the area as well.

Ms. Huffman also has been instrumental in protecting green space within and around San Marcos. In addition to economic opportunities, the pressure for growth along I-35 threatened the loss of San Marcos' unique identity and natural heritage. Ms. Huffman chairs a committee that established a program to identify and acquire green space and wildlife habitat, and San Marcos participates fully in efforts to preserve a natural legacy for the future.

Laura Huffman has tackled several other difficult issues. She has played a key role in city-community partnerships addressing economic and tourism development, downtown redevelopment and revitalization, and the local transit program. She serves as staff liaison to the Citizen Review Commission, a seven-member board appointed by the city council to evaluate San Marcos' boards and commissions and make recommendations about whether they should be continued.

In these and countless other ways, Ms. Huffman has made a difference in San Marcos. She understands people, what they need, and how to engage them in positive solutions. She values community—whether it is within the city hall team or in the neighborhoods of San Marcos—and energizes those around her to achieve the vision of a better tomorrow within those communities. ♣

Academic Award in Memory of Stephen B. Sweeney



STEPHEN E. C. HINTZ

ICMA's Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year's award is presented to Stephen E. C. Hintz, Ph.D., retired professor of public administration at the University of Wisconsin-Oshkosh.

The University of Wisconsin-Oshkosh's Masters of Public Service Administration program, a nontraditional graduate program for adults employed full-time in public service, had yet to graduate its first student when Stephen Hintz became its director in 1979. In the 22 years since, the program has endowed a Master of Public Administration degree upon more than 300 students, has helped aspiring graduates develop hundreds of reports and proposals for city and village governments, and has built strong connections between the university and communities throughout—and beyond—the state of Wisconsin.

The success of the University of Wisconsin-Oshkosh's program is due largely to the commitment, energy, and leadership provided by Dr. Hintz. He has put his practical knowledge of public administration—budgeting, political organization, adult education, and governmental and bureaucratic processes—to use in shaping and forwarding the goals of the MPA program.

In 1981, Dr. Hintz also agreed to provide secretariat services for the Wisconsin City Management Association (WCMA) for a nominal fee of \$2,000 per year. Leading WCMA would be no small task. Wisconsin was saddled with unpopular state enabling legislation that affected the traditional council-manager form of government. In fact, in 1981, only 11 cities and villages in Wisconsin formally operated under this form of government, and only 40 entities of government were recognized as having professional administrators. The state had more municipalities that adopted council-manager government and then abandoned it by referendum than any other state. WCMA had so few members that it usually held joint meetings with the Illinois City/County Management Association.

One of Dr. Hintz's first priorities was to encourage more communities to adopt professional administration. He recommended the appointment of administrators by ordinance rather than by trying to amend the state enabling legislation, which might have put at risk the 11 cities already operating under the council-manager plan.

It soon became clear that there was a pent-up demand to learn more about professional municipal administration. Dr. Hintz quickly became the focus for inquiries about changing the form of government and served as a popular guest speaker on the subject, both to local

groups planning changes in their local government and to statewide groups encouraging professional management of municipalities. With no remuneration other than his own satisfaction, he spent many nights and weekends traveling throughout the state promoting professional administration.

As the number of municipalities adopting a professional administrator grew steadily over the years, Dr. Hintz continued to support these administrators and to advance the cause for professional management of Wisconsin cities and villages. He led WCMA's efforts in providing educational and meaningful statewide association meetings and collected and distributed salary surveys and other data about Wisconsin's local governments. In the early 1990s, WCMA decided to include counties and changed its name to the Wisconsin City/County Management Association.

Dr. Hintz's impact is evident in the sheer number of local governments currently enjoying the fruits of professional administration. Twenty years after his appointment as secretariat, the number of cities, villages, towns, and counties employing professional administrators has increased more than five-fold—from 40 to 216.

Through his actions, Dr. Hintz has demonstrated an admirable sense of the public weal and an unshakable belief that government has an obligation not only to serve its citizens, but also to educate them regarding their place in the political process. Few individuals have contributed as constantly and as effectively to government and public affairs as Dr. Hintz. Retired now from his position with the University of Wisconsin-Oshkosh, he can rest assured that his legacy will live on in the many Wisconsin communities that are today reaping the benefits of professional management. ♣

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



BRUCE E. CHANNING

ICMA's Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the award in the 50,000-and-under category to the city of Laguna Hills, California, and City Manager Bruce E. Channing for their "Circle of Friends" Program.

In 1996 a group of parents approached the city of Laguna Hills, Calif. (pop. 31,000) to talk about the lack of recreational opportunities for their disabled teens. When their children were younger, they had participated in a host of social outings. As the children grew to become young adults, however, the opportunities for social and recreational activities all but vanished. The parents looked to the city for support in finding a solution to this challenge.

The city of Laguna Hills joined forces with the parents, developing

the "Circle of Friends" program. Thirty young adults attended the first event, a summer dance for people 13 to 22 years of age with disabilities. The monthly dances, movies, beach parties, park picnics, and softball games soon attracted as many as 90 participants.

Success was not without complications. The city quickly outgrew the facilities it used for the Circle of Friends program. Program leaders also recognized that the needs of the disabled did not stop when they reached 22 years old. To help it meet the growing demand, the city of Laguna Hills asked its neighbors to join in its effort. The city of Laguna Niguel quickly responded, enabling the Circle of Friends program to expand to include people up to 60 years of age.

The success of the Circle of Friends program is a testimony to the power of partnership. It is run by a board of two parent representatives, one representative from the Regional Center of Orange County, two representatives from the school district, two staff members from the city of Laguna Hills, and one staff member from the city of Laguna Niguel. Activities are financed through grants and city funds. The Safeco Insurance Company covers the costs to provide the monthly dances, while the combined efforts of the city of Laguna Hills and Laguna Niguel provide the staffing and facility needs. After the program had been in place for one year, participants voted to charge a small fee for the monthly dances. The

\$1.00 to \$3.00 admission is used to pay for special guests at functions, decorations, and the like.

Community residents and businesses have come forward to share their special talents and provide support. The city of Laguna Beach makes available beach access wheelchairs for beach excursions, a local restaurant has provided catering for the annual holiday dinner dance, the Westwind Sailing Club arranged for special boats for sailing classes, a local riding center arranged for trained personnel to provide horseback lessons, and a local dance instructor designed a new teaching method in an effort to offer line dancing at the yearly country dance. A carpooling program helps get people to and from functions. The number of participants and the enthusiasm for the program throughout the community continue to grow.

The benefits of the Circle of Friends program extend well beyond the local disabled population. The program also has enhanced group home programming. It helps parents and guardians of disabled persons not only to provide their loved ones with a range of activities, but also to meet others who are dealing with the special challenges of caring for a disabled person. By expanding awareness of the needs and unique abilities of disabled persons, the Circle of Friends program benefits the entire community, encouraging understanding and a tolerance of differences among the city's residents. ♣



Participants in Laguna Hills' "Circle of Friends" Program.

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF GREATER THAN 50,000



STEPHEN D. POWERS

This year, ICMA presents the Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the greater-than-50,000 population category to the county of Marquette, Michigan, and County Administrator Stephen D. Powers for developing a dental health program for children of low-income families.

It is not always easy for people without insurance to get the dental care they need. In the county of Marquette, Mich. (pop. 65,442), several nursing homes had reported difficulty in finding dentists. Medicaid screening programs had trouble identifying dentists who were willing to see children with obvious

dental problems. The local Head Start program failed to meet federal standards because it couldn't arrange needed dental care. The local mental health agency was unable to obtain care for developmentally and mentally impaired clients. Many uninsured, low-income individuals who were not on Medicaid complained that they were unable to access dental care. But those with Medicaid did not fare much better: meetings with local dentists revealed that most had stopped seeing Medicaid clients because of low reimbursement rates, cumbersome prior approval requirements, billing difficulties, excessive payment delays, and high "no-show" rates.

Although such problems are not unique to the county of Marquette, its response may be. The county addressed the problem through a multi-agency collaborative effort, which was facilitated by a voluntary advisory board with representation from local dentists, human service agencies, and low-income families.

Initially, Marquette County's Dental Health Program focused on children. To meet the needs of Medicaid and low-income children, a new three-operatory dental clinic was put in place and staffed by a dentist, a hygienist, a dental assistant, and two clerical staff. Initial costs were partially offset by a grant from the W. H. Kellogg Foundation. No additional county general funds were needed.

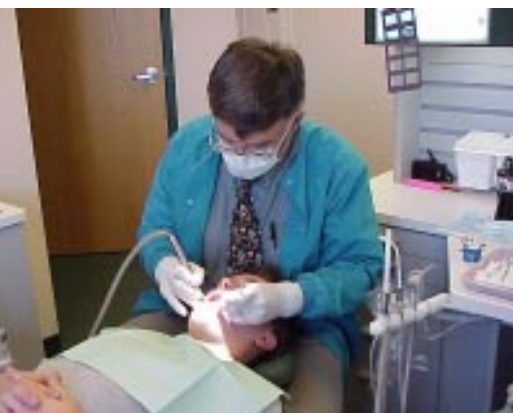
The program quickly expanded to meet additional needs. In 1998, a limited adult service component was added for residents of the county's long-term care unit and low-income uninsured parents of children already being served. Within a year, a second four-operatory clinic was established in the southern part of the county. With the second clinic, there was sufficient capacity to provide services to all low-income uninsured adults and children in the county.

But the effort didn't stop there. In March 2000, the state of Michigan awarded a grant to Marquette County to increase the number of Medicaid recipients it served, and the county expanded its clinics. Today, the program provides services for Medicaid recipients (children and adults) from several surrounding rural counties.

Program administrators emphasize the importance of bringing together various funding sources for such a program. Grants or donations can help subsidize dental care for children, but it is more difficult to raise funds for uninsured adults. In Marquette County, the board of commissioners re-prioritized funds that had been used to reimburse hospitals for uncompensated medical care to support dental care for low-income adults.

The investment has paid off. Since its inception in 1993, Marquette County's Dental Health Program has served more than 4,800 children and another 1,600 adults—all of whom might not have received the treatment they needed without the clinics. In addition to low-income and uninsured residents, beneficiaries of the program include residents of the county's long-term care unit, developmentally disabled and mentally ill individuals, physically handicapped children and adults, children in Head Start, and children with extensive dental disease requiring care in a hospital operating room.

Statistics demonstrate that Marquette County's dental health program has reduced the prevalence of untreated cavities in children using the clinics. Through a training relationship with the University of Michigan Dental School, future dentists are exposed to the advantages of rural-area practice and the significant needs of low-income and uninsured children and adults. And that is definitely something for the county to smile about! ♣



Dr. Jim Hayward performs services on a Marquette County patient.

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell

POPULATIONS OF 50,000 AND UNDER



JOHN DEARDOFF

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the award in the 50,000-and-under population category to Dodge City, Kansas, and to City Manager John Deardoff for the city's Citizen-Assisted Policing Program.

In 1996, the 19-year-old son of a prominent businessman was standing in the parking lot of Boot Hill, a tourist attraction in Dodge City, Kans. (pop. 25,000), when he was struck and killed by a stray bullet—an innocent victim of gang-related activity. The citizens of Dodge City were outraged and demanded that the police department mobilize its resources to prevent other such incidents from taking place. But the police department was strapped. The city was in the middle of a search for a new chief of police, and the department was experiencing a

22 percent police officer vacancy rate.

Dodge City had just graduated its first 15 members from the Citizen Police Academy, and six of the graduates approached the interim police chief with an idea: Why not allow graduates of the academy to assist the police department by providing services that did not require a sworn officer? Relieving officers of some of their “non-police” responsibilities could provide them with more time to go on patrol and respond to priority calls.

The scope of services the citizens proposed went far beyond the filing and general office work normally attributed to volunteers. The citizens wanted to go out in their own personal vehicles, unarmed and in civilian attire, to handle any and every incident they could. The concept they proposed was untried, but after weighing the risks, City Manager John Deardoff decided not only to approve the creation of a new citizen patrol but also to become totally involved in the program's planning and implementation.

Just four years later, there are 25 Citizen-Assisted Policing Program members. Their mission is to provide administrative and patrol support to the Dodge City Police Department and community citizens. To be eligible, citizens must attend the ten-week Citizen Police Academy and must spend a minimum of 32 hours riding with an officer as an observer. Potential members are also subject to a background investigation, interview, and approval by current Citizen-Assisted Policing Program members and the chief of police. Each member is assigned to an experienced Citizen-Assisted Policing member for four to six weeks of field training before being allowed to operate on their own.

The cost of the program to the city is minimal. In 2001, the program's budget is \$6,000; members have raised an additional \$13,000 in contributions to purchase radios, clothing, and equipment. The city has provided two used police vehicles and issued to members soft body armor, handcuffs, OC spray, and special shoulder patches identifying them as members of the Citizen-Assisted Policing Program. As further identification, they also wear cranberry-colored polo shirts, sweatshirts, or windbreakers when serving as volunteers.

Since the program was implemented on January 1, 1997, its members have contributed more than 9,600 volunteer hours of police services that would otherwise have required a commissioned police officer to accomplish, saving the city approximately \$143,520. They have responded to more than 1,900 individual incidents.

The Citizen-Assisted Policing Program would not have been successful without the commitment of the citizen volunteers. But the vision, drive, and determination of the city's top management and the police department made the program a reality. By creating a strong partnership among police officers, non-sworn staff, command staff, and citizen volunteers, the Citizen-Assisted Policing Program has made the Dodge City police department more efficient and more effective and made the community a safer place to call home. ♣



Citizens Police Auxiliary member assists police officers during an investigation.

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



FRANK FAIRBANKS

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (nonstudent) citizenship education. This year, ICMA presents the award in the greater-than-50,000 population category to the city of Phoenix, Arizona, and City Manager Frank Fairbanks for the city's Neighborhood College.

"To preserve and improve the physical, social, and economic health of Phoenix neighborhoods, support neighborhood self-reliance, and enhance the quality of life of residents through community-based problem-solving, neighborhood-oriented services, and public/private cooperation."

The mission statement above is a tall order; however, since its inception in 1992, the Neighborhood Services Department (NSD) of the city of Phoenix, Ariz. (pop. 1.2 million), has risen to the challenge.

In 1993, NSD held a series of meetings with the Phoenix College Neighborhood Association, the Maricopa County Community College District, Phoenix College, and the Community Forum to discuss how they could provide more support and training opportunities for neighborhood leaders. In response, the group introduced a series of four-hour Saturday morning classes offered semi-annually under the rubric of "Help! For Neighborhood Leaders." Each class focused on a different issue, from attracting and maintaining neighborhood activists, to enhancing communication, to preventing crime and urban blight. Between 1993 and 1997, seven classes were presented to the community under the "Help!" rubric.

But planning committee members wanted to do more, and they discussed ways to expand these training opportunities into a

"Neighborhood College" that offered a more sustained curriculum. The stated mission of the Neighborhood College was to "assist residents in gaining the skills, knowledge, and techniques necessary to create sustainable communities."

Beginning in the fall of 1996, the 90-minute Neighborhood College classes were held once a month on college campuses on weekday evenings each fall and spring semester, for a total of eight classes per year. The primary focus of the classes was to build community leadership skills.

After years of observing the interaction among the Phoenix residents who attended the classes, it became clear that Neighborhood College participants gained much from peer learning. In response, the Neighborhood College invited seasoned neighborhood leaders to join community development professionals in teaching the classes.

Based on feedback from course participants, in April 1999, the Neighborhood College planning team implemented a number of new changes to the college. They assembled panels of presenters that reflected a variety of backgrounds and perspectives to address course topics. They also returned to the original four-hour, Saturday-morning format to provide adequate time to cover the complex topics presented as part of the Neighborhood College curriculum. To serve a broader constituency, the planning team also recruited several community college partners to provide locations for the new "Help for Neighborhoods" classes.

More than 180 residents have participated in Neighborhood College classes in the past two years, and post-course surveys consistently show that the course participants acquire skills they feel will help them be better neighborhood leaders. Such skill-building programs are critical to providing local leaders with the tools they need to make their neighborhoods and the community as a whole a better place to live. ♣

Phoenix citizens participate in Neighborhood College classes.



Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



DANIEL W. FITZPATRICK

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes one or more local governments that have successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year, the first of two awards in the 50,000-and-under population category goes to the city of Oak Park, Michigan, and City Manager Daniel W. Fitzpatrick for their successful program to improve the city's operations.

It was the dire straits of the city of Oak Park, Mich. (pop. 31,000), that attracted Daniel Fitzpatrick to the job as manager. When he arrived in January 1993, the city had suffered from years of neglect and abuse of power. Two city executive employees had been convicted of dishonesty and corruption, and city employees had been left to deal with the legacy of a highly centralized bureaucracy, a lack of administrative guidelines, and a deep mistrust of management among employees.

An outdated, centralized computing system kept employees ignorant of city finances, and few employees were allowed to use personal computers or trained to use management information systems. There were no employee recognition or training programs in place, and employees who suggested improvements or new programs were often shunned. Oak Park's citizens, who watched as programs were cut because of mismanagement or financial uncertainty, had little recourse for their complaints. Even the physical environment in which the city functioned showed signs of neglect.

When Mr. Fitzpatrick became manager, the city council charged him with revitalizing and reinventing the entire organization—an ambitious, if not impossible, mission. But Mr. Fitzpatrick went beyond his charge. He focused on several overlapping areas of con-

tinuous process improvement: management information systems, financial management, team management, and internal and external customer service.

Mr. Fitzpatrick reorganized the city's departments to provide more effective and responsive service to citizens. In the process, he shifted the responsibility for decisions downward, emphasizing participation, empowerment, and open communication among staff and management.

Teamwork became the name of the game. Weekly meetings helped directors discuss and share information. Teams of employees from all departments and organizational levels convened to address information management needs.

Oak Park employees received computers, and the city installed an integrated LAN system to help employees share information and communicate with one another. The organization also purchased an integrated financial package to provide information to department directors and others. Finally, city employees received the tools they needed to address the concerns of citizens.

Mr. Fitzpatrick also looked for opportunities to reward work well done. He established an employee suggestion program, an "Employee of the Year" recognition program, and a service awards dinner. Holiday parties and picnics were added as opportunities to thank employees for their contributions and to help build informal connections.

All of these efforts have enhanced the efficiency and effectiveness of city employees and city services. Through Mr. Fitzpatrick's unwavering commitment to continuous process improvement, the city of Oak Park is better able to achieve its fundamental mission of serving its citizens. Mr. Fitzpatrick not only succeeded in making Oak Park a better place to work and to live, he taught the city organization how to reinvent itself. ♣



Public Safety Officer James Luxton receives the 2000 Employee of the Year Award from Oak Park Mayor Gerald Naftaly.

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



SIMON FARBROTHER

A second Program Excellence Award for Innovations in Local Government Management in the 50,000-and-under population category is awarded to the city of Spruce Grove, Alberta, Canada, and City Manager Simon Farbrother for the city's success in changing the town council's role in governance and policy making.

Imagine a city where a secretary presents the city's new waste management initiatives to schools. Where staff create a model and plan to test flex-time scheduling. Where the public says "Yes!" to a raise in taxes to help build a new \$28 million tri-municipal recreation facility. This is the city of Spruce Grove, Canada (pop. 15,069) today.

Just a few years ago, Spruce Grove was limited in its ability to innovate or change. The corporate culture was unfocused and lacked leadership. The council relied on a large management team for advice. There was a strong focus on day-to-day activities but little thought was given to the organization's strategic direction.

With a new chief administrative officer at the helm in 1997 and a new management team appointed shortly thereafter, the city began to change its course. To meet the challenge of providing strategic leadership with a strong focus on governance, in October 1998, the council adopted as its vision "The Community of Choice." The vision was supported by public input through a community development plan and a three-year strategic business plan that focused on 11 key initiatives.

In parallel with "The Community of Choice" initiative, city employees focused on re-engineering the Spruce Grove organization into "The Organization of Choice." Employees focused on continuous improvement, long-term sustainability of initiatives, and processes rather than programs. The initiative involved all city employees and emphasized the translation of ideas and good intentions into observable, measurable actions, behaviors, and outcomes through performance management, skill development, and sustaining leadership.

Spruce Grove management recognized that achieving these goals would require teamwork and a

willingness to change. The city's management team first developed a series of leadership principles that could be translated into observable actions. Next, with council's endorsement, employees developed a vision of what the organization should look like and then created a set of organizational guiding principles to ensure that employees could work together to achieve that vision. Each work group ascertained which principles they were already demonstrating versus those that needed to be enhanced, and employees and work groups met regularly to share strategies and successes. The city provided specific skill-building sessions to work group leaders and employees. Finally, a cross-departmental advisory group was created to plan the ongoing process and serve as a link to employees.

The performance improvement system has had clear, measurable results. Rather than getting caught up in the day-to-day details of running the city, the council now provides strategic direction for the city. As a result, the budget development process has been shortened by two months, with a 50-percent reduction in the time spent by the council in deliberations. The city's administrators now receive clear direction from council, and business plans and strategies reflect organizational priorities.

Employees are empowered. Their input is solicited and valued, and they feel engaged enough in the process to celebrate successes along the way. In a 2000 employee survey, 93 percent of respondents indicated that they felt communication within the city had improved.

While Spruce Grove today is *still* not a perfect organization, the journey continues. By providing the city organization with the tools it needs to work through challenges and changes, the council, employees, and citizens of Spruce Grove move ever closer to realizing their vision. ♣



Employees and council members of the city of Spruce Grove.

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF GREATER THAN 50,000



MICHAEL T. UBERUAGA

ICMA's Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category goes to the city of San Diego, California, and City Manager Michael T. Uberuaga for the city's Public Contract Operations program.

To harness the two powerful concepts of competition and the ability and dedication of public employees to meet every challenge, in 1998, policy makers in the city of San Diego, Calif. (pop. 1.3 million), implemented an optimization strategy within its Metropolitan Wastewater Department to deliver wastewater treatment and disposal services.

The Public Contract Operations program was developed in response to growing demand for greater public sector accountability, as well as the need to contend with the rise of multi-national competitors for delivery of wastewater treatment and disposal. The program is a formal partnership that strengthens labor-management relations by spotlighting and nurturing the

ingenuity and determination of public employees as they strive to provide the most efficient results. Employees are actively involved in the process, and the city provides monetary incentives and team-based awards for excellence in service delivery. The program's goal is to provide the best results for its diverse stakeholders, who include rate payers, policy makers, regulators, environmentalists, employees, regional visitors, and future generations.

The strategy also addresses problems associated with change by harnessing the benefits of competitive pressures without employing costly bidding processes. The local government maintains complete control over public assets, preserves the flexibility to respond to change by directly managing employees, and reserves the right to solicit competitive bids if public employees fail to deliver. The strategy also involves adapting the process used by the private sector to create competitive government budgets without compromising public trust.

Under this strategy, employees participate in designing acceptable service levels and then enter into a contract-like agreement with strong accountability provisions. If the successful provision of services costs less than the benchmarked budget, the "additional savings" are shared between the Sewer Enterprise Fund and the Employee Assurance Program. The Assurance Program is available to fund team-based, gain-sharing awards and other employee recommendations for reinvestments linked to improved workforce productivity or professionalism. Cash

awards from the gain-sharing program have been paid to more than 300 employees, totaling approximately \$6,000 per employee during the past three years.

The first Public Contract Operations agreement, which involved more than 300 employees, was established in 1998 to provide six years of regional wastewater treatment and disposal for a budget reduction of 18 percent with no deterioration in service levels. The 18 percent reduction translated into cumulative projected savings of about \$78 million. Further incentives were incorporated into the agreement to encourage additional savings. To date, projected savings and prescribed service levels have been achieved, and validated savings have totaled approximately \$53 million, reflecting steady productivity improvements. All eligible facilities have enjoyed outstanding performance records and full regulatory compliance during the three-year period.

In an arrangement where management demonstrates its belief in the capabilities of employees, provides them with the tools they need to succeed, empowers them to make and implement decisions to improve work processes, and rewards successful results, the public workforce can achieve superior performance.

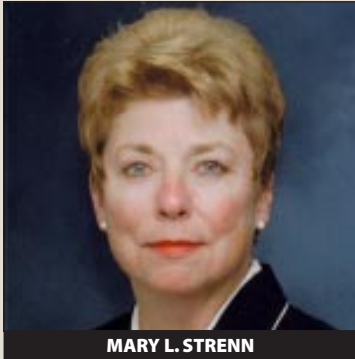
Implementing the new ideas involved in re-engineering a public program means that employees assume greater levels of responsibility and commit themselves to meeting raised expectations for continuous improvement. San Diego's Public Contract Operations program demonstrates the power of teamwork and employee empowerment in



A strategy meeting of the Labor-Management partnership.

Program Excellence Award for Partnerships: Intergovernmental Cooperation

POPULATIONS OF 50,000 AND UNDER



MARY L. STRENN

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between at least two jurisdictions or between a jurisdiction and a nonprofit agency established by a jurisdiction. This year's award in the 50,000-and-under population category goes to the city of El Segundo, California, and City Manager Mary L. Strenn for the city's program to revitalize its library system.

In the summer of 1991, the El Segundo Unified School District asked the city of El Segundo (pop. 16,424) to take over the operation of its three school libraries. The city library staff quickly surmised that such a partnership could result in a number of benefits, including the elimination of duplicate materials and resource sharing through a joint database.

In December 1991, El Segundo's city council adopted a library system affiliation agreement, which

specified the responsibilities of the city's library department and the school system. The city agreed to administer and coordinate the purchase of materials for school libraries through school district funding; order, catalog, and process materials centrally; hire, schedule, and supervise library employees at each site; develop procedures and hours of operation; and provide all expendable and consumable library services supplies. The school district, in turn, was responsible for all building maintenance and improvements, including facility remodeling and capital equipment.

Once the city had established the appropriate policies and hired staff, it didn't take long for them to realize that the library materials were in need of improvement. In some schools, more than 80 percent of the books were 30 or more years old—many dated back to the 1950s. The card catalog was not current. None of the libraries had computers for students or staff to access books, magazines, audiovisual materials, or textbooks. The high school library even lacked a microfiche reader to research articles in newspapers or periodicals.

Inadequate staffing was also a problem. The libraries' limited hours made class visits difficult, and there were no instructions on how to use the library, no story times for younger children, and no visual displays to make visitors feel welcome.

El Segundo's library staff confronted another obstacle: the school district's purchase ordering system was very different from that of the city. Creating a manageable ordering process with new practices and

procedures so that books ordered and paid for by the school district could be delivered to the city's main library for cataloging and processing required several meetings and extensive team effort.

The partnership between El Segundo and its school district has produced measurable results: data show significant increases in the circulation of materials, the number of questions handled by staff, and the number of visitors. The new purchases made with city, school, and community funds have created library collections that are valuable supplements to the curriculum. Additional city funding at \$4,000 per school library has kept reference materials—such as encyclopedias, atlases, and dictionaries—current. And a yearly grant of \$77,000 from the California State Board of Education helped replace the fiction and nonfiction collections.

El Segundo's library development plan also resulted in a systematic approach to upgrading each school's computer technologies, and students now flock to the libraries to complete their homework assignments. The school libraries are now fully networked and connected to the Internet.

Thanks to the partnership between the city and its schools, El Segundo's school libraries provide better materials and services, stay open longer hours, offer a more comfortable learning environment, and provide professional staff to support students and teachers. The result is a better library system and a more pleasant place to learn and grow. ♣



A student takes advantage of the new computer system in an El Segundo library.

Program Excellence Award for Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



JOHN F. SHIREY

This year's Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category is awarded to the city of Cincinnati, Ohio, and City Manager John F. Shirey for the city's program to improve safety, traffic congestion, and access.

In 1995, the Fort Washington Way (FWW) was "spaghetti highway" that linked I-71, I-75, I-471, and U.S. 50. The highway cut through the city of Cincinnati (pop. 346,000), separating the downtown from the Ohio River, and the numerous on- and off-ramps and short acceleration and deceleration lanes were a hazard to motorists and pedestrians. When it opened in 1960, the highway had been designed to accommodate daily traffic of 90,000 vehicles. Thirty years later, the daily traffic count had grown to 150,000, and accidents were as commonplace as bumper-to-bumper traffic during rush hour.

In January 1997, the city of Cincinnati asked the Ohio-Kentucky-Indiana (OKI) Regional Council of

Governments to conduct a study to determine possible solutions to the traffic congestion along the I-71 corridor. Rather than merely resurfacing the road, as had been planned by the Ohio Department of Transportation (ODOT), the OKI proposed total reconstruction. As a result of the professional, cooperative, and trusting relationship that existed between ODOT and local authorities, for the first time in history, ODOT turned over control of an interstate project to a local agency, with limited oversight by ODOT.

Early on Cincinnati officials realized that the city could neither build nor financially support a project of this magnitude on its own, so they assembled a team of stakeholders to provide oversight as the FWW Project Board. The board included representatives from ODOT, Hamilton County, the Kentucky Transportation Cabinet, Southwestern Ohio Regional Transit Agency, the Federal Highway Administration (FHWA), and the OKI Regional Council of Governments.

Each of these organizations played a critical role in the process. ODOT expedited the project development process and approved the environmental document in record time. FHWA representatives championed the project's vision and spent hours in working meetings to develop an innovative design solution that conformed to the tight, urban constraints of the riverfront.

In all, the project partners contributed more than \$229 million to the \$330 million FWW project and provided the cooperation needed to achieve what seemed like an impossible task: the reconstruction of the city's major roadway in less than three years.

Today, traffic moves more smoothly and safely than ever. By removing many of the

hazardous entrance and exit ramps and creating a collector-distributor system served by two new interchanges, engineers not only made the highway safer but also used less overall space to rebuilt it, reclaiming prized riverfront property for future development and connecting the riverfront to the city's downtown. Strong urban design goals resulted in a highway that looks as good as it functions.

Local citizens and public officials cite the FWW reconstruction project as an example of how often-competing government entities and special interest groups can work together to deliver a regional improvement project in an efficient and thoughtful manner. The cooperative effort generated and funded other projects in its footprint, including a sewer overflow mitigation project that dramatically improved water quality in the Ohio River. The project also sparked the teamwork required during the long-haul effort to deliver two new sports stadiums, a new transit center, the National Underground Railroad Freedom Center, a riverfront park, a riverfront multi-use development area, and the revitalization of the southern edge of Cincinnati's central business district. And best of all, now you can get there! ♣



Fort Washington Way 2000 reconstruction project.

Program Excellence Awards for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



JAMES V. THOMPSON

ICMA's Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The recipient of this year's award in the 50,000-and-under population category goes to the city of Bothell, Washington, and City Manager James V. Thompson for their success in providing activities for junior high students.

One day in 1996, Pete Anthony, owner of Little Caesar's Pizza in a strip mall in Bothell, Wash. (pop. 28,000), mentioned to the fire department's public information officer (PIO) that he had noticed a large number of junior high boys hanging around his establishment during the early evening hours. He noted that while the boys weren't

causing any trouble, they seemed to have no place to go—there wasn't anyplace within the area that offered after-school activities for carless young people. Mr. Anthony and the PIO agreed that scheduling some activities for the students once a week would help keep them out of trouble.

Together, Mr. Anthony and the PIO contacted the Northshore School District and obtained permission to use space in the nearby Frank Love Elementary school every Monday. Mr. Anthony offered to supply free pizza and drinks between 5:00 and 7:00 p.m.—which was enough to entice the boys to come to the school to hang out—and to serve as a mentor. In addition to Mr. Anthony, firefighters from the nearby fire station joined the teens each week to play basketball, demonstrate how the equipment on the fire engines works, or chat one on one. Thus, the Frank Love Junior High Gym Night was born.

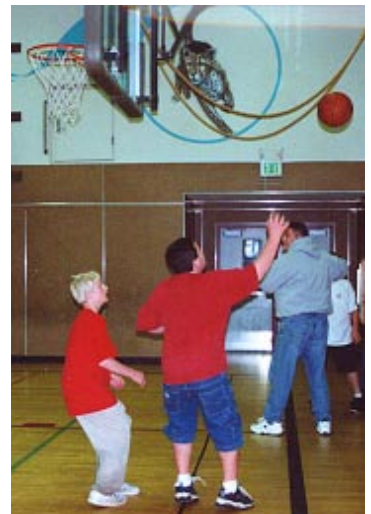
In 1998, the city of Bothell increased its involvement by assigning a staff member from its recreation division to lead the boys' activities. In addition to setting up basketball games, the staff member also brought board games and cards. On weeks when there are other activities taking place at the school, the fire department hosts the program at the local fire station, providing a movie and games for the students who attend. Because the fire station, the elementary school, and Little Caesar's Pizza are within an easy three-block walk of each other, students in the neighborhood can attend no matter where the program is offered without having to get a ride from their parents or someone else.

To get the word out about the Monday night activities, Bothell's recreation division advertises the program in its quarterly recreation brochure. In addition, the fire de-

partment PIO occasionally attends lunch at the junior high school to invite students personally. At the outset of the program, about 12 students came to the weekly sessions. Today the program attracts roughly 30 young people each week.

The Frank Love Junior High School Gym Night is simple in concept and inexpensive to manage, relying mainly on volunteers who are willing to spend a little time with a group of young people. The program not only provides teens with someplace to go and something to do, but it also offers them an opportunity to interact with role models and adults.

The success of the Frank Love Junior High Gym Night demonstrates that a lot can happen with very little money and a little initiative on the part of a single citizen and one city employee. For his part in the program, Mr. Anthony received the Alex Sidie Random Acts of Kindness Award in 1999. And for its part, the city of Bothell has received ICMA's Program Excellence Award for Outstanding Public-Private Partnerships. ♣



Junior high students enjoy pizza and shoot hoops as part of Bothell's Junior High Gym Night.

Program Excellence Awards for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS OF GREATER THAN 50,000



JOHN C. MARTIN



JOHN L. MALTBIÉ

This year, ICMA's Excellence Award for Public-Private Partnerships in the greater-than-50,000 population category goes to the San Mateo (California) Pre-Hospital Emergency Medical Services Group for its success in developing a uniform and consistent pre-hospital advanced life support service for county residents. San Mateo County Manager John L. Maltbie; Daly City City Manager John C. Martin; and Program Administrator Lawrence G. Olson are accepting recognition on behalf of the joint powers authority.

Prior to December 1998, residents of San Mateo County, Calif. (pop. 701,000) could not assume that they would receive prompt medical help during an emergency. Only two of the 20 municipalities within the county provided fire department paramedic services; most of the other fire agencies had only emergency medical technicians. The county's ambulance provider had licensed paramedics, but response times were highly variable and erratic. Unincorporated and more remote areas of the county faced even greater obstacles.

Part of the problem was the independence of the cities and their emergency systems. Thirteen of the 20 cities within the county had their own fire departments and their own dispatch or communications centers. The remaining cities were served by fire protection districts, which also maintained their own communications systems. The result was 17 separate local agencies, each operating independently and providing its own pre-hospital, first-response medical services.

Save for state requirements, the cities had no uniform standards for training personnel, providing medical equipment and supplies, or establishing operational policies and procedures. Each had different budget priorities, and several could not fund an upgrade to the more costly paramedic level of service. The result was a fragmented system of pre-hospital care that varied widely from one community to another.

Recognizing that the existing pre-hospital care system was disparate and sometimes inadequate, the city managers of San Mateo County agreed to improve advanced life support (ALS) care for people in every part of the county. The cities and fire districts agreed to give up some of their local autonomy to work together and formed a joint powers authority (JPA) to oversee pre-hospital care.

The newly formed JPA entered into a contract with a private partner, American Medical Response (AMR) to provide supplies, training, equipment, clinical oversight, and monetary assistance. Under the agreement, the public fire agencies provide ALS first-response services, and AMR provides ALS transportation services. AMR makes monthly payments to the fire agencies to compensate for some of the costs of providing first responder paramedic service. This funding has made it possible for a number of departments to provide paramedics.

The partnership required the county's cities and their fire departments to relinquish their individual dispatch centers to form a single communications center under the direction of the county public safety communications division. They also agreed to ignore jurisdictional boundaries and allow the closest ALS fire engine to respond to a call.

Under the partnership agreement, both the JPA and AMR are subject to a performance-based agreement with the county. The partners pay fines to the county for late or delayed responses. As a result, first responders have increased their on-time response rates to 98 percent. Every medical call receives a fire department paramedic first responder, closely followed by a private paramedic staffed ambulance.

The San Mateo County JPA has enabled the region's cities to greatly improve the quality of the pre-hospital care they provide to county residents, regardless of location or socioeconomic status. Unexpectedly, property damage has been reduced as a result of an automatic and rapid multi-jurisdictional response to structure fires and other hazardous events. As a result of the partnership, in just two years, San Mateo County has increased the number of trained and equipped firefighter paramedics that operate within the county from about 60 to more than 220. And that saves lives. ♣

2001 ICMA Service Award Recipients

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are based on the number of years of full-time employment in a local government. They are granted at 10 years and 20 years of local government service. After 20 years, awards are given in 5-year increments. Awards for 25 years or more are recognized during a special ceremony, the Celebration of Service to the Profession, which takes place in conjunction with ICMA's annual conference.



40

YEARS

LARRY N. BLICK
RICHARD J. FOLKERS
ALFRED R. MOTT
GRAEME L. PEARCE

35

YEARS

DONALD W. ASHWORTH
ROBERT J. BALL
KENNETH M. BONDER
CHARLES W. COATES
G. KENNETH DRIGGS
IRA C. FULLER
WILLIAM H. HAMMOND, JR.
LEROY J. JACKSON
JAMES S. LACAVA
EDGAR E. MARONEY
DON E. MCDANIEL, JR.
JOHN C. MUNN, JR.
WILLIAM L. SCHMITT
DENNIS W. STEPKE
EDWARD A. WYATT

30

YEARS

MARK C. ADCOCK
DONALD S. ANDERSON
ERIC A. ANDERSON
ALEC V. ANDRUS
GREGORY J. BIELAWSKI
CLARENCE A. BIGELOW
RUSSELL W. BLAKE

ROBERT R. BLOCK
J. CRAIG BLOMQUIST
THOMAS BORCHERT
GRAEME W. BRENNAN
JOHN BROWN
TOM BUFFITT
DARLENE L. BURCHAM
BOB G. CARTER
SONYA G. CARTER
STEVEN C. CARTER
MICHAEL H. CASON
ROY W. CHERRY
DENNIS W. COLLISON
WILLIAM R. COMMENATOR
KENT L. COOPER
THOMAS J. COURTNEY
COLIN L. COWAN
RICHARD DANZIGER
DENNIS T. DAVIS
LARRY R. DAVIS
ULF C.G. DERMARK
KEVIN C. DUGGAN
D. JOHN EDWARDS
DAVID B. ELDER
JAMES R. ERICKSON
TIMOTHY J. ERWERT
RICHARD J. GAROFANO
ALFRED A. GATTA
DAVID E. HAMILTON
KENNETH R. HAMMONS
GARY H. HENSLEY
RICHARD F. HERBEK
DONNIE L. HILLIARD
ROBERT W. HOGUE
JOHN E. HOLMES
GEORGE E. HOWE
ROSS G. HUBBARD
GARRY G. HUNT
ARTHUR D. HUNTER
ROBERT R. IRVIN
RANDY L. JOHNSEN
RUSSELL A. JONES, JR.
PATRICK L. KENNEY
DAVID W. KNAPP

JOHN C. KROL
KERRY M. LACY
JACK LAM
GEORGE T. LAMBERT
JOANNE LAND
JAMES M. MARTIN
RICHARD A. MCLEAN
GLEN METCALF
JOHN R. MILFORD
JAMES F. MILLER
DWANE MILNES
WILLIAM P. MITCHELL
DENNIS K. MORRIS
GAIL F. NELSON
KARL F. NOLLENBERGER
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BERNARD A. OGLIETTI
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JOE J. PALACIOZ
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C. STEPHEN POTEAT
TERRY H. POWELL
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JACK RATELLE, II
DAVID N. REAM
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TONY RIVERA
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BETTY HELLER ROSANIA
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SAM I. SASAKI
TERRY SCHUTTEN
GARY L. SEARS
WARREN H. SHAFER
RAMON R. SILVER
PAUL J. SKOWRON
JOHN W. SLOTA

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KAREN A. SMITH
WILLIAM F. SMITH, JR.
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WILLIAM R. STEINER
DENNIS E. STEVENS
STEVEN C. SZALAY
ALAN TAYLOR
REX A. TAYLOR
CHARLES O. THOMAS
GERALD A. THOMPSON
RON R. THORNBURG
DAVID W. TREME
FRANK G. TRIPEPI
PETER F. VARNEY
WILLIAM J. VERWOLF
JAMES W. WALKER
RONALD N. WHITEHEAD
BRUCE G. WILLIAMS
R. L. WILLOUGHBY
LAWRENCE WOLKE
ROBERT L. WONDER
THOMAS J. WONTOREK
FLOYD WOODS
TERRY L. ZERKLE

25

YEARS

RICHARD H. AGNEW
ROBERT A. BARCINSKI
ALLAN R. BAWDEN
DENNIS W. BEACH
ROBERT B. BENSON
MARK E. BERNHARDSON
GREGORY A. BETHEA
PETER G. BINE
RUSSELL D. BLACKBURN
LAURA E. BLACKMON

K.M. BLANKS
ALLAN P. BLUM
STEPHEN J. BONCZEK
TERRY L. BRALLEY
JOHN C. BRENNAN
THOMAS E. BRYMER
KENNETH W. BUCHANAN
JULIE E. BURCH
EDALLEN YORK BURTNER
ALLEN R. BUSH
RANDALL D. BYRNE
JOSEPH A. CALEDA
BEVERLY R. CAMERON
GARY M. CANNON
BOB N. CASS
CLAYTON W. CHANDLER
BRUCE E. CHANNING
FRANK V. CIACCIA
NANCY CIUMMO
KAY CLARKE
DONALD B. COOPER
MICHAEL S. COPP
JULIE COUCH
WILLIAM K. COWAN
RICHARD CROWDIS
THOMAS E. DARK
KAREN L. DAVIS
ROBERT D. DELONG
JEFFREY DOHERTY
F. WALLACE DOUTHWAITE
JIM L. DRINKHOUSE
LYDIA E. DU BORG
BONNIE S. DYGA
JACK D. EADES, JR.
JONI M. EARL
FRANCIS CHARLES EDWARDS
JULIA S. ENROTH-WHITLOCK
ANITA R. FAVORS
ALAN M. FISHER
WILLIAM H. FISHER, JR.
DANIEL W. FITZPATRICK
RAY FOGLEMAN
GEORGE D. FORBES
ROBERT J. FRANK

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JAMES R. FULCHER
WILLIAM J. GANEK
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FREDERICK W. GEUDER
MARIAN T. GIBSON
LARRY D. GILLEY
TIMOTHY GREWE
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WILLIAM R. GRIFFIN
WILLIAM P. GRILE
DAVID A. GRUCHOW
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MARC G. HUMMEL
DALE IMAN
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RODGER J. KERR-NEWELL
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GREGORY J. KONAT
GREGORY D. KORDUNER
MATTHEW J. KRIDLER
RAYMOND H. KROMER
NOEL F. KROPP
ROBERT L. KUFRIN
DAVID C. LATSHAW
MARYJANE V. LAZZ
LAWRENCE L. LEHMAN
JAMES J. LEITCH
VALERIE A. LEMMIE

NADINE P. LEVIN
JAMES L. LEY
G. DAVID LINDIMORE
DONALD L. LOCKHART
WAYNE H. LOGAN, JR.
STEPHEN J. LOMBARD
CURTIS M. LONG
CARL F. LUFT
VIOLA ALEXANDER LYLES
ANITA L. MALTBIA
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PATRICK P. MCDERMOTT
J. BRENT MCFALL
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MARK H. MCNEILL
DENNIS W. MELVIN
CHRISTOPHER MEYER
JOHN M. MEZERA
DENNIS L. MILLER
KERRY L. MILLER
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JAMES H. MULLEN
ROBERT M. MURPHY
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TIM O'DONNELL
RICH OESTERLE
ROBERT J. O'NEILL, JR.
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MARK PISANO
DECKER P. PLOEHN
GREGORY E. PROWANT

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FLORENCE RICCI
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DENNIS E. ROBERTS
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THOMAS B. ROBINSON
THOMAS D. ROCKOVICH
ROGER W. ROLFES
MAX ROYLE
DAVID L. RUDAT
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SUSAN E. SLACK
MARGARET M. SLAVIN
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THOMAS B. SMYSER
ERIC B. SORENSEN
JENNIFER D. SPARACINO
BRUCE ST. LOUIS
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ROBERT A. STOCKWELL
JOHN G. STRAND
JULIAN M. SUSO
CHARLES F. SWEET
J. WILLIAM TAYLOR
PATRICIA S. THOMPSON
EVELYN TICE
RONALD D. TRIVITT
BERNARD A. VANOSDALE
DAVID J. VARLEY
KENNETH F. VITTUM
DONALD J. WAGNER, JR.

LEHMAN O. WALKER
JOHN Q. WARD
DAVID N. WEAR
JOHN K. WEITHOFER
KAY WINER
JOSEPH G. WOLF
JOSEPH W. YARBROUGH
WILLIAM P. YENNE

20

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ANTHONY JOHN ALTFELD
RICHARD A. ANZOLUT, JR.
MICHAEL W. BAIR
WILLIAM P. BARLOW, III
TED G. BARRON
DAVID C. BIGGS
DEXTER P. BLOIS
PAUL T. BOCKELMAN
GEORGE A. BROWN
GREGORY E. BUCKLEY
THOMAS D. BURT
RICHARD N. CARLSON
BRIAN CARR
ANTHONY CAUDLE
ALFRED C. CAVA
AMY CHAN
NOELIA F. CHAPA
KRISTI A. CHAPPELLE
GRAHAM C. COLLINS
MARCIA L. CONNER
TOBIAS M. CORDEK
DONALD A. CORLEY
DAVID R. CREECH
HENRY C. CUNNINGHAM
PETER DACEY
ELLEN R. DAVENPORT
JOSEPH J. DE LEGGE

FRANCIS M. DELACH, JR.
WILLIAM E. DENNIS
DAVID M. DORGAN
JOHN W. DOWNS
THOMAS L. DURANCEAU
WILLIAM B. ELLIOTT
JOHN A. ELSESSER
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STEWART C. FAIRBURN
KENNETH C. FARFSING
ROBERT W. FARRAR
KEVIN E. FERGUSON
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DANA W. FOSTER
JERRY B. FULWOOD
RICHARD D. GALE
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BRIAN GRAMENTZ
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RANDY GROSS
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STEVEN L. HARRELL
DORA H. HARRISON
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M. FRANK HERSMAN
JOHN A. HIER
CARRIE PARKER HILL
RON M. HOLIFIELD
RICHARD J. HOWARD
GARY A. HUFF
RALPH L. JAECK
ROBERT D. JENKINS
A.J. JOHNSON, III
ROBERT B. JOHNSTON
PAMELA J. KAVANAUGH
DONNA M. KAZIA

JAMES R. KEENE, JR.
DAVID E. KELLER
JOAN M. KENT
TIM KERR
MELVIN A. KLECKNER
EDWARD J. KNITTEL
DEAN KRUTHOF
ROSEMARY E. KULOW
SCOTT M. LAMBERS
RALPH A. LANGE
LESTER D. LATTANY
DAVID A. LELKO
RICHARD F. LESSNER
BRENTON B. LEWIS
STEVEN LEWIS
TOM LIPPS
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BRYON L. MAZADE
PAUL R. MAZZACCARO
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JAMES A. MCFELLIN
SCOTT E. MCNEIL
DOUGLAS MEAGHER
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FRED E. MEURER
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RAMON F. MIGUEZ
SANFORD I. MILLER
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TED NELSON, JR.
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PAUL L. NORDIN
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STEPHEN F. OWEN
DAN PARROTT
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MARTHA L. PEREGO

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LAWRENCE S. PLASTER
HAROLD J. PORR, III
WILLIAM A. RAY, JR.
MARK H. REES
ROBERT W. ROBERTSON
BARBARA K. SACKS
DAVID R. SCHORNACK
SHEILA R. SCHUKEI
TERRY C. SCHWERM
CARL L. SCHWING
LAURENCE R. SHAFFER
JAMES P. SHAPARD
LARRY J. SHELTON
SYBIL B. SMITH
KYLE R. SONNENBERG
STEPHEN DOUGLAS SPELL
DAVID K. STALL
GARY J. STEVENSON
RONALD WILFRED STOCK
ERIC ALBERT STRAHL
STEVEN S. STRICKER
ANDREW J. TAKATA
PAMELA H. TAYLOR
STEVEN T. THOMPSON
JOHN LACHLAN THRASHER
HENRY M. TINGLE
A. KENNETH TOLLSTAM
NATHANIEL TUPPER
DAVID W. TYSON
RALPH VOLTNER, JR.
PETER C. VONDRAK
MELISSA VOSSMER
W. CURTIS WALTON, JR.
KENNETH S. WEAVER
MICHAEL F. WEBER
JAMES R. WHITE
LAURENCE E. WHITTAKER
JAMES F. WRIGHT, II
STEVEN WYLIE

10

YEARS

MICHAEL A. ALLWAY
JAMES M. ANDERSEN
MICHAEL C. ARCHINAL
DARIN A. ATTEBERRY
JAMES M. BAGDONAS
DEBORAH O. BELL
MARTHA J. BENNETT
CAMERON D. BENSON
KELLY L. BIDDLE-COOK
THOMAS J. BLAZEK
MICHAEL P. BONFIELD
PAMILLA L. BRANT
TIMOTHY J. BREAUX
BRADLEY J. BURKE
KRIS M. BUSSE
RUSSELL A. CARLSEN
JANE A. CHAMBERS
SAMUEL H. CHAMBERS
DAVID L. CLOUSER
BRUCE A. CLYMER
JOHN A.C. COMRIE
CARY A. CONGER
MATTHEW W. COPPLER
JOHN N. CORICA
DAVID L. CORLISS
MARY M. CORRIVEAU
JAY W. CRAVENS
PETER J. CRICHTON
MICHAEL A. CROTTY
B. SUSAN DAVIS
GERALD R. DAVIS
WENDELL M. DAVIS
FREDERICK M. DIAZ
JANET DORE
KATHY DUBOSE
JOSEPH FABER
MALCOLM H. FLEMING
MICHAEL S. FRANK
MICHAEL D. FRIESEN
ANTHONY D. FURTON

TAMARA S. GATES
LAURA H. GAY
PENNY GOFF
JORGE M. GONZALEZ
ROBERT R. GREEN
STEPHEN J. GREGG
JOHN GUNYOU
LYNNETTE B. HAILEY
THOMAS J. HALL
DANIEL J. HALSTEAD
LARRY H. HANSON
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JOSEPH A. HELFENBERGER
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JOSEPH R. HICKMAN
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JAMES B. HULING
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GARY M. LUEBBERS
GARY W. MANGUS
JULIAN P. MANSFIELD
RUSSELL R. MARCOUX
LYNN H. MARKLAND
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ROBERT L. MAXWELL
MARTIN C. MCDANIEL
JOHN F. MCDONOUGH, III
JAMES M. MCNEILL
EDWIN R. MEECE
HARRY J. MERTZ
LIZ R. MILLER
THOMAS L. MKAZA
MARY K. MOORE
PHILLIP J. MOORE
GLORIA P. NERNEY
ARTHURA. OSTEN, JR.
REID T. OTTESEN
CRAIG S. OWENS

TOM PARRY
WILLIAM D. PERRY
M. DENIS PETERSON
CLAY A. PHILLIPS
NATHAN A. POORE
FRED L. RAMEY, JR.
PAMELA S. REECE
SHANE L. REESIDE
NINA D. REGOR
JEFFREY D. RHODES
JUDY M. ROGERS
GREGORY E. ROSE
DAVID A. RUIZ
BENJAMIN SAAG
TIMOTHY L. SAVAGE
DONNA K. SCHWAB
GREG D. SCOLES
JOHN F. SCRUTON
MARSHA SEGAL-GEORGE
MARC A. SKOCYPEC
OTTERLEE J. SLAUGHTER
GERALD C. SMITH
TYE R. SMITH
FRITZ SPRAGUE
SHERYL L. STEWART
MARINA SUEIRO
PATRICK SULLIVAN
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ALLYN S. WAGGLE
HUGH R. WALKER
SUSAN C. WESTMAN
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STEVEN C. WHITLOCK
TIMOTHY C. WIBERG
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BRUCE WILLIAMS
MICHELLE A. WOLFE
DOUGLAS A. YOUNT

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



BRADFORD J. TOWNSEND

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes a local government that has successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year, the award in the 50,000-and-under population category goes to the city of Wood Dale, Illinois, and City Manager Bradford J. Townsend for the city's strategic planning and management initiative.

In the mid-1990s, the city of Wood Dale, Illinois, was in a state of near chaos. The council had hired and fired two city managers in less than three years, and the search for a new manager was put on hold as a bitter election for mayor, city clerk, and several aldermen heated up. When the election resulted in an alderman with only two years of experience on the council beating out the 20-year incumbent mayor, a legal dispute ensued over when the

incumbent would turn over the office to the new mayor. There was still further disagreement over who would fill the new mayor's former seat on the council. All the upheaval and gridlock created a tense, disruptive work environment for city staff. However, it also provided an opportunity for a new beginning.

When the city council resumed looking for a new manager, it reached consensus on two basic issues: First, the council expressed its commitment to the council-manager plan. Second, it committed itself to a more deliberative and participative way of doing business—one that it promised would lead to improvements within the community. With help from a search consultant, the council looked for a manager who would be able to help the council implement strategic planning and strategic management processes.

Upon taking over as city manager, Bradford J. Townsend set strategic planning as his top priority and asked the council to commit to the process for at least two years. The manager and the council worked together to define and prioritize the city's needs. To help guide the decision-making process, they also developed vision, values, council mission, and management mission statements. The council and manager used this information to develop a three-year strategic plan, covering 1997 to 1999.

Over the three years, the council and manager met three times a year to review policy issues and administrative actions. The strategic plan made it possible to review results by level or year, the policy priority success rate, and the administrative policy success rate. Mr. Townsend worked with staff to align departmental goals with the strategic plan and implemented an employee appraisal system that included assessment categories and objectives that were consistent

with departmental goals and the strategic plan.

In 1999, the council and staff developed a second, bolder strategic plan for 2000–2002, one that took into account citizen input. Where the first strategic plan primarily addressed basic operational issues and infrastructure needs, the 2000–2002 plan called for community enhancements that would require major state and federal funding. The strategic plan called for a new town center, a bicycle/pedestrian trail system, landscape beautification, and preliminary community redevelopment planning.

The city's strategic planning process has become the new way of doing business in Wood Dale. The government continues to look for opportunities to build on its positive experience. In 2002, for example, participants at the strategic planning sessions expanded beyond the council and staff to include plan commissioners and the general public. The strategic planning process and the resulting plans have given community leaders a powerful tool for determining priorities and evaluating progress toward stated goals. ♣

One of the many meetings that helped Wood Dale, Illinois, get its strategic planning and management initiative off the ground.



Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF GREATER THAN 50,000



GEORGE E. WALLACE

The Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category goes to the city of Hampton, Virginia, and City Manager George E. Wallace for the city's 311 Customer Call Center.

In a world where business can be conducted 24 hours a day, local governments continue to operate primarily on a 9 to 5 schedule. As a result, citizens often have to take time off from work to access services or do business with the city. Moreover, in many communities, residents have to search the phone book to try to find the number for the right department, only to be transferred several times before reaching someone who can assist them. When residents of Hampton, Virginia, expressed their dissatisfaction with such issues, the city found an innovative way to respond: a 311 Customer Call Center.

The 311 Customer Call Center provides one easy-to-remember telephone number that Hampton residents can call to find answers to their questions. It is staffed 24 hours a day, seven days a week. Residents simply dial 3-1-1 to reach a friendly, helpful city employee who is charged with meeting their (non-emergency) needs, from reporting a missed trash collection to answering questions about the city budget. The 311 slogan, "Just one call does it all," greatly enhances perceptions of customer convenience and the city's responsiveness to residents. The goal is to break down traditional boundaries between governmental units, departments, and agencies to provide "seamless government" to all residents.

The 311 Customer Call Center is vital to the city's overall strategy to provide a comprehensive, integrated approach to customer service. In addition to increasing customer satisfaction with the convenience and ease of interacting with city services, the call center is charged with decreasing the amount of time it takes to complete transactions for each process or service.

In 2000—its first year of operations—the call center responded to over 221,000 calls; the next year the number had increased to over 237,000 calls. Approximately 17–20 percent of the calls occur on evenings and weekends, confirming the need to provide service at these times. In ongoing satisfaction surveys of callers, 93 percent of people report that the service they had received to be *very good* or *excellent*, and over 72 percent reported that their impression of city services had improved.

The 311 Call Center has also had a positive impact on the government organization. It has improved emergency communications by reducing by 98 percent the number of public works emergency

calls to 911. Furthermore, a 911 operator no longer needs to spend time researching where a misdirected informational call needs to go; the operator immediately connects the caller to 311 and goes back to what he or she does best—handling public safety emergencies.

Everyone wants to provide better customer service to residents. The question becomes how to do so without adding dozens of staff or tremendous expense. The city of Hampton has shown that even in today's fiscally limited world, it is not only possible; it is a reality. ♣

Staff members of the city of Hampton serving city residents at the 311 Call Center.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF 50,000 AND UNDER



JOHN E. MOORE



ROBERT A. STALZER

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year's award in the 50,000-and-under category goes to Herndon, Virginia, and Town Manager John E. Moore, as well as former Town Manager Robert A. Stalzer (now Deputy County Executive, Fairfax County), for Herndon's Neighborhood Resource Center.

Encompassing less than five square miles, the town of Herndon, Virginia, is the fifth most densely populated community in the state. A variety of residential properties were built in the 1970s to accommodate the town's tremendous growth but 30 years later, these once-modern housing units began showing significant physical deterioration. The town also faced increasing language barriers with new residents, many of whom were recent immigrants. Knowing that these neighborhoods provided most of Herndon's moderately priced housing, the town decided that improvements needed to be made.

In addition to deteriorating neighborhoods, access to social services was also a problem for Herndon residents. Few affordable social services were available, and a lack of transportation made it almost impossible for families to take advantage of services in other parts of Fairfax County.

To address the problem, then-Town Manager Robert A. Stalzer worked with the council to create a new Neighborhood Resources Office (NRO). The office was charged with the tasks of improving the structures in residential neighborhoods and enhancing levels of trust, communication, and leadership.

The town of Herndon had too few resources to meet all of the challenges, so Mr. Stalzer forged a partnership with Fairfax County and the county offered to help fund a new community-based center in Herndon.

In 1998, the town of Herndon and Fairfax County found 6,750 square feet of available retail space within walking distance of most of the target neighborhoods. The space required a significant build-out of the interior and the county agreed to pay \$75,000 toward these costs, as well as \$74,000 towards annual operating expenses.

The Herndon Neighborhood Resource Center (NRC) opened its

doors in July 1999. Today the program is overseen by current Town Manager John E. Moore, and boasts numerous programs from Head Start, to GED classes, to computer literacy. Fairfax County services provided at the NRC include child-care and parenting classes, nutrition education, health screening, mental health counseling, summer youth recreational activities, and vocational rehabilitation. Local non-profit organizations provide job and social service referrals, housing counseling, pro-bono legal services, homework assistance, mentoring, and an adult literacy program.

To complement the human-service aspect of the NRO, the town of Herndon hired neighborhood improvement and housing rehabilitation specialists to assist residents in improving the physical condition of their neighborhoods. These employees help residents understand and comply with zoning and property maintenance policies.

Through its continuum-of-care approach to addressing the complex issues in Herndon—one that bridges the needs in the physical environment to those in the human service sector—the partnership between Fairfax County and the town of Herndon has made it possible for residents of a small community to have access to a wealth of services at one location. In doing so, it has also strengthened and improved the neighborhoods in which people reside. ♣

A class for adults taking place at the Herndon Neighborhood Resource Center.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



GREG D. SCOLES

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year, ICMA awards the first of two Program Excellence Awards for Intergovernmental Cooperation in the greater-than-50,000 population category to the city of Ashland, Oregon, and City Administrator Greg D. Scoles for the Rogue Valley Public Service Academy Program.

Like elsewhere in the country, local governments in Southern Oregon have faced significant budget cuts in recent years. However, there are ever-increasing needs for effective leadership and efficient quality services. Training is a key component of organizational effectiveness, but training budgets are often sacrificed to prevent deeper cuts in services.

Oregon's Rogue Valley is located 300 miles from the nearest metro-

politan area and many of the smaller rural communities in the valley have minimal training budgets (or none at all). In addition, some of these smaller town governments rely solely on the knowledge that volunteer mayors, council members, and appointed board members bring to government. Local training to provide the technical knowledge and specialized skills they need did not exist. The Rogue Valley Public Service Academy was created to fill this void.

Six years ago, a group of city and county managers discussed the idea of pooling the limited training resources from their jurisdictions. They held a meeting to solicit ideas from local agencies and interested citizens about developing a local public academy. The 80 people who attended this first meeting helped scope training needs and a mission: "to improve our communities by enhancing the professional skills of those who serve the public."

The Academy is governed by a board of directors with representatives from six jurisdictions: the cities of Ashland, Central Pointe, Grants Pass, and Medford and the counties of Jackson and Josephine, as well as two nonprofits. Operating under the umbrella of the Rogue Valley Council of Governments, the board spearheads the development and operations of the Academy. The board meets monthly to review previous sessions and strategize on future courses, using participant evaluations and other means to get input from people throughout the region.

The Academy launched its operations with grants from the U.S. Forest Service, the

Carpenter Foundation, and the Rural Investment Fund, as well as seed money from six jurisdictions, one nonprofit, and one private business. Although tuition fees have made the Academy self-supporting, they are intentionally kept low to allow broad participation (from \$25 per person to \$450 for multisession courses). The Academy also has received grants to provide scholarships for jurisdictions that need financial assistance.

Since its inception, the Academy has provided training for over 2,200 people. A variety of training courses have been offered, from public budgeting, to public speaking, to supervisory training, to Oregon ethics laws. Seminars, satellite downlinks, and cosponsored programs with jurisdictions are just a few of the ways that the Academy expands the training opportunities for public servants in Rogue Valley.

The Academy's success is due to a hands-on and committed board of directors, the dedication of public employees and elected officials to seek greater knowledge and skills, and the quality of the training programs themselves. Above all, however, the Academy's success is credited to the willingness of government agencies and others to work together to address needs. The success of the Academy demonstrates that a collaborative approach can help small organizations reach big goals. ♣

Staffers from the jurisdictions that make up the Rogue Valley Public Service Academy meet for training.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



EDWARD P. EVERETT

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. ICMA also gives a Program Excellence Award for Intergovernmental Cooperation to Redwood City, California, and City Manager Edward P. Everett for the Family Centers Program.

Prevention almost always costs less than rehabilitation. "Boot camps" for troubled youths cost an estimated \$5,500 per participant; family foster care, \$7,700 per year; probation, \$8,900; group home foster care, \$35,500; and prison, \$57,000. Yet, many cities and counties struggle with *how*. The need is too wide-reaching for a single agency to adequately address the needs of at-risk children and their families.

The city of Redwood, California, found a solution: the Redwood City Family Centers (RCFC). The RCFC provides com-

prehensive, integrated family support services at underperforming schools in low-income neighborhoods. The schools have a high percentage of non-English speaking students, many of whom are unfamiliar with the educational and health care system. The area also has a high degree of gang activity and the highest reported rate of child abuse in San Mateo County. This unfortunate combination of poverty, violence, low educational levels, language and cultural barriers, and risk to physical safety, pointed to an immediate need for youth development and prevention services. "RCFC's annual costs (\$1,380 annually per child) are minimal compared to the cost of potential alternatives," writes Beth Ross, the executive director of Redwood City 2020.

Four basic goals have been established for RCFC: (1) to increase the academic achievement of students; (2) to improve the sense of well-being among children and families; (3) to improve the physical health of the school communities; and (4) to increase community-member involvement in the lives of children and youth in their neighborhoods. To achieve these goals, the RCFC provides a range of programs and activities, including mental health services, tutoring, parent education, adult education, basic health services, community involvement, cultural activities, home visitation, and basic needs assistance.

Since the program was initiated in September 2000, the numbers of people served support the need for the program. Hundreds of families have taken advantage of the drop-in support services, health screenings and immunizations, and intake assistance for county benefits that are available at the Family Centers. Hundreds of adults have participated in ESL, parenting, and literacy classes.

Studies show that the RCFC also is already making a difference in the lives of young people and their parents. Children are better prepared for kindergarten, and test scores among older children have improved. Teachers also report improvements in the classroom behavior of students.

The Redwood City Family Centers are sustained by an unprecedented interagency agreement of the city of Redwood City, the Redwood City School District, and San Mateo County. Seeded with grant funding, three of the four centers are sustained by interagency funding from 16 agency partners, totaling \$25,000 annually. Today, RCFC partners are working to expand services to four additional schools. The success of the RCFC proves the adage that an ounce of prevention is worth a pound of cure. ✦

The Redwood City Family Centers Program offers a variety of services to meet community needs.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



JOHN D. BERCHTOLD

ICMA's Program Excellence Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The award in the 50,000-and-under population category goes to the city of Charlotte, Michigan, and City Manager John D. Berchtold for the Charlotte's Can Do! program and process.

The city of Charlotte, Michigan, has no local radio or daily newspaper, so in 1998 the city took it upon itself to make sure that citizens were kept informed about local issues and opportunities. But the Charlotte Area Networking for Development and Opportunity (Can Do!) goes beyond traditional

one-way communication to gather input from residents as well. Can Do! is a clearinghouse of local information *and* an incubator for ideas and proposals.

Under the auspices of Can Do!, local leaders, volunteers, business owners, and local activists meet monthly to share information, meet people, and learn about local issues in a nonconfrontational format. Now in its fifth year, Can Do! continues to attract dozens of community leaders. The organization has become well known for its diverse members, inclusive atmosphere, and ability to produce results.

Can Do! is nonpartisan and nonpolitical. It is both a noun and a verb—an organization and a process. As an organization, Can Do! includes city, township, and county government, local schools, industry retailers, churches, and nonprofit organizations, along with individual residents. It is an open-ended discussion that can nurture an idea and see it come to fruition.

Can Do! provides people with a place to test ideas before putting them into action. In the past, decisions were often made in a vacuum, without due consideration for their peripheral effects. Through Can Do!, a new idea is bandied about ahead of time, and others who might be affected are able to identify problems that could result. Prior to its inception, each agency, government, and business in Charlotte existed independently of one another. Can Do! has improved the effectiveness of organizations throughout the community by giving them the information they need to target their efforts and avoid duplication, by anticipating their needs and securing volunteer

assistance and community approval. Whereas a person seeking information once drifted from one service provider to another, guided only by their intuition and the agencies' short-sighted understanding of what other services were available, today they are usually able to quickly find the help they need because of the networking opportunities Can Do! provides. This not only makes service providers more efficient, lowering costs, it also enables them to provide better service to residents.

Can Do! works diligently to ensure that the ownership of ideas and projects remains with the person who brought them to the table. It seeks to empower by supporting ideas and the people who have them with knowledge and understanding. Those who come to Can Do! are given tools to better shape their ideas.

Can Do! is credited with a number of successes. It has generated more than \$100 million in local economic development and facilitated the completion of dozens of local initiatives. With only a \$10,000 budget and no staff, the members of Can Do! have found a way to make things happen, from printing fliers, to organizing town hall meetings, to sharing ideas about how to address community problems. The success of the forum proves that open and honest communication is a critical step toward any community project. ♣

Participants of Charlotte, Michigan's Can Do! program meet to discuss a proposal for a new program.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS GREATER THAN 50,000



WANDA S. GREENE

ICMA's Program Excellence Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. This year, the Program Excellence Award for Public-Private Partnerships in the greater-than-50,000 population category is awarded to Buncombe County, North Carolina, and County Manager Wanda S. Greene for the county's commitment to making health care accessible to all residents.

In the mid-1990s, Buncombe County, North Carolina, like counties all across America, had an overwhelming number of uninsured and underinsured residents who

had limited access to medical care. Uninsured residents often delayed seeking needed health care due to financial concerns. This resulted in an inefficient, costly health care system in which patients with recurring health care problems received "band-aid" care, without resolving their health needs. Buncombe County Health Center was struggling under the weight of an overwhelming primary care caseload with nowhere to send patients who needed specialty care. Project Access was established to address these problems. The primary goal of Project Access is to provide appropriate access to the full continuum of health care services for uninsured people who cannot afford medical care.

Project Access is a cooperative effort of the Health Center, the county, and the Buncombe County Medical Society (BCMS), a nonprofit professional association of physicians. Area hospitals, indigent care clinics, and pharmacies are additional partners directly involved in providing health care for those who would not otherwise be able to afford it. Buncombe County provided seed money and has continued to allocate funds to cover administrative costs. About 85 percent of all doctors in the county agreed to support the initiative by seeing 10 to 20 patients a year free of charge. This has allowed the Buncombe County Health Center to greatly expand its role in providing primary care to the indigent population.

The Buncombe County Medical Society provides program oversight, physician recruitment and retention, coordination and tracking of patient referrals and services, and management of medication assistance. BCMS effectively fosters the enthusiastic support of numerous government, nonprofit, and for-profit organizations. As a result of the spirit of cooperation, BCMS Project Access provides compre-

hensive free physician care, medications, in-patient and outpatient hospital services, patient referral, and coordination of these medical services to 13,000 of the county's estimated 15,000 uninsured low-income citizens. The program even includes a patient reminder service that helps patients keep their appointments and assure that they understand and comply with their treatment plans.

Even as a growing number of people lack health care coverage (18.5 percent in 2000, up from 10.8 percent in 1995), there are fewer reports of problems accessing health care services. A 2000 study revealed that 93 percent of residents indicate they have a regular physician, clinic, or health center, up from 78.7 percent in 1995. Since Project Access was started in 1996, every patient who has attempted to access primary and/or specialty care has received it. This has reduced the number of times patients are seen for unresolved medical problems in local nonprofit clinics or the County Health Department primary care clinics, allowing more patients to receive primary care services at a lower cost to the county. Project Access has leveraged and documented over \$3.5 million in free care, including physician volunteer time, hospital services, and pharmacy medication discounts.

Nonprofit indigent care clinics are common; what makes Project Access unique is that it is integrated with or supported by the local government. The creative approach in Buncombe allows Project Access to sustain the multiple public/private partnerships necessary to efficiently provide systematic access to health care for the entire indigent population. It demonstrates the belief of county commissioners, doctors and other health care professionals, that every person—regardless of his or her ability to pay—deserves quality health care. ♣

CELEBRATION OF SERVICE

2002 Service Award Recipients

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are based on the number of years of full-time, paid employment in a local government. They 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 25 years or more of service are recognized during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference.

55 YEARS

ADELINE BROWN

45 YEARS

COLIN J.B. DALE
L. A. PATTERSON
R. MARVIN TOWNSEND

40 YEARS

THEODORE K. CLAUSEN
ROBERT A. ERICKSON
RONALD C. FENNELL
EVELYN M. HAINES
ROBERT M. HOPKINS
PETER S. MARSHALL
GRAHAM D. PARTRIDGE
CHARLES B. TYSON
CARLISLE M. WILLIAMS, JR.

35 YEARS

ROSS MICHAEL AMYX
JAMES P. BERZINA
DONALD E. BRADLEY
EDWIN H. BRAUNER, JR.
KENT BRISTOL
ROBERT R. CANTINE
JAMES E. CHANDLER
DENNIS COURTEMARCHE
COLIN L. COWAN
LARRY CRUISE
LARRY J. CUNNINGHAM
ROBERT D'AMATO
JOSEPH O. D'ARCO
RONALD U. DeMAAGD
GEORGE D. DI CIERO
MAJARITA DOHERTY
WILLIAM R. DRENNEN
R. MICHAEL EASTLAND
THOMAS W. FINNIE
COLIN J. GRIFFITH

MICHAEL D. KADLECIC, JR.
MICHAEL A. KELLY
RONALD L. KIEDROWSKI
GLYNN J. KNIGHT
RONALD A. LACOUTURE
A. ROBERT LINNER
THOMAS M. MARTINSEN, JR.
THOMAS G. MAUK
JERRY S. MCGUIRE
OLIVER S. MERRIAM
JAMES H. MILLER
J. A. OJEDA, JR.
BRUCE ROMER
STEPHEN J. ROSS
HAROLD L. SCHILLING
PAUL D. SHARON
JACK A. SIMPSON
MICHAEL G. STEARMAN
STEVEN L. WALTERS

30 YEARS

MICHAEL L. ADAMS
ALEX R. ALLIE
D. KELLY ALMOND
HAROLD A. ANDERSON
CHARLES W. BALDWIN
WALTER G. BECKHAM
PAUL V. BERLANT
STEPHEN J. BLACKADDER
ROBERT C. BOBB
ALBERT C. BRADLEY
JOHN M. BRAMBLE
ROGER H. BREKKO
EDWARD BROOKSHIER
LARRY J. BROWN
BRIAN J. BULLOCK
STEPHEN R. BURRELL
JOHNNY CARLINE
CY CARNEY, III
TIMOTHY J. CASEY
MICHAEL J. CECKA
RICHARD W. CISAR
BERNARD COOPER
RAY E. CORPUZ, JR.
RONALD V. CRABTREE
WILLIAM P. CRAIG
H. RUSSELL CRIDER
JOHN C. DARRINGTON
BARRY L. DEL CASTILHO
CHARLES F. DODGE
DONALD R. DUCKWORTH
T. JON ELLESTAD
TERRENCE L. ELLIS
LEE C. ERDMANN
MANUEL A. ESQUIBEL
JACK B. ETHREDGE, JR.
FRANK FAIRBANKS
BARRY M. FELDMAN
MICHAEL W. FENN
THOMAS W. FREDERICKS
CURTIS B. FREELAND
MICHAEL FUSON
J. RONALD GEORGE
JAMES M. GIBSON
JOSEPH M. GOEDEN
DARRYL C. GRIFFIN
DAVID T. HARDEN

THOMAS R. HARDY
CHARLES W. HARGETT, JR.
KATHLEEN JENKS HARM
BRENT PHILLIP HARRINGTON
VIRGIL R. HAZELETT
THOMAS L. HEDGES
STEPHEN W. HELVEY
JAMES B. HENDRICKSON
LARRY W. HENSLEY
RANDY W. HILDEBRANDT
PHILIP L. HINELY
JAMES W. HOLCOMBE
JOHN M. HOLPE
ROBERT C. HOMAN
LAWRENCE D. HUGHES
RODNEY H. IRWIN
BARRY P. JOHNSON
MICHAEL D. JOHNSON
RICHARD M. KELTON
BERTRAND N. KENDALL
ROBERT E. KOCH
CRAIG G. KOCIAN
JAMES K. KOSHIDER
MATTHEW L. LACY, III
DONNA C. LANDEROS
TOM LANDO
MITCH LANSDELL
ROBERT S. LASALA
FREDERICK W. LATHAM
CHRISTOPHER LEAR
RICHARD A. LINN
MICHAEL JOHN LLEWELLYN-SMITH
ERIC W. LUMSDEN
J. THOMAS LUNDY
JAMES G. MARSHALL
CHARLES B. MARTIN
RICHARD E. MASLOWSKI
GEORGE P. MCCONNAUGHEY
DEBORAH ACOSTA MCKEEHAN
DANIEL E. MCKEEVER
MICHAEL D. MCKNIGHT
FLORENTINE MILLER
JACK E. MILLER
M. SUSAN MILLER
GARY KEVIN MONTAGUE
CHESTER R. NOLEN
KEVIN B. NORTHCRAFT
JAMES B. O'GRADY
ROBERT L. OLANDER

DAVID R. ORNDUFF
CARLOS L. ORTEGA
PAUL L. PARKER
HOWARD L. PENROD
JOHN F. PERRY
WILLIAM C. PHIPPS
JAMES W. PIPER
J. DELTON PLANK
LEONA K. PLAUGH
PAUL PRESEALT
GARY A. PRICE
BRENDA RAY
DAVID L. RUDAT
PAUL A. SASSE
PHILIP K. SCHENCK, JR.
DANIEL S. SCHMIDT
TIMOTHY W. SCHUENKE
WILLIAM SEQUINO, JR.
STEVEN E. SHEIFFER
JAMES W. SIGWORTH
ROGER L. STANCL
CARL J. STEPHANI
RODNEY STORM
DENNIS R. STUCKEY
THOMAS L. SWANSON
PAMELA A. SYFERT
KENT L. TAYLOR
ROBERT E. TAYLOR
J. EDWARD TEWES
NORMAN E. THIDEMANN
KENNETH R. THOMPSON
STEVEN L. THOMPSON
JOHN W. THORNTON, JR.
J. EDWARD TODD
CHARLES A. TURPIN
WILLIAM R. WAGNER
DALE M. WALKER
RONALD LEE WALLER
MICHAEL D. WARREN
DANIEL C. WENNERHOLM
DANIEL LEE WENTZLOFF
MICHAEL WIESNER
GLEN TRACY WILLIAMS
PETER J. WITSCHEN
MARK WOLLENWEBER
MICHAEL J. WRIGHT
JAMES W. ZUMWALT
KENNETH PAUL ZURBY

(continued)

25 YEARS

STEPHEN V. ALTIERI
JERRY A. ANDREE
AARON ANTHONY
JAMES W. ANTONEN
JAMES L. ARMSTRONG
JERRY L. AYSUE
ROGER L. BAGLEY
DUNCAN BALLANTYNE
SCOTT J. BARBER
WOLFGANG BAUER
JAMES B. BAUGH
BARBARA L. BECKETT
LYNN P. BEHRNS
ROBERT M. BELMORE
PAUL J. BENEDETTO
ROBERT L. BENNETT, JR.
MICHAEL C. BESTOR
JOHN M. BINGHAM
HOMER L. BLUDAU
CORNELIUS L. BOGANEY
ALLEN BOGARD
THOMAS J. BONFIELD
J. ROLANDO BONO
CHARLES R. BOSWELL
JAMES M. BOUREY
RALPH O. BOWERS
RICHARD L. BRAY
ROBERT W. BRUSCHI
MICHAEL G. BRYANT
CHARLES W. BURGESS, JR.
GERALD A. BURGESS
WILLIAM W. BURNS
CHARLES D. CAMERON
JAMES D. CAMPBELL
STEVE DAVID CARPENTER
CAROLYN H. CARTER
JONATHAN L. CARTER
GERALD M. CATON
LOUIE CHAPMAN, JR.
CHRISTOPHER W. CHINAULT
RALPH CLARK
DAVID O. COLE
WILLIAM B. COLEMAN, JR.
MICHAEL A. CONDUFF
JOSEPH L. CONE
CARY K. CONKLIN

PAUL M. CONNOLLY
JAMES D. CORL, III
CYNTHIA A. COTO
RICHARD J. CRAYNE
RONALD A. CRISP
MICHAEL P. CROTTY
MARIA E. DADIAN
DARYL J. DELABBO
ROBERT C. DOMINGUEZ
ROBERT C. DOWNEY
KATHY DUBOSE
MICHAEL DULA
PATRICIA A. DUNLAP
WILLIAM EISEN
DAVID B. FARBER
TERRY S. FEDORCHAK
RICHARD M. FINN
THOMAS O. FORSLUND
RODNEY FRANZ
J. WEBB FULLER
JERRY B. FULWOOD
E. WILLIAM GABRYS
WILLIAM A. GAITHER
RICHARD D. GALE
JOHN J. GALLAGHER
JESSE A. GARCIA
ANDRES GARZA, JR.
EUGENE L. GOLDFEDER
DAVID L. GREENE
LAWRENCE J. GREGAN
J. MICHAEL GRUBBS
PAUL J. GUIDA
JERRY L. GWALTNEY
J. JEFF HANCOCK
JAMES R. HANSON
THOMAS E. HARRIS
RODNEY P. HAWTHORNE
BERNIE N. HAYEN
JAMES HAYNER
JILL M. HEROLD
ROBERT M. HERR
MICHAEL G. HERRING
JAMES N. HOLGERSSON
RICHARD P. HOLMER
GORD HOWIE
GARY A. HUFF
ROBERT W. JASPER
ALLEN E. JOHNSON
DANIEL A. JOHNSON

SANFORD A. KAPLAN
WILLIAM A. KEFFLER
DAVID E. KELLER
DENNIS W. KELLY
JOAN M. KENT
JEFFREY W. KILLIAN
A. RANDALL KIMLER
RICHARD KIRKWOOD
J. EDWARD KITCHEN
PATRICK D. KLAERS
LEON KOS
GARY KRATZ
DIANNE KROGH
ROGER L. KROH
STEVEN L. LEDOUX
JAMES E. LEIDLIN
ROBERT A. LEVY
DAVID M. LIMARDI
LEWIS R. LOEBE, JR.
JOSEPH C. LOGUIDICE, JR.
BONNIE J. LONG
CRAIG LONON
N. ENRIQUE MARTINEZ
CHARLES S. MASHBURN
MICHAEL J. McCAULEY
ROBERT F. McCONKIE
LEANN J. McELROY
ROBERT K. McFALL
ALLAN R. MCGILL
MARION D. MCGINNIS
ROBERT W. McLAURIN
ERNE B. McNEELY
THOMAS M. MELENA
RALPH S. MESSERA
PETER J. MILLER
STEPHEN F. MILLER
LARRY R. MORLEY
JAMES R. MURRAY
NED C. MUSE
ANN M. W. NEGENDANK
GARY H. NEUMANN
SAMUEL W. NOBLE, JR.
THOMAS P. O'CONNOR
KEVIN O'DONNELL
DALE C. OLMSTEAD, JR.
RONALD L. OLSON
D. WAYNE O'NEAL
JOHN R. OPENLANDER
KEVIN O'ROURKE

LAWRENCE R. PAINE
JOHNNY B. PARKER
RONALD L. PAYNE
ROBERT M. PELLEGRINO
LEONARD T. PERRONE
JAMES B. PERRY
PAUL J. PHILIPS
RONDALL PHILLIPS
RONALD PICKMAN
ALLAN D. PIETREFESA
DAVID POKORNEY
GEORGE A. PUREFOY
SAM J. RACADIO
CARL E. RAMEY
LANE RAMSEY
F. ETHAN REPP
GLEN C. ROBERTSON
W. CRAIG ROBINSON
D. SCOTT ROHLFS
PHILIP E. ROSE
STEVEN L. ROUTH
MICHAEL M. RUFFIN
JAMES C. RUMPELTES
MARK K. RYAN
GEORGE E. SCARBOROUGH
ROBERT A. SCHAUMLEFFEL
RICHARD C. SCHNAEDTER
JOHN F. SHERMAN
O. PAUL SHEW
PAUL J. SHIVES
EDWARD J. SHUKLE, JR.
LYLE W. SMITH
EDMUND F. SOTELO
DAVID L. SPINNEY
REGINALD S. STAPCZYNSKI
STAN B. STEWART
STEVEN B. STILWELL
JOHN W. STINSON
ROBERT L. STULL
MICHAEL B. SULLIVAN
JODI S. SYENS
ALAN M. TAYLOR
IRL W. TESSENDORF
JAMES R. THOMSON
DON THORNTON
C. TALMADGE TOBIAS, JR.
JACKSON C. TUTTLE, II
MICHAEL C. VAN MILLIGEN
NORBERT VANWYK

PHILLIP S. VAWTER
PAUL S. VAYER
GREGORY T. VICK
DAVID W. WAIND
BRUCE K. WALDEN
MICHAEL W. WALKER
RODNEY W. WATKINS
MARK S. WATSON
W. ALLAN WEEGAR
GREGORY B. WELLMAN
PAUL A. WENBERT
STEVEN R. WERNER
J. PAUL WETZEL
PETER J. WHIPPLE
WILLIAM H. WHITLEY
JOHN T. WIELAND
WILLIAM F. WILLIAMS
PETER K. WILSON
JAMES C. WOODS

20 YEARS

GORDON R. ANDERSON
STEPHEN L. ANDERSON
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JOHN L. ARNTZ
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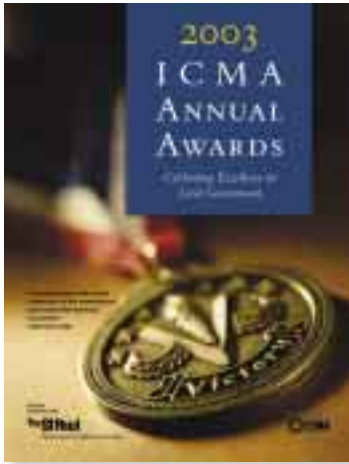
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The St. Paul congratulates all of this year's award recipients.

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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these decisions, ICMA would like to thank the following evaluation panel members, who complete their three-year terms at the 89th ICMA Annual Conference:

Amy Chan

Assistant City Manager, Sunnyvale, California (Panel Chairwoman 2001–2003)

Jennifer Howry Fadden

Administrative Services Manager, City of Arlington Parks & Recreation, Arlington, Texas

Nadine P. Levin

Assistant City Manager, Mountain View, California

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For information about ICMA's Annual Awards Program, visit <http://icma.org/awards>



2003

ICMA ANNUAL AWARD

RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Del D. Borgsdorf, City Manager, San José, California

OTHER NOMINEES:

Ray E. Corpuz, Jr., former City Manager, Tacoma, Washington

Albert J. Rigoni, Village Manager, Skokie, Illinois

Carl F. Valente, Town Manager, Weston, Massachusetts

Outstanding Manager of the Year Award

Michael C. Van Milligen, City Manager, Dubuque, Iowa

OTHER NOMINEES:

Edward Beasley, City Manager, Glendale, Arizona

Darlene L. Burcham, City Manager, Roanoke, Virginia

William B. Horne, II, City Manager, Clearwater, Florida

Charles E. McNeely, City Manager, Reno, Nevada

Rebecca C. Woolcot, City Manager, Conyers, Georgia

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

Mark M. Levin, City Administrator, Maryland Heights, Missouri

OTHER NOMINEES:

Daniel W. Fitzpatrick, former City Manager, Oak Park, Michigan, now City Manager, Peekskill, Michigan

Sam S. Gaston, City Manager, Mountain Brook, Alabama

John F. Griffin, General Manager, Tweed Shire Council, New South Wales, Australia

Matthew J. Kridler, City Manager, Springfield, Ohio

In-Service Training Award in Memory of Clarence E. Ridley

Frank I. Benest, City Manager, Palo Alto, California

OTHER NOMINEES:

Kyle R. Sonnenberg, Town Manager, Southern Pines, North Carolina

C. Edward Young, County Administrator, Seward County, Kansas

International Award in Memory of Orin F. Nolting

Dennis W. Melvin, City Administrator, West Bend, Wisconsin

OTHER NOMINEES:

Ellen S. Posivach, City Manager, Tarpon Springs, Florida

Bernard M. Strojny, City Manager, Campbell, California

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

James D. Hock, former Assistant City Manager now City Manager, Oak Park, Michigan

OTHER NOMINEES:

R. Michael Flaherty, Assistant City Manager, Englewood, Colorado

Viola Alexander Lyles, Assistant City Manager, Charlotte, North Carolina

Academic Award in Memory of Stephen B. Sweeney

Orville W. Powell, Clinical Associate Professor of Public and Environmental Affairs, Indiana University, Bloomington, Indiana

OTHER NOMINEES:

Douglas J. Watson, City Manager, Auburn, Alabama, and Visiting Professor, Auburn University

Workplace Diversity Professional Development Award

Michael T. Hutchinson, City Manager, Mesa, Arizona

OTHER NOMINEES:

Craig Malin, City Administrator, Davenport, Iowa

PROGRAM EXCELLENCE AWARDS

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations of 50,000 and under)

Lessenger Park Program—**Oak Park, Michigan**, and James D. Hock, City Manager

OTHER NOMINEES:

Home Chore and Minor Repair Program—Oak Park, Michigan

William Beaumont Hospital Community Connection Therapeutic Recreation Gardening Program—Oak Park, Michigan

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations greater than 50,000)

Mayor's Committee for Persons with Disabilities Program—**Columbus Consolidated Government, Georgia**; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

OTHER NOMINEES:

Mother Goose Program—Vancouver, British Columbia, Canada, and Judy M. Rogers, City Manager



Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations of 50,000 and under)

Prevention of Family Violence Program—**Charlottetown, Prince Edward Island, Canada**, and Harry Gaudet, Chief Administrative Officer

OTHER NOMINEES:

Emergency Medical Services Program—Derry, New Hampshire, and Carol M. Granfield, Town Administrator

Connecting Chord: Cops & Kids Poetry Project—Port Townsend, Washington, and David G. Timmons, City Manager

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations greater than 50,000)

Operacion Apoyo Hispano Program—**Clearwater, Florida**, and William B. Horne II, City Manager

OTHER NOMINEES:

Cardiac Care Program—Aurora, Colorado, and Ronald S. Miller, City Manager

Juvenile Diversion Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

Are You FIREWISE, Martin County? Program—Martin County, Florida, and Russell D. Blackburn, County Administrator

Program Excellence Award for Citizen Involvement (populations of 50,000 and under)

Civic Association Initiative—**Dublin, Ohio**, and Jane S. Brautigam, City Manager

OTHER NOMINEES:

InSight.2010: Creating Fairfield's Future—Fairfield, Ohio, and Arthur E. Pizzano, City Manager

Comprehensive Citizen Engagement Program—Windsor Heights, Iowa, and Marketa George Oliver, City Administrator

Program Excellence Award for Citizen Involvement (populations greater than 50,000)

Public Involvement Review Program—**Vancouver, British Columbia, Canada**, and Judy M. Rogers, City Manager

Neighborhood Liaison Program—**Aurora, Colorado**, and Ronald S. Miller, City Manager

OTHER NOMINEES:

Community Vision Meetings Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

Mesa 2025 General Plan Update and Public Involvement Program—Mesa, Arizona, and Michael T. Hutchinson, City Manager

Tierra Nativa/Oso Creek Trail Project—Mission Viejo, California, and Daniel P. Joseph, City Manager

Community Pride Grant Program—Reno, Nevada, and Charles E. McNeely, City Manager

Graffiti Summit—Reno, Nevada, and Charles E. McNeely, City Manager

Citizen Involvement in Sioux City Policing Program—Sioux City, Iowa, and Paul A. Eckert, City Manager

Program Excellence Award for Innovations in Local Government Management (populations of 50,000 and under)

Community Broadband Program—**Glenwood Springs, Colorado**, and Michael S. Copp, City Manager

OTHER NOMINEES:

Innovations in Local Government Management—Bothell, Washington, and James V. Thompson, City Manager

Community Recreation Center/Online Registration—Dublin, Ohio, and Jane S. Brautigam, City Manager

Bridging the Gaps Organizational Development Program—Friendswood, Texas, and Ronald E. Cox, City Manager

Asset Management System for GASB 34 Compliance—Saco, Maine, and Richard R. Michaud, City Administrator

Creating a Brand: The Windsor Way—Windsor, Connecticut, and R. Leon Churchill, Jr., Town Manager

Program Excellence Award for Innovations in Local Government Management (populations greater than 50,000)

Childcare Central Program—**Fairfax County, Virginia**, and Anthony H. Griffin, County Executive

OTHER NOMINEES:

Training and Tracking with Home Pages—Clearwater, Florida, and William B. Horne, II, City Manager

Neighborhood Involvement Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

ResourceLINK Team, Business Development, and Procurement Services Program—Dallas, Texas; Teodoro J. Benavides; City Manager, and Mary K. Suhm, First Assistant City Manager

Comprehensive Project Management Curriculum—Edmonton, Alberta, Canada, and A. B. Maurer, City Manager

Parktakes Online—Fairfax County, Virginia, and Anthony H. Griffin, County Executive

Senior Services Coordinator—Kettering, Ohio; Steven C. Husemann, City Manager; and Mark W. Schwieterman, Assistant City Manager

Continuous Learning; Continuous Training—Loudoun County, Virginia, and Kirby M. Bowers, County Administrator

Development Services Process Realignment—Naperville, Illinois, and Peter T. Burchard, City Manager

Re-Inventing a County Government—New Castle County, Delaware; Sherry L. Freebery, Chief Administrative Officer; and Ronald A. Morris, Chief Financial Officer



Greenhouse Gas Reduction Plan—Parramatta City Council, New South Wales, Australia, and Terrence S. Barnes, General Manager
Diversity Task Force—Phoenix, Arizona; Frank Fairbanks, City Manager; and George Flores, Deputy City Manager
“Stars” Employee Recognition Program—Tamarac, Florida, and Jeffrey L. Miller, City Manager

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation (populations of 50,000 and under)

Clemson Area Transit 4 University System—**Clemson, South Carolina**, and Richard E. Cotton, City Administrator; **Central, South Carolina**, and William H. Thompson, Jr., Town Manager; and **Anderson, South Carolina**, and John R. Moore, Jr., City Manager

OTHER NOMINEES:

Glen A. Kohler Fields of Bartlett—Bartlett, Illinois, and Valerie L. Salmons, Village Administrator
Centennial Park Expansion Project—Englewood, Colorado, and Gary L. Sears, City Manager
Adventure Book and Teachers Manual—Dublin, Ohio, and Jane S. Brautigam, City Manager
Muscatine Geographic Information Consortium—Muscatine, Iowa, and A. J. Johnson, City Administrator
“Put a Lid On It”—Pacific Grove, California, and Ross G. Hubbard, City Manager
Recreation Center—Rittman, Ohio, and Robert L. Kellogg, City Manager
Disaster Preparedness Training Program—Springdale, Ohio, and Cecil W. Osborn, City Administrator
Downtown Building Repair Program—Troy, Ohio, and David E. Anderson, Director of Public Service/Safety

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation (populations greater than 50,000)

Interlocal Agreement on School Siting—**Martin County, Florida**, and Russell D. Blackburn, County Administrator; and Stuart, Florida, and David B. Collier, City Manager
Partnership of Governments—**Parker, Colorado**, and Aden E. Hogan, Jr., Town Administrator; Douglas County, Colorado, and Douglas J. DeBord, County Administrator; and Castle Rock, Colorado, and Mark C. Stevens, Town Manager

OTHER NOMINEES:

Beaver County Downtown Partnership—Ambridge, Pennsylvania, and Pamela S. Caskie, Borough Manager; and New Brighton, Pennsylvania, and Larry R. Morley, Borough Manager
Fare-Free Transit Program—Chapel Hill, North Carolina, and W. Calvin Horton, Town Manager, Sonna M. Loewenthal, Assistant Town Manager, and Florentine A. Miller, Assistant Town Manager; and Carrboro, North Carolina, and Robert W. Morgan, former Town Manager and now Assistant City Manager, Greensboro, North Carolina

County Coalition—Martin County, Florida, and Russell D. Blackburn, County Administrator
Library U.S. Passport Acceptance Service—Mission Viejo, California, and Daniel P. Joseph, City Manager
Youth Recreation Program—Mission Viejo, California, and Daniel P. Joseph, City Manager
Intergovernmental Planning Program—DuPage Mayors and Managers Conference and Leslie A. Hawkes, Member Services Manager; and Bradford J. Townsend, City Manager, Wood Dale, Illinois
Fire Services Consolidation—Reno, Nevada, and Charles E. McNeely, City Manager
Regional Approach to Fire and EMS Services—Roanoke, Virginia, and Darlene L. Burcham, City Manager
Regional HazMat Response Program—Sioux City, Iowa, and Paul A. Eckert, City Manager
Regional Training Center—Sioux City, Iowa, and Paul A. Eckert, City Manager
Unified School District Partnership—Surprise, Arizona, and William A. Pupo, former City Manager
Vancouver Agreement—Vancouver, British Columbia, and Judy M. Rogers, City Manager

Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships (populations of 50,000 and under)

ArtinPlace Program—**Charlottesville, Virginia**, and Gary B. O’Connell, City Manager

OTHER NOMINEES:

State College Campus Expansion Project—Grand Junction, Colorado, and Kelly E. Arnold, City Manager
Entrepreneurial and Training Endeavor—Coatesville, Pennsylvania, and Paul G. Janssen, Jr., City Manager
Industrial Park Development Project—Garner, Iowa, and Howard C. Parrott, City Administrator
Redevelopment Program—Wilson, North Carolina, and Edward A. Wyatt, City Manager

Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships (populations greater than 50,000)

Fitzimons Redevelopment Program—**Aurora, Colorado**, and Ronald S. Miller, City Manager

OTHER NOMINEES:

Vista Plaza Landslide Repair and Park Project—Laguna Niguel, California, and Timothy J. Casey, City Manager
Family Learning Centers—Long Beach, California; Gerald R. Miller, City Manager; and Reginald I. Harrison, Deputy City Manager
RAISE-A-READER Program—Vancouver, British Columbia, and Judy M. Rogers, City Manager



Award for Career Excellence in Honor of Mark E. Keane



DEL D. BORGS DORF

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. Candidates must have a minimum of ten years of executive, senior-level service to the profession. This year, ICMA presents the Mark E. Keane Award to Del D. Borgsdorf, city manager of San José, California.

“You ought to have the most talented, the most visionary, the most capable leaders serving in that most important business in your community, your city. And we do. The epitome of that kind of leadership is Del,” said Richard Vinroot, former mayor of Charlotte, North Carolina

Del D. Borgsdorf has spent more than thirty years in local government management, moving up through the ranks from city manager of a small town to city manager of San

José, California. His career exemplifies a lifelong commitment to strengthening representative democracy by forging effective working partnerships with elected leaders and community members—partnerships that are built on trust and mutual respect, that result in a clear vision and direction for the community, and that energize the city organization in pursuit of that vision.

In his four years since coming to San José, Mr. Borgsdorf has striven to make the city more responsive to neighborhood concerns. To this end, he established a new model of service delivery with four key components:

1. Identification of enterprise-wide corporate priorities. Through meetings with San José’s elected policy makers, Mr. Borgsdorf identified six priorities to guide the city’s work and investment of resources: performance-driven government, neighborhood-focused service delivery, customer service, support for effective council policy making, effective use of technology, and being an employer of choice. Each of these priorities has resulted in concrete improvements in the way the city responds to its customers.
2. Performance-based budgeting (in a program called *Investing in Results*) to ensure that investment decisions are based on meaningful performance data. Along the way, Mr. Borgsdorf also initiated a comprehensive effort to develop performance measures for *all* city services, integrating into these measures the six corporate priorities identified above.
3. City service areas that align cross-functional, interdepartmental teams of employees around common service goals. Mr. Borgsdorf’s reorganization of the city’s traditional operating departments into these service areas facilitates strategic planning and policy development to

ensure a more responsive and efficient organization.

4. Neighborhood-focused service delivery through a program that organizes employees around neighborhoods and empowers residents to identify and prioritize needs. As with the *City within a City* program that Mr. Borgsdorf launched while in Charlotte, North Carolina, San José’s *Strong Neighborhoods Initiative* has transformed the city into a model community for neighborhood revitalization and citizen participation, bringing residents of target neighborhoods together with the city to build clean, safe, and attractive communities supported by strong, independent neighborhood organizations.

Mr. Borgsdorf is also respected for his sound fiscal management. A career-long belief that municipal infrastructure is essential to a community’s quality of life led him to propose major improvements in San José, a city with a population nearing one million and an aging infrastructure.

Having already put the city on a solid financial foundation by hiring a new finance director, building a world-class team, and earning the city an upgraded bond rating (AA+) to support new general obligation debt, Mr. Borgsdorf proposed a “Decade of Investment” in San José. By involving the community, the city won voter approval for three general obligation bonds, creating a \$600 million pool for investment in parks, libraries, and public safety facilities. Partnering with San José University, the city is also completing work on a historic joint downtown library, the first of its kind in the country, and plans are under way for a new city hall, designed by noted architect Richard Meier. With these improvements, as well as a recently reaffirmed AA+ rating, San José will look like the world-class city it has become. ■

Outstanding Manager of the Year Award



MICHAEL C. VAN MILLIGEN

ICMA's Outstanding Manager of the Year Award recognizes a local government administrator who has initiated and implemented creative, innovative projects and programs in the management of his or her community, regardless of his or her cumulative tenure. Michael C. Van Milligen is the 2003 recipient of this award.

In the 1980s, Dubuque, Iowa, faced the loss of long-standing industries accompanied by double-digit unemployment. Signs of blight were evident, and community morale was low. Michael Van Milligen took on the city manager position in 1993, just as Dubuque was struggling to regain some stability. With innovative ideas, enthusiasm, and endless optimism, Mr. Van Milligen set a new course for the city, embracing a vision far more ambitious than most residents had ever dared to consider.

Ten years later, even in these times of economic instability, Dubuque is experiencing impressive

growth and development. It has been named the second-best community in the country for retaining existing businesses and is becoming renowned for its high-tech output, which is growing faster than the national average. The city has managed to keep property taxes steady, even as it has annexed new property; has seen significant growth in the number of people who come there to work; and has upgraded its infrastructure. The centerpiece of Dubuque's renaissance is "America's River," an extraordinary \$188 million riverfront redevelopment project funded partially by a \$40 million Vision Iowa grant from the state.

Situated at the juncture of Iowa, Illinois, and Wisconsin, Dubuque serves as a gateway into Iowa. Before the riverfront project, the incredible beauty of the Mississippi River, framed by limestone bluffs and timber, was marred by the blight of abandoned river industry, which greeted visitors to the city. When several nonprofit organizations approached the city with suggestions for improving the riverfront, Mr. Van Milligen jumped at the opportunity. Rather than tackle the problem a piece at a time over decades, they looked together at the big picture. The city entered into a partnership with the Dubuque County Historical Society, the Dubuque Area Chamber of Commerce, Dubuque County, and private developer Platinum Hospitality to redevelop 90 acres of former industrial and manufacturing sites into a recreational and educational campus. Throughout the process, Mr. Van Milligen was key to ensuring the project's success.

Mr. Van Milligen's management philosophy encourages city staff to forge partnerships, get input from customers and front-line employees, and solve problems. He has high expectations for his employees and believes they can achieve great things. During his first five years as

city manager, he spent a day each month working with a different employee. This not only helped him better understand the city organization, but also helped staff better understand him. "Being new to Dubuque, I wanted the employees get to know me," he said. "It was one of the best experiences in my life."

Mr. Van Milligen is quick to credit the community for Dubuque's success. As he wrote in a quarterly column to residents: "Some might say Dubuque is lucky. I would agree, if you use the following definition: 'Luck is when preparation meets opportunity.' This community has pulled together... We are not waiting for things to happen to us, we are making them happen."

Clearly, Dubuque's success did not happen by chance. And it would not have happened without strong leadership. Dubuque is clearly lucky to have Mr. Van Milligen leading the way. ■

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



MARK M. LEVIN

Each year, ICMA presents the Award for Career Development to a corporate member who has made a significant contribution to the development of new talent in professional local government management. The award commemorates former ICMA president L. P. (Perry) Cookingham, who is credited with creating the local government internship. This year, ICMA presents the Career Development Award to Mark M. Levin, city administrator of Maryland Heights, Missouri.

During his long tenure in city management, Mark Levin has made a point of dedicating significant time and effort to foster enthusiasm in, and provide learning opportunities for, young people contemplating or entering the profession. As a city manager, adjunct professor, task force member, and, above all, mentor, Mr. Levin has contributed significantly to the development of talent in the profession.

Perhaps the most notable product of his dedication has been the city of Maryland Heights internship program, which began in 1986. By design, the program introduces the interns to all governmental and quasi-governmental functions that take place in our society. Each Friday during the summer, the interns are taken on a field trip to a designated site—the fire station, a construction project, water and sewer facilities, etc.—to gain a true sense of what is involved in providing citizens with the many services they take for granted. Since the program's inception, approximately 50 students have participated, and a significant number have gone on to work in municipal management in one capacity or another.

As chairman of ICMA's Advisory Board of Graduate Education, Mr. Levin has shared his passion for the city's internship program, advocating a nationwide effort to create new municipal management internships and support those already in place. As one of the more tangible results of this effort, ICMA created an Internship Toolkit, which offers guidelines for determining whether an internship program is right for a community and, if it is, how such a program should be created.

Mr. Levin's influence goes beyond the students who find their way to internships and into the classroom. He has taught a variety of local government management courses at a number of graduate schools in the St. Louis area. Many of his public administration students have joined the ranks of city managers; he has even provided a few of them with entry-level positions in order to further their learning and development.

Renowned for his willingness to provide support for young managers and assistants, Mr. Levin goes out of his way to provide insights and examples to other managers seeking ideas, comfort, or advice. By discussing the tough issues and

explaining why he makes the decisions he makes, he helps others find an answer to their problems in a way that encourages them to think, grow, and become better versed in the concepts underlying the municipal management profession.

In the past eight years, the city of Maryland Heights has had four assistants. Each came to the city with limited experience in local government and the desire to gain the knowledge and abilities needed to move on as city manager of another community. Under Mr. Levin's tutelage, each of the four has accomplished this goal.

Under Mr. Levin's careful plan, each assignment has a purpose, each discussion is a lesson, and each mistake is welcomed as a learning opportunity. Robert M. Shatto, the current assistant to the city manager, writes of the time Mr. Levin has spent with him: "These are the things that have allowed me to grow; these are the conversations that allow me to feel comfortable in meetings; and these are the experiences that motivate me to continue on this journey to become the best public servant (city manager) I can become..." Mr. Levin goes above and beyond what is necessary to make sure he is more than a boss or supervisor; he makes sure he is a mentor, someone that aids my development as a future manager and, probably more important, my development as a person." ■

In-Service Training Award in Memory of Clarence E. Ridley



FRANK I. BENEST

ICMA's In-Service Training Award is presented to the administrator or administrators who have developed and implemented highly effective in-service training programs for local government employees. This award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year, ICMA presents the award to Frank I. Benest, city manager of Palo Alto, California.

Human resources are the most valuable commodity of any organization, and local governments are no exception. As city manager of Brea, California, from 1989 to 2000, and of Palo Alto since then, Frank Benest has shown his commitment to human resources by making employee development a top priority.

During his 11 years as city manager of Brea, Dr. Benest worked with the city's personnel director to develop a number of in-service initiatives. He began by organizing a

multidepartmental team to survey all employees and develop an annual program of training courses. In addition to expanding the number and topics of training courses, the city instituted an annual Employees' Conference at its on-site training center. Developed in response to the fact that most employees do not have an opportunity to attend professional conferences, the program mirrors such conferences, complete with keynote speakers, concurrent sessions, and refreshments. Each conference is offered twice so that all employees can participate.

Dr. Benest has made employee development a priority in Palo Alto as well. When he took over as city manager, he quickly learned that employee retention was a major concern, with some administrative service areas experiencing turnover as high as 15–20 percent. Dr. Benest convened an Employee Retention Team, which identified employee learning and organizational support for upward mobility as key strategies for retaining talent. He and the executive team then made a commitment to provide a career path within the government, particularly for supervisory and management positions. The city responded with a number of key learning initiatives.

For instance, the city retooled its Management Academy and developed new supervisory and leadership certificate programs. In addition, all management and professional employees now propose for themselves a "learning development plan" as part of their annual work plan. This work plan is then used as part of the employee's annual performance evaluation. Computer-based training and self-development opportunities, such as a "brown bag" series on career development, are offered as well.

Recognizing that it is difficult for a public agency in the Silicon Valley to recruit much-in-demand information technology (IT) employees, the city also organized its own Tech

Academy to train city employees for IT positions. Other certification programs allow employees to earn certificates in customer service, supervisory skills, business writing, and Web design.

In addition, the city has partnered with community organizations to encourage ongoing education. It upgraded its training facilities at the Cubberley Community Center and collaborated with Foothill Community College to develop a joint state-of-the-art computer training lab. In conjunction with Foothill College, the city offers an onsite A.A. degree program; through Menlo College it coordinates a B.A. program (offered at a discount for city employees); through St. Mary's College it offers a blended online and intensive weekend program toward a master's degree; and through the University of Phoenix it offers a more traditional master's program. Palo Alto also partners with the chamber of commerce to cosponsor Disney's "Keys to Excellence" Institute, which is offered to both public and private sector employees.

Finally, the city's safety training programs have been credited with reducing the number and severity of worker-related injuries as well as the number of workers' compensation cases.

Thanks to the commitment of Dr. Benest, the city has increased its investment in employee development by 33 percent and expanded the number of in-service courses from 250 in 1999–2000 to 620 in 2002–2003. Due in part to this investment, staff turnover has decreased significantly. A large part of the credit goes to Dr. Benest for his commitment to giving employees the skills they need to succeed in their current jobs and the opportunity to move up the career ladder. ■

International Award in Memory of Orin F. Nolting



DENNIS W. MELVIN

ICMA's International Award, established in memory of Orin F. Nolting, recognizes a local government and its chief administrator for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, sister-city activities, or educational/cultural activities with another country; or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The recipient of this year's International Award is Dennis Melvin, city administrator of West Bend, Wisconsin.

In early 1997, Dennis Melvin read about ICMA's International Resource Cities Program, a new program that partners U.S. cities with cities in developing and transitional countries to provide technical assistance in improving municipal management and service delivery. Recognizing that participation in this program

was one of those rare opportunities for staff development that one usually just reads about, Mr. Melvin set about making it a reality.

In the fall of 2000, the city of West Bend was selected to participate in this program and was paired with Pazardjik, Bulgaria. The goal was to evaluate management issues and economic development planning through an exchange of staff. The partnership concentrated primarily on creating a geographic information system (GIS) management plan, designing improvements to Ostrova Park, and creating an economic development zone.

With the GIS, the process of soliciting staff input, conducting a detailed needs analysis, and using these to establish priorities for implementation was fruitful. A GIS department was ultimately created, and the concept of GIS was institutionalized within Pazardjik's organizational structure.

During the last staff exchange, the U.S. group helped dedicate a "West Bend" area within Ostrova Park, complete with new equipment and landscaping.

The creation of a new economic development zone in Pazardjik solidified the importance of economic development. The staffs of both cities engaged local businesses and lenders and produced two marketing brochures to stimulate interest among local, national, and international investors. The design for the zone was completed, and a plan for selling the lots and financing the infrastructure was prepared for municipal council action.

While in Pazardjik, West Bend staff learned a lot about the needs of its citizens. Bulgaria is going through an extremely difficult period economically. Unemployment rates are substantially higher within the Roma population and reportedly nearly 90 percent for the Roma who live in and around Pazardjik. Some students do not attend school because they cannot afford supplies

or even adequate clothing. Schools are in disrepair and cannot afford to provide the needed books and supplies. And government resources are simply not available to enhance the educational situation, thus putting the Bulgarian people at a further disadvantage in global competition. Conditions at the Pazardjik Regional Fire Department were also found to be substandard: the station was in disrepair, money was barely sufficient to cover utilities, and staff lacked uniforms and protective gear.

Having witnessed these difficulties firsthand, Mr. Melvin began humanitarian relief efforts to assist the general population of Pazardjik as well as the Roma community. He solicited contributions from employees, citizens, businesses, and other organizations in and beyond West Bend. In October 2002, the city of West Bend sent over a 40-foot container with \$17,500 worth of computer equipment, school books and supplies, clothing, blankets, and fire-fighting equipment. Nearly \$4,400 was raised to help offset shipping costs. A second shipment was sent in April 2003, and a third is scheduled for the near future.

After the third visit of West Bend city staff to Pazardjik, Mr. Melvin confirmed his interest in solidifying the relationship by becoming a "Sister City." This represents the first time that a formal Sister City arrangement has been created by twinning program partners. Although the formal part of the technical partnership has ended, Mr. Melvin continues to provide e-mail assistance to Pazardjik city leaders. He also plans to participate in follow-up advisory assistance for the twinning program.

Mr. Melvin has been key to the success of the partnership between West Bend and Pazardjik. According to Dr. Ivan Kolchakov, the mayor of Pazardjik, "Dennis's fine character was the factor that helped the transformation of our relations from a technical twinning into a warm friendship." ■

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



JAMES D. HOCK

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA president Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. This year's recipient of the Assistant Excellence in Leadership Award is James D. Hock, who was promoted from assistant city manager to city manager of Oak Park, Michigan, in April 2003.

Jim Hock's career in local government management is not that different from that of many other managers; he has served a number of communities as assistant manager or manager, performing in such various capacities as human resource administrator, acting police chief, and snowplow driver. Snowplow driver? Well, perhaps Jim Hock's commitment to the job goes beyond what some of us would expect.

Mr. Hock began his career in local government in 1978 as a code enforcement officer in Independence Township, Michigan. By 1981, he had completed his M.P.A. and been promoted to the position of assistant building and planning director in the township. But it was in his job as manager of Almont, Michigan, a village of fewer than 2,500, that Mr. Hock drove a snowplow. Working as the manager of a village that small gave him experience in nearly every aspect of municipal operations, experience that he has applied in the two decades since.

In 1985, Mr. Hock left Almont to become assistant manager of Sterling Heights, one of Michigan's largest cities. There, his duties centered on personnel; he administered programs in employee education and development, labor and employee relations, human resource planning, and equal opportunity reporting. He also served as the city's chief labor negotiator. Ten years later he left Sterling Heights to become assistant city manager of Oak Park. It was January 1995, just two years after Dan Fitzpatrick had become manager.

During his tenure with Sterling Heights, Mr. Hock had honed his skills in human resource management and labor negotiations. His competencies were welcomed by Oak Park's management team, which was trying to clean out the cobwebs of a highly centralized bureaucracy and years of neglect and abuse of power that included embezzlement of city funds by a previous assistant city manager. In Oak Park, Mr. Hock became a one-man personnel department, responsible for employee education and development, human resource planning, and equal opportunity reporting. He conducts labor negotiations and grievance processing with four bargaining units and is responsible for keeping the city in compliance with all state and federal employ-

ment requirements. But his accomplishments don't end with what is required; he has gone beyond these expectations to further the mission of the government, implementing an annual citywide training program that brings together all city staff to confront relevant issues or training needs.

Nor are Mr. Hock's contributions to the city limited to personnel and labor. He serves as the city's chief risk management officer and as staff liaison to the city's Ethnicity Advisory Commission, working with residents to develop and implement diversity policies. In 2001, Mr. Hock participated in the New Detroit Multicultural Immersion Program, immersing participants in Arab/Chaldean, Hispanic/Latino, African-American, Asian American, and Native American cultures. Afterward, through the Oak Park Ethnicity Advisory Commission, he implemented a similar program, offering resident field trips to Arab/Chaldean, African-American, and Jewish cultural attractions at low cost.

When Dan Fitzpatrick announced he was leaving Oak Park to become the city manager of Peekskill, New York, the city council focused on internal candidates to replace him. Although there were several strong candidates, including another former manager, Mr. Hock quickly emerged as the council's clear choice. In deciding to promote Mr. Hock as manager, the council cited his record of individual achievement, his reputation for excellence throughout his eight-year career with Oak Park, and his effective management style. During Mr. Hock's tenure with the city, Oak Park has won a number of prestigious awards, and as he takes the reins as manager, we can anticipate more news about the city's achievements. ■

Academic Award in Memory of Stephen B. Sweeney



ORVILLE W. POWELL

ICMA's Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year, ICMA presents the award to Orville W. Powell, clinical associate professor of public and environmental affairs at Indiana University.

As a new M.P.A. in 1963, Orville Powell began his local government career in Winston-Salem, North Carolina. Within ten years, he had risen from fresh-faced administrative assistant to respected city manager. Upon leaving Winston-Salem, he served various local governments around the country for twenty more years—usually in the capacity of city manager. As a consultant, he aided communities in Russia, Bulgaria, India, Swaziland, and Zimbabwe, as well as the United States. After more than three decades in public service, he decided to retire.

But rather than spend his days on the golf course or pursuing his passion for flight, he chose instead to

devote himself to preparing the next generation of local government managers. In 1999, Mr. Powell joined the School of Public and Environmental Affairs at Indiana University as clinical associate professor and advisor for its urban management program.

Here, “OWP” (as he is hailed by his students) masterfully blended public administration theory and practice. He shared his knowledge and experience through lecture and discussion, and made extensive use of real-world case studies and practical “field trips” to expose students to all facets of local government administration. “His anecdotes were pertinent to the topic and his experience was firsthand,” says Lori Hallal, who is today an administrative assistant for the city/county of Broomfield, Colorado. “He elaborated when we had questions; he listened when we needed it; he was a guide through all the experiences associated with graduate school. He shared his enthusiasm for city management, and it was contagious. He truly made me, and my classmates, want to learn more.”

In addition to his own expertise, Mr. Powell tapped his vast network of contacts to bring to the classroom local government officials (appointed and elected) from around the country to share their knowledge, experiences, and advice. He also accompanied his classes to the ICMA Annual Conference and to regional professional development opportunities, stressing the importance of building networks and continuing education throughout one's career. Students thereby not only gained invaluable insight into the realities of public service life, but also began to develop a professional network of their own.

But describing his classroom techniques does not begin to explain Mr. Powell's influence as a teacher. His byline is “manage for respect” (that is, manage to be respected, not to be liked), and

Margaret Main, assistant to the city manager of Wyoming, Ohio, notes that “every one of his interactions exemplifies this principle. He teaches not only the fundamentals of management in the public sector, but also that a career in public service is a privilege not to be taken lightly and that managers in the public sector have a duty to steward and honor the people they serve, no matter how difficult the situation.”

His dedication and commitment both to his students and to the future of the city management profession go far beyond the classroom. Christal Kliever, assistant to the city manager in Friendswood, Texas, writes:

“It is not his knowledge or extensive local government experience that makes him an excellent teacher. It is his passion for his profession, his dedication to developing the next generation, and his commitment to each student. He listened to me for hours on end and answered all of my ridiculous questions. He helped us prepare for interviews, scoured the world (literally) to help us find internships and first jobs, drove us to interviews, and listened to our problems and fears. With graduation, none of that has changed! He is still the one I call when I don't know what to do or how to approach something or just need to chat about nothing.”

“I can't imagine having gotten a better step up into municipal management,” concludes Lori Hallal. “Orville has been more than just a professor: he has become a mentor and a very dear friend.” ■

Workplace Diversity Professional Development Award



MICHAEL T. HUTCHISON

ICMA's Workplace Diversity Professional Development Award is presented to an administrator who has designed outstanding career development programs, policies, or practices specifically to assist minorities and women in local government. This year, ICMA presents the award to Michael T. Hutchinson, city manager of Mesa, Arizona.

"Tall order for Mr. Hutchinson. After weeks of interviewing candidates from all over the country, the mayor and council concluded that long-time assistant city manager Mike Hutchinson is the change-agent they've been looking for." Thus began an editorial in the *East Valley Tribune* prefacing Michael Hutchinson's advent as city manager.

From his first day as manager on March 1, 2000, Mr. Hutchinson began to put into practice the progressive programs he had envisioned since first joining the city of Mesa in 1977 as a management intern. Among his most notable accomplishments is the comprehensive diversity initiative launched during

his first few months as manager to identify, understand, and satisfy the needs of a diverse workforce and a diverse community. Although there were no pressing diversity issues facing the government organization or the community, Mr. Hutchinson established a two-member Diversity Office to proactively address such issues and complement the city's affirmative action and equal opportunity programs. In its 2001 strategic plan, the Diversity Office presented three major strategies to guide its work:

- Create a supportive work environment that values individuality and participation and that expects open and honest communication to support a diverse workforce
- Increase the awareness and responsiveness of city government to human relations issues within the workplace and the community
- Expand representation and participation of diverse populations at all levels of city government and in community life.

Mr. Hutchinson set the tone by making diversity a focus of other key management objectives, including customer service, employee motivation and innovation, recruitment and retention, and continuous quality improvement. Under his direction and with his avid support, the city redefined its customer base and reassessed how services were provided to the community. The vision to "expect, value, and welcome diversity in our workforce and community" was included as one of ten core values adopted by the city council.

Working collaboratively through employee and community teams, the initiative has accomplished much during its first three years. The city's new diversity policy expanded the focus of Mesa's quality efforts to emphasize such skills as understanding differences in values, work styles, communication, and

conflict management. To help make this happen, the city developed and implemented diversity training for employees at all levels of the organization; conducted a workplace assessment on diversity, which included focus groups and a survey of languages; provided management consultation on diversity policies; and established understanding diversity as a core competency. Mesa also designed and implemented an employee mediation program, a confidential process to help employees resolve issues and conflicts at the lowest level possible before having to make a formal complaint.

In addition to focusing on the internal needs of the government, the diversity initiative sought to strengthen the city's relationship with diverse groups in the community. As part of this initiative, the city created a protocol for Spanish-speaking media, developed a city Web site in Spanish, and expanded the citizens' survey to include diversity-related questions in English and Spanish. The city also completed a survey on city services for people with disabilities and worked with this population on housing and transportation issues. And as a result of the city recruitment efforts, citizen advisory boards are more diverse than ever.

Through the leadership of Mike Hutchinson and the involvement of many city employees, the diversity initiative has become an integral part of the city's vision to be *the* community and employer of choice. Recognition of issues related to diversity and appreciation of the values of diversity are being integrated into every part of the organization, its policies, and systems. In short, the diversity initiative is helping the city of Mesa live up to its motto: *Great People, Quality Service.* ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



JAMES D. HOCK

ICMA's Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the award in the 50,000-and-under category to Oak Park, Michigan, and City Manager James D. Hock for the Lessenger Community Park.

Lessenger Park began as the dream of one man but soon became the dream of an entire community. The success of the venture represents the collaborative efforts of the city of Oak Park (pop. 29,793), the Oak Park Schools, the Jewish Federation's Neighborhood Project, and Harold Kulish, the private benefactor whose dream it was to build a park for the residents of his community. In 1997, Mr. Kulish approached the Neighborhood Project about making such a contribution to his community and soon had the city and others in the community engaged in the effort.

The initial planning team decided to locate the park on a piece of property near Lessenger Elementary School in the southeastern part of the city. This is a culturally diverse, low-income, transient neighborhood; the elementary school experiences about a 30-percent turnover in the student body each year. The group felt that this economically disadvantaged neighborhood and its children would have the most to gain from the park.

During 2000, the Lessenger School Park Committee—which included Mr. Kulish and representatives from the Neighborhood Project, the Lessenger Elementary School, and the city of Oak Park—held a series of meetings to develop a design for the park and discuss how to equip it. The city donated two benches, a picnic table, a barbecue grill, trees, flowers for a community garden, and the assistance of the department of public works. At the dedication in May 2000, Mr. Kulish hosted a hot dog lunch, complete with musical entertainment from a steel drum band sponsored by the elementary school. Under the guidance of city staff, Lessenger students planted the flowers and at-risk students from nearby Roosevelt Middle School helped plant the trees.

Even after the park's dedication, the collaborative efforts continued. Parents joined the public works staff to water the flowers during the summer; a builder's association auxiliary gave tree saplings and coloring books to students; and additional tables, benches, and barbecue grills were donated. Maintaining its strong involvement in the project, the committee developed an after-school program of gym activities for Lessenger students, and in December 2001, it supported an ethnic festival at the school that included student performances, games, and a "taste fest" of foods of the African-American, Chaldean, and Vietnamese communities. These programs have

been as valuable to the community as has the park itself.

The seeds of cooperation planted in the spring of 2000 have grown into a lasting partnership among diverse groups of the city. By working together, the partners have gained more than just a beautiful park; the park has brought the community together as a group, uniting residents, students, and city and school staff. Picnics, barbecues, and even family reunions are a common sight there. The at-risk students who helped plant the trees and who participate in planting the garden each year watch over the park and have a sense of ownership. Foot traffic has increased in the neighborhood, and youth vandalism has decreased by about 50 percent.

The enthusiasm and commitment of the city and its partners show no signs of waning. The partners have recently committed to a five-year plan to develop an outdoor classroom, to which they will contribute additional equipment. Students are collecting returnable bottles and cans to help raise money for more flowers and trees. The Lessenger Park Program illustrates that much can be gained through the influence of one person's vision when the right partners are involved, and it is a living testimony to Oak Park's commitment to its disadvantaged residents. ■

Oak Park students plant flowers in the city's newly developed Lessenger Park.



Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS GREATER THAN 50,000



CARMAN J. CAVEZZA



ISAIAH HUGLEY

ICMA presents the 2003 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the greater-than-50,000 category to the Columbus Consolidated Government, Georgia, City Manager Carmen Cavezza, and Deputy City Manager Isaiah Hugley.

Thirty years ago—long before the Americans for Disabilities Act (ADA) made sensitivity to the needs of persons with disabilities a legislative necessity—the city of Columbus, Georgia (pop. 190,885) reached out to its disabled population. In 1973, the city established the Mayor’s Committee for Persons

with Disabilities to provide a liaison between these citizens and the city government. Under the leadership and coordination of city staff, committee members (approximately 40 volunteers and one full-time staff person) plan and implement programs and projects to meet the needs of and improve the quality of life for people with various physical challenges.

The group helps disabled citizens connect with organizations and agencies that can supply the goods and services they need. It also focuses on ensuring that the contributions these residents can make are included in the mix of skills and talents that are used to further community goals. To this end, it promotes access for all and to all public facilities, helping disabled persons find productive and creative roles and, in the process, dispelling false notions among the general population about the nature of disabilities.

Historically, the Mayor’s Committee for Persons with Disabilities has helped all persons with disabilities, including those with head or spinal cord injuries; mental or emotional illnesses; cerebral palsy; and visual, hearing, or speech impairments. But it also reaches out to those who don’t fit the traditional notion of the disabled, including those suffering from AIDS, cancer, diabetes, and kidney or liver disease.

The committee has implemented numerous programs and initiatives to assist residents with disabilities; for example, someone needing transportation to therapy or a doctor’s appointment can arrange for a customized vehicle through the “Dial-A-Ride” program. The group also promotes and sponsors events for the disabled community, such as Challenger Little League; the Miss Wheelchair and Jr. Miss Wheelchair pageants; the National Theatre for the Deaf, which enables patrons to experience theater with the help of

interpreters; trips to Six Flags and other nearby venues; the “Spring Fling,” an outdoor event for persons with disabilities and their families; and a host of other activities.

To highlight the importance of facilitating access to buildings and programs, the city sponsors Disability Awareness Days at the Government Center and has held workshops for architects and building contractors to address ADA specifications. In addition, the sheriff’s department issues ID cards for persons with disabilities to help prevent the confusion that can occur when public safety workers are responding to a call for service. These cards have been especially helpful in situations in which the disability makes it appear as though the citizen is disoriented or under the influence of drugs or alcohol.

Public education is a key aspect of the program. The committee focuses on educating the public not only about the needs of persons with disabilities, but also about what disabled persons can accomplish with some support. Accordingly, it has provided disability education training for the local school district and community groups as well as sensitivity training for various city departments and private businesses within the community.

Thanks to the work of the committee, city staff and community residents have a better understanding about the need for and desirability of including persons with disabilities into every facet of community life. Perhaps most importantly, this multifaceted program has succeeded in involving persons with a range of disabilities in community initiatives and activities, and empowering them to make a difference. ■

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell

POPULATIONS OF 50,000 AND UNDER



HARRY GAUDET

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife, Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the award in the 50,000-and-under population category to the city of Charlottetown, Prince Edward Island, Canada, and Chief Administrative Officer Harry Gaudet for the Prevention of Family Violence Program.

Since 1989, family violence on Prince Edward Island has claimed the lives of six women. Although the two most recent tragedies occurred outside Charlottetown (pop. 35,000), they struck at the heart of the city. Concerned, Chief Administrative Officer Harry Gaudet called Transition House, a place where battered women in the community find security, guidance, and hope. He wanted to know: Did city employees need training to identify, respond to,

and—better yet—prevent family violence? The answer galvanized Mr. Gaudet and the city to pledge that Charlottetown would become a corporate leader in the prevention of family violence.

A committee of municipal and provincial authorities, community leaders, and family violence prevention experts came together to help develop and implement an action plan. A comprehensive needs assessment revealed that family violence was indeed compromising the physical, emotional, and financial well-being of an increasing number of Islanders: not only women but also children, the elderly, and even men were at risk. It also revealed that family violence was taking a toll on those municipal employees who were called to respond to family violence calls, particularly since, in this small, close-knit community, they often knew at least one of the people involved. These factors signaled the need for a holistic approach to family violence prevention that would embrace all employees.

Launched just eight weeks after the need was identified, the program is guided by a single vision: the prevention of family violence. Toward that end, it advances the city's commitment to

- Serve as a role model in promoting awareness, education, prevention, and intervention
- Ensure that all municipal employees, particularly front-line service providers, are trained to respond empathetically and appropriately to family violence situations
- Review municipal policies and procedures to ensure that the regulatory and human resource framework is sensitive to family violence issues
- Explore intergovernmental partnership opportunities that address mutual needs and concerns
- Engage community outreach strategies, including a media

awareness campaign and online forums.

At the heart of the program is a one- to three-hour education and awareness session that uses a video and four training modules designed to help managers, supervisors, and other employees better understand their roles in preventing family violence. The modules have also been customized to address the specific needs of front-line service providers, such as police, fire, and recreation personnel. A comprehensive information kit includes contact information for resources that victims or potential victims of family violence might find useful.

Although the program has only been operational since late 2001, it has already achieved measurable success. The city council and all city employees have participated in the training session, and their feedback has been overwhelmingly positive. The police department has designed a quality assurance audit form for those responding to family violence incidents, and all returned forms indicate that the situations were handled appropriately.

The program's nonconfrontational, supportive approach has attracted influential champions throughout the community, fostering meaningful exchange among the public, private, and not-for-profit sectors, generating media interest, and enhancing public awareness. Other municipalities and the provincial government have followed the city's example and made the prevention of family violence a priority.

Today, a purple ribbon flies atop the city's clock tower to remind others that it is Charlottetown's hope for a halt to family violence. Program staff and supporters take pride in the fact that since the advent of the program, no further deaths have occurred as the result of family violence. Charlottetown residents are beginning to believe that its vision has become a reality. ■

**Public Safety
Program Excellence
Award in Memory of
William H. Hansell, Sr.,
and Alice Hansell**

POPULATIONS GREATER THAN 50,000



WILLIAM B. HORNE

The 2003 Public Safety Program Excellence Award in the greater-than-50,000 population category goes to the city of Clearwater, Florida, and City Manager William B. Horne for Operacion Apoyo Hispano (Operation Hispanic Outreach).

According to the 2000 Census, the Hispanic or Latino population of the city of Clearwater, Florida (pop. 109,000), comprises 9 percent of the total population, up from 3 percent just ten years ago. With this surge in the Hispanic population, the Clearwater police department faced a challenge. Recognizing that the language barrier and recent immigrants' traditional fear of police could leave the city's Hispanic population without access to law enforcement and social services, the department decided to apply a problem-solving approach.

Clearwater already had in place a Hispanic Task Force, which brought together government, social service and community organizations, and

residents to deal with the needs and concerns of the city's growing Hispanic population. The police department played an important role in creating the task force and continued to build bridges to the Hispanic community through focus groups and one-on-one meetings with community leaders. In June 2000, government officials from Hidalgo, Mexico (where many of Clearwater's Hispanic families originated), were invited to Clearwater to meet with the police chief and other city officials. Following that meeting, the police chief sent the deputy chief to Hidalgo to experience the culture and politics of the community and to share his insights with the rest of the department upon his return.

The result of this networking and analysis was Operacion Apoyo Hispano, a comprehensive, multifaceted program that began as a joint pilot project sponsored by the police department and the Tampa Bay YWCA. Designed to address everything from crime concerns to social and economic opportunity for Clearwater's Hispanic community, the program included an interpreter program that makes available bilingual police officers and citizens to assist at crime scenes and traffic accidents, a victim advocacy outreach program, and a domestic violence component structured specifically for non-English-speaking residents and families. The city drew on several sources of federal funding to help support the program.

Early on, the police department began to look for a suitable building that could serve as a central, "one-stop" facility for all the critical services required by the Hispanic community. When police administrators learned of the availability of a building adjacent to the main police station, they immediately went to work persuading the city's manager, attorney, and real estate staff to acquire it. With the approval of the city commission, the new Hispanic Outreach Center opened its doors on November 21, 2002.

The Hispanic Outreach Center offers all the services that were provided through Operacion Apoyo Hispano, but with the YWCA's proactive development and fundraising component, it expanded its offerings to include bilingual child care, health, and nutrition education services and ESOL and Spanish language classes. The Center also houses a multipurpose training/meeting room and office space for the police department's Hispanic outreach officer, the Mexican consulate, and a representative of the government of Hidalgo.

As a result of the city's outreach to the Hispanic community, the police department and other city staff have come to appreciate the cultural differences that exist between longtime residents and the city's new Hispanic immigrants. In any community, such understanding is the first and most critical step toward building trust and growing social capital. ■



Clearwater Sergeant Gregory Stewart and "Officer Barkley" entertain young city residents.

Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND UNDER



JANE S. BRAUTIGAM

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (nonstudent) citizenship education. This year, ICMA presents the award in the 50,000-and-under population category to the city of Dublin, Ohio, and to City Manager Jane S. Brautigam for the community's civic association initiative.

The city of Dublin, Ohio (pop. 35,500), is known throughout the region as a caring community that offers a high quality of life. Because of this reputation, Dublin has grown tremendously in the past decade, morphing from a rural farm town into a small city. And like so many rapidly growing small communities, Dublin wanted to find a way to

welcome newcomers and provide them with the information they need to become integrated into the community.

For Dublin's leaders, the answer lay in reaching out to the city's 50 or so civic and homeowners associations. In 1995, the city launched a civic association initiative to begin this process and has gradually built on the initiative's successes ever since.

The first output of the initiative was a manual for association presidents to create a link between them, the residents, and the city. The manual provides information about city services, contact information for city administrators and other civic associations, and notices about such activities and events as block parties and holiday parades. It is organized in a three-ring binder, which makes it easy to update and add information as needed and at low cost. In 2001, the publication was reorganized to incorporate the new "It's in Dublin" branding campaign. The publication and updates are unveiled each year at an annual meeting, to which the association leaders are invited to meet the city manager and other city staff and learn more about city services and amenities.

Another component is the block party package: two trailers equipped with pop-up tents, tables, chairs, road barricades, garbage cans and bags, and a portable PA system. Association presidents can reserve the package once a year free of charge and a second time for \$50. When an association reserves the package, city staff invite the city council representative for that neighborhood to attend the function, emphasizing the importance of keeping channels of communication open.

The initiative has other components as well. To increase participation in its St. Patrick's Day and Independence Day parades, the city offers a \$150 honorarium to any civic association willing to build and

enter a float. An annual civic beautification awards program encourages residents to take ownership of and pride in their neighborhoods; entries can include common space as well as individual properties. Finally, the city continually reaches out to the association presidents, inviting them personally to attend all city functions, forums, and receptions.

The initiative's programs have been well received. Association presidents speak highly of the Presidents' Manual, which they find to be a useful community resource, and in 2002, nearly 90 percent of them attended at least one city function on behalf of their neighborhood association. The block party package has encouraged associations in all areas of the city to hold neighborhood get-togethers; in 2002, more than half of Dublin's civic associations reserved the package and several rented it twice. About a half dozen associations have accepted a city honorarium to construct a parade float, a project that builds camaraderie among diverse neighborhood residents and enhances the quality of the city's parades. The beautification awards also encourage a spirit of community; more than 100 entries were received for the 2002 awards program, and 13 winners were recognized at a city council meeting and in city publications.

Through its civic association initiative, the city of Dublin has found a way to reach out to all city neighborhoods at minimal cost, confirming Dublin's long-held reputation as a welcoming, caring community. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



JUDY M. ROGERS

One of two 2003 Program Excellence Awards for Citizen Involvement in the greater-than-50,000 population category goes to the city of Vancouver, British Columbia, Canada, and City Manager Judy M. Rogers for the city's Public Involvement Review program.

Not ten years ago, the city of Vancouver, British Columbia (pop. 540,000), was facing many of the same challenges faced by other North American cities: an increasingly diverse population, a growing demand for improved customer service, budget constraints that force difficult decisions about service reductions, and the desire for increased accountability on the part of the local government. In addition, Vancouver's citizens were demanding more say in the decisions that affect their homes and neighborhoods.

The Public Involvement Review began in 1996 as an initiative to improve the effectiveness of civic government and service delivery.

The review consisted of three stages: a cataloging of city processes, an evaluation of city processes, and the implementation of recommendations. Guided throughout by an interdepartmental steering committee and a coordinator, the review allowed for significant input from city staff and the public.

The evaluation showed that the city involved the public quite effectively for some large, one-time projects but did not do as well for many recurring processes, such as development applications and liquor licensing reviews. The question was then whether Vancouver should reinvent the way it involves the public or simply build on the current structure. The recommendation that emerged was not to overhaul the system but to make a number of targeted improvements to the programs already in existence.

In response, city staff developed an action plan that included more than 35 projects in six strategic areas: departmental improvements, a corporate framework for public involvement, public involvement skills training, civic awareness, ongoing contact with communities, and multicultural outreach and translation. Project implementation hinged on the city's commitment to allocate not only staff time and funding but also the leadership necessary to promote those projects that would initially seem costly but would ultimately prove to be cost-effective.

By 2002, improvements had been made in all six strategic areas. Such improvements included joint community-applicant workshops for development applications; a complete process redesign for liquor license applications; an intranet-based "Public Process Guide" to help staff plan and execute effective public management programs and a companion guide for the public so they can know what to expect from the city and how to get involved; a new course in public involvement

skills training and enhancements to existing courses; a civics curriculum for eleventh-grade social studies students; greater promotion of city services, especially on a city Web site and through interactive television; QuickFind, a centralized database of community groups and Community Web Pages that offer information on services, community events, and other topics of concern for each of the 23 localities; and multicultural and translation strategies, as exemplified by a *Newcomer's Guide* to the city, which was published in Chinese, Punjabi, Vietnamese, and Spanish as well as in English.

A final report sent to the city council at the end of 2001 included a strategy for sustaining the improvements that were made. Response to the program from all quarters has been supportive, and for several reasons. First, the public was an active participant, included in focus groups, workshops, and pilot projects. Second, an interdepartmental steering committee was there to ensure that the interests of each department were represented and that cooperation and team building occurred between departments as diverse as police, parks, and the library. Third, the steering committee and a dedicated coordinator brought in the necessary expertise and pushed the projects along. Finally, partnering with the private sector allowed for the development of the *Newcomer's Guide*, which would otherwise have lacked the scope and exposure it had.

The success of Vancouver's Public Involvement Review program was based on an interested and active public. Thanks to the partnership between city departments and the public, today the residents feel more informed about the issues facing their community and more engaged in the decision-making process. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



RONALD S. MILLER

Another Program Excellence Award for Citizen Involvement in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Neighborhood Liaison Program.

Citizens today are frustrated with the maze of bureaucracy they experience as government, and most people do not understand how their local government works or how to get their needs met. Yet the city of Aurora, Colorado (pop. 290,000), believes that many people would become involved if they knew how. Accordingly, it has made it an ongoing priority to change the shape of its political environment to create an accessible, user-friendly governmental system in which citizens work hand in hand with policy makers and staff to address community issues.

The Neighborhood Liaison Program was created in 1986 to help the city reach out to its citizens. Since its inception, the program has evolved into a comprehensive support resource for approximately 315 neighborhood

organizations. Its primary goals are to provide Aurora's citizens and neighborhood associations with the knowledge and information they need to effectively and cooperatively participate in local governmental decision making, especially in such important areas as public safety and neighborhood maintenance.

The program's staff—three neighborhood liaisons and a supervisor—provide a range of resources and services, including technical assistance in organizational development, funding for neighborhood improvements, educational workshops, information sharing, conflict management, and facilitated problem solving. Specific elements include

- **Neighborhood referral.** The city notifies neighborhood organizations about any proposed development activity within one mile of a neighborhood's boundaries; about upcoming city council meetings, annual budget meetings, town meetings, and liquor license hearings; and about constructive ways to participate in these meetings. Neighborhood liaisons are available to clarify the information, assess the potential impact on the neighborhood of any proposed action, and work with a neighborhood organization to develop strategies for communicating concerns.
- **Organizational and project assistance.** Neighborhood liaisons provide assistance in establishing and operating effective neighborhood organizations, organizing community maintenance projects, and developing strategies to address neighborhood problems. "Micro-grants" of up to \$500 are available to help support newsletters, marketing, training, leadership development, and other organizational development needs.
- **Liaison with local government.** Neighborhood liaisons regularly make presentations at schools and neighborhood and civic groups to

educate residents about how Aurora's city government works and how citizens can influence the governmental process.

- **Self-help mini-grants.** Monetary grants (\$500–\$5,000) are awarded to citizen groups to make physical improvements to parks, neighborhood entrances, and other public rights-of-way. Applicants must provide a "matching" contribution (for example, labor, equipment or tools, or cash), and award recipients must pledge to be responsible for ongoing maintenance.
- **Block parties.** The city helps organize block parties and provides funding for refreshments, traffic barricades, and all necessary permits. Council representatives and city staff attend these neighborhood functions to strengthen their ties to the community.
- **Neighbor-to-neighbor roundtables.** Neighborhood liaisons regularly host roundtables where city staff, attorneys, housing experts, and others share their expertise on a range of pertinent topics, such as writing newsletters, getting neighbors motivated, working with city government, enforcing covenants, and community policing.
- **Learn about Aurora program.** This 12-week series of lectures, presentations, and tours is designed to introduce residents to the city of Aurora, its services and functions.

Through the Neighborhood Liaison Program, the city of Aurora has developed an extensive network of information sharing, collaboration, and partnerships with more than 300 neighborhood organizations. The program demonstrates the city's belief that working together to solve mutual problems builds stronger communities. Its success, however, lies in the city's ongoing commitment to get people involved at the neighborhood level. ■

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



MICHAEL S. COPP

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes a local government that has successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year's award in the 50,000-and-under population category goes to the City of Glenwood Springs, Colorado, and City Manager Michael S. Copp for the Glenwood Springs Community Broadband Project.

The lack of broadband services—which provide greater efficiencies for government agencies, businesses, health care organizations, and educational establishments—was hindering the ability of local businesses in Glenwood Springs, Colorado (population 7,700), to compete against companies in major metropolitan areas. The city was also finding it difficult to attract new businesses and was witnessing an exodus of its young people as they sought better jobs and more competitive salaries elsewhere.

Since neither the incumbent telephone local exchange carrier nor the existing cable providers planned to upgrade their plants to provide high-speed Internet or data services, the city decided to build a broadband network. Through its electric utility agency, it had placed additional spare conduit to many businesses and agencies throughout the community, which it now used to place fiber-optic cable to many locations. The ability to use existing conduit dramatically reduced both the cost of building the telecommunication infrastructure and the need to close off roads in the process.

Fiber is currently installed at several critical community locations, including city hall and other key city offices; the police, fire, electric, and water department facilities; Valley View Hospital; and the community center. The city is in the process of connecting the public school system, three of the community college's primary facilities, the public library, and several businesses. To make the network available to residents and small businesses, the city purchased and installed additional wireless antennae and receiver equipment at no charge to customers.

Glenwood Springs's community broadband network serves as a lifeline, boosting the city's economic base and piping in quality education, health care, and residential and business services that were previously unavailable. In addition to meeting the needs of K–12 students, the network offers more alternatives for nontraditional students, such as distance learning and continuing education. It benefits health care professionals and patients as well, enabling physicians to review patient records, X rays, and medical images from home and to conduct remote patient monitoring and consultations.

Glenwood Springs Public Works Director Robin Millyard, Information Services Director Bruce Munroe, and Electric Superintendent John Hines inspect fiber connections routers and switches.

The network has also provided a valuable connection among city staff and other Colorado government offices, saving the city about \$100,000 in annual costs for its internal telecommunications network and creating more efficient systems. Broadband services enhance e-government services and facilitate ongoing access to databases and information; road and weather reports; automated collection, investigation, and distribution of accident, citation, and other incident reports; and real-time dissemination of traffic and road-use statistics.

To avoid competing with the local telecommunications, cable, and Internet Service Providers (ISPs), the city invested in infrastructure that allows existing ISPs to use the network and provide more robust services. To recover implementation costs as well as reduce operational costs, it implemented a noncompetitive, wholesale strategy whereby the ISPs pay the city to use the network. Lacking sufficient staff to build a telecommunications subsidiary, it outsourced the design, engineering, and implementation of the network as well as all business facets. The city also took advantage of the expertise and experience of schools, government agencies, and telecommunications and high-tech companies in the area, while at the same time training city employees on fiber splicing, site surveys, and network operations.

In meeting the needs of its residents and business community, Glenwood Springs became the first city in the state of Colorado and one of the first in the nation to adopt a city-owned community network, thereby setting the course for others to follow. ■



Program Excellence Award for Innovations in Local Government Management

POPULATIONS GREATER THAN 50,000



ANTHONY H. GRIFFIN

The recipient of the 2003 Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category is Fairfax County, Virginia, and County Executive Anthony H. Griffin for the Child Care Central Program.

Over the past several years, the number of parents asking for information about child care options in Fairfax County, Virginia (pop. 980,000), was steadily growing. Each month the county's Office for Children received more than 4,000 calls from people needing assistance in either finding child care or paying for it. And parents of the 11,000 children in programs offered by the School Age Child Care program needed enrollment and program information. Most of these requests came via telephone, requiring significant staff time for answering calls and mailing out program brochures, enrollment forms, and other information.

While demand for child care was clearly on the rise, the number of family child care homes with a

county permit was declining even faster, and the materials needed to obtain a permit were not easy to access. New family child care providers were also seeking information about the various training programs provided through the Office for Children, programs in which more than 6,000 providers participate each year.

To address this overwhelming need for information, Fairfax County created a Web site, "Child Care Central." The site has truly become a central resource for child care information in the county. Staff work to continually update information so that it is in a centralized location. Launched in October 2000, Child Care Central offers

- Information about the services provided by the Office for Children
- Search capabilities that allow parents to find child care online
- Tips for parents and child care providers about what quality child care looks like
- Details about upcoming child care training classes
- Current newsletters, training catalogs, brochures, and other printed materials
- Application forms for all programs.

With many county partners, including libraries, recreation centers, and schools, helping to publicize the Web site, Child Care Central receives close to 6,000 hits during an average month and more than 9,000 hits during the peak months of August and September.

The most significant achievement of the Web site is the search function. Parents can now perform their own searches for child care providers in desired neighborhoods by inputting the town, zip code, or school district. In addition to the location and phone number of the provider, the site provides information about the ages of children served, hours of operation, languages

spoken, presence of pets, participation in the USDA Food Program, and national accreditation. An online survey encourages users to give feedback about how well the online search met their needs and how it could be improved.

The Web site has also increased awareness of and participation in other agency programs. Information about how to start a family child care business has attracted prospective providers, and streamlined application processes have made it easier to obtain the required permits. Citizens are also receiving information in a far more timely fashion and can access it whenever they like—an added benefit for busy child care providers and working parents.

The program's success can also be measured in cost savings for the county: more than \$40,000 on mailings, photocopying, and printing alone. And staff who once spent most of their time responding to phone inquiries now have time to build the child care supply, strengthen the skills of providers, and assist low-income families and parents of children with special needs.

Connecting working parents with the child care community is key to maintaining a productive workforce. By helping parents and providers understand the elements of quality child care, Child Care Central is investing in the future. ■

Fairfax County's Child Care Central site is located at <http://www.co.fairfax.va.us/service/ofc>.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS 50,000 AND UNDER



JOHN R. MOORE, JR.; RICHARD E. COTTON; JOEY PRESTON; AND WILLIAM "HERBERT" THOMPSON

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year's award in the 50,000-and-under category goes to the following Anderson County, South Carolina, jurisdictions and their CAOs: the City of Anderson and John R. Moore, Jr., City Manager; the City of Clemson and City Administrator Richard E. Cotton; and the city of Central and William H. Thompson, City Manager, for the Clemson Area Transit 4U System.

In 1996, Clemson University loaned the city of Clemson, South Carolina (pop. 12,000), four small buses that it had previously used to shuttle students between outlying parking lots and the inner campus. Out of this loan, the Clemson Area Transit System (CATS) was born. CATS added two additional used buses to the fleet

and began transporting riders free of charge between the community and campus. In 2000, the adjoining municipalities of Central (population 3,500), and its resident university, South Wesleyan, saw the benefits of bringing the service to its community. With a \$200,000 commitment from Clemson University, \$25,000 from the town of Central, and \$680,000 of Federal Transit Administration (FTA) and South Carolina Department of Transportation funds, the cooperative endeavor expanded.

Ridership grew and service again expanded. For example, through private sponsorship, Night Cat was offered to provide late night and weekend service between student housing and Clemson's downtown area. By 2002, there were 14 buses, and ridership stood at nearly 900,400 passengers.

Meanwhile, nearby Anderson County was exploring ways to expand educational opportunities for young adults. County officials believed that providing transportation to points beyond the county would benefit not just students but all residents, who would enjoy increased access to shopping, jobs, health care providers, and cultural opportunities. County officials also recognized that the availability of public transportation would encourage low- and moderate-income families to further their education, thereby strengthening the area's economic base. As a large percentage of the area's population worked in the shrinking textiles industry, the benefits of linking laid-off workers with the training and educational offerings at local educational facilities, particularly Tri-County Technical College, were apparent. Advocates also argued that the county could highlight the proposed transportation system as well as its strong technical school system as a recruitment tool for new industry. Finally, a new bus system would provide more mobility for the county's growing senior population.

Because none of the existing transportation systems had the resources (buses and equipment) to provide the service that was envisioned, Anderson County obtained FTA funding and the new 4-University (4U) transit system began operations in January 2002 with three new buses equipped with handicap accessibility, bicycle racks, and geographic positioning systems. Like the CATS system, the 30-mile 4U system is offered free of charge. Within six months, the 4U ridership exceeded 6,000.

The 4U system continues to evolve and grow. The town of Pendleton has voted to contract with CATS, and three other municipalities have expressed interest in becoming part of the system. Discussions are under way to determine the feasibility of expanding service on the 4U route to Friday nights and Saturdays; in addition to providing transportation to recreational and cultural venues, this would offer park-and-ride opportunities for Clemson football games and other sporting events. A feasibility analysis and preliminary engineering designs also have been completed for a light-rail component.

The success of the partnership of Clemson Area Transit, two counties, five municipalities, four institutions of higher education, and state and federal agencies is testimony to the power of partnership and regional cooperation. Today, CATS and the 4U system offer area residents educational opportunities, access to jobs, improved quality of life, and hope for a better tomorrow. ■



CATS system riders prepare to board

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS GREATER THAN 50,000



RUSSELL D. BLACKBURN



DAVID B. COLLIER

One of two Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category is awarded to Martin County, Florida, and County Administrator Russell Blackburn, and the City of Stuart, Florida, and City Manager David Collier for the interlocal agreement on school siting.

Environmental protection and the preservation of rural and agricultural lands enjoy broad public support in Martin County, Florida (pop. 126,731). Although there remains a significant amount of vacant land within the county's primary urban

service district, relatively few large parcels are available for intensive development. This has created new challenges for commercial and residential development. Options for siting new public schools are further constrained by numerous federal and state requirements.

As the public school system in the county grew against this backdrop, the political tension was mounting. The Martin County School Board was seeking relief from local government land development regulations; the Martin County Board of Commissioners wanted to preserve the cornerstones of its much-touted comprehensive plan; and the city of Stuart worried that urban residents might be short-changed if schools were located only in rural areas. The three entities seemed hopelessly divided until they agreed to resolve their differences through an interlocal agreement.

As part of the agreement, the school system, the county, and the city created a joint task force and hired a professional facilitator. To help come to objective decisions regarding the siting of new schools, the task force compiled a policy matrix of the most relevant school siting issues. The top-scoring sites are those considered to have met all local government requirements; the local government then has an opportunity to review and comment on the actual development that is proposed. By virtue of this matrix, the interlocal agreement offers an alternative method of determining compliance with the land use regulations—a method that is geared toward the unique, multi-jurisdictional circumstances of siting public schools. The agreement helps to balance the relative importance of sometimes competing criteria, such as the need to locate schools near existing or anticipated student populations versus land availability and environmental constraints. Because the three entities must work together in scoring and rank-

ing available sites, they are better able to explore the costs and benefits of alternatives not just from their individual viewpoints but from the broader interests of the community.

The interlocal agreement represents a true partnership in that each participant yields some control in order to maximize the benefits it gains. Once the school board has identified a particular need, a technical advisory committee comprising school district and local government appointees selects and evaluates potential sites and then reports on the top three to five sites to a committee of community leaders created by the school district. This committee considers all factors, including and beyond those in the policy matrix, and then ranks the sites in order of preference. (This flexibility was deemed necessary because the policy matrix does not address the land and other costs that would be borne directly by the school district.)

The resulting school siting process has yielded significant benefits at minimal cost. Shortly after the parties signed the agreement, the technical advisory committee met to review sites for a new high school. Not only did the selection process identify an ideal site much more quickly and effectively than ever before, but the county and school board entered into another agreement to share use of the new school's recreational facilities, maximizing their potential as a community resource.

Martin County's Interlocal Agreement on School Siting is one of the first of its kind in Florida and has been lauded by the state land planning agency as a model for other communities to follow. The project proves that even the most difficult community issues can be resolved by bringing all parties to the table. ■

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS GREATER THAN 50,000



ADEN E. HOGAN, JR.



DOUGLAS J. DEBORD



MARK C. STEVENS

Another 2003 Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category goes to the Town of Parker, Colorado, and Town Manager Aden Hogan, Jr.; the County of Douglas, Colorado, and County Administrator Douglas DeBord; and the Town of Castle Rock, Colorado, and Town Manager Mark Stevens for the Douglas County Partnership of Governments.

For several years, Douglas County, Colorado (pop. 207,465), has been ranked as the fastest-growing county in the United States. But as the county's phenomenal growth created challenges for all of its local governments, those governments recognized that the challenges they faced were similar and that much more could be accomplished together than individually. Hence, the Partnership of Douglas County Governments was organized to bring senior staff and elected officials together from all jurisdictions for the purpose of strengthening relationships, sharing the resources of its diverse membership, and discovering opportunities to work together on projects that are of importance to the region.

Although the partnership is just over a year old, its activities have led to considerable cost savings for the county and its municipalities, improved operations and programing efficiency, and enhanced service to its citizens. The regional emergency management plan developed by the partnership, for example, proved critical in the 2002 fire season, when one of the largest wildfires in Colorado history raged in Douglas County. As part of this plan, a three-hour training session was delivered for all jurisdictions, contributing to a sound understanding of the process that should be used to deal with regional incidents. Various land use intergovernmental agreements have also been reached by partnership members, and cooperative work has been undertaken on both a multijurisdictional housing authority and an environmental plan based on requirements related to the Endangered Species Act. The partners have also held an elected official caucus—a gathering of all elected officials from local and state government—and joint training and development programs for staff through the Douglas County University.

The activities undertaken by these governments involve piloting new ideas, which makes the partnership an incubator for innovation. The partnership promotes bottom-up direction and top-down delegation in an effort to blend the best of both approaches. Its members encourage ideas from staff practitioners and delegate to cross-functional teams. Through this unique blend of teamwork and management leadership, the partnership promotes creativity at all levels.

All projects undertaken by the partnership must have a regional focus and direction. Partnership members prioritize these regional activities in order to sustain the momentum of the group and to realize mutual goals, such as cost savings to taxpayers, improvements in operations, and organizational efficiencies. These payoffs ultimately improve the overall quality of service provided to citizens.

The partnership looks for opportunities to share information and expertise across the region. Nine standing committees on topics from legislation to emergency management to arts and culture look for ways to improve the potential for intergovernmental collaboration and optimize the use of collective resources. With this unprecedented level of cooperation among the staff and elected officials, the Partnership of Douglas County Governments stands out as a model of progressive change in the way that local governments solve common problems, share resources, and work together to leverage influence at all levels of government. ■

Parker council members and Douglas County commissioners sign intergovernmental agreement.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



GARY B. O'CONNELL

ICMA's Award for Public-Private Partnerships recognizes a local government and its private sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The 2003 recipient of this award in the 50,000-and-under population category is the city of Charlottesville, Virginia, and City Manager Gary O'Connell for the ArtInPlace program.

with a local, nonprofit corporation (ArtInPlace) to display original art in public spaces for the community to enjoy at no cost while at the same time providing free marketing for local and regional artists. Each piece of artwork is displayed for an 11-month period (from late October to late September) before being replaced by a new original work. The program's goal is to introduce residents to the vitality and value of art and its importance in public spaces.

The result: The city of Charlottesville has become an open-air art gallery, surprising and delighting viewers. Under the auspices of the program, large-scale sculptures are displayed in the medians of major streets at designated key locations. The public art adorning the gateways and entrance corridors to the community provide a creative and sometimes unexpected welcome to visitors.

As part of the program, each sculpture contains a sign that provides a digital connection to a Web site (www.artinplace.com). In addition to information about the specific work of art, a brief biography of the artist, and the price of the sculpture, the Web site has a feedback mechanism for the general public and potential buyers. (So far, 80 percent of the responses have been positive about the art on display.) Finally, the site provides information about the ArtInPlace

program and includes procedures, an application form, and a schedule for artists who wish to have their work considered for display.

ArtInPlace manages the program; the city's role is to provide potential sites for the display of art on high-traffic corridors and to contribute nominal funding, with additional funding coming from private citizens. ArtInPlace organizes the annual contest, identifies local jurists, and selects and places the artwork. Six public sculptures, valued from \$5,000 to \$15,000, were displayed in the program's first year of operation; nine sculptures were displayed in the second year. Artists are not paid for the display of their work and they must provide their own insurance, but they do receive a \$300 honorarium to cover the cost of transportation and installation. In addition, ArtInPlace receives a 25 percent commission on any pieces sold, with the expectation that this income will eventually make the program self-sufficient. Any pieces that are sold cannot be removed until the 11-month term of the contract with the city has expired.

Public art enlivens the urban experience. While not all of the artwork has garnered unqualified praise, the program itself has been greeted with great enthusiasm by the citizens of Charlottesville. ArtInPlace adds beauty and provides a more varied landscape for residents and visitors. ■

The city of Charlottesville, Virginia (pop. 40,000), is fast becoming a world-class community. Long renowned for its charm and beauty, the city has capitalized on its attributes and has turned what was once just another college town into one of the nation's most exciting places to live and work.

ArtInPlace is just one of the many innovative programs of this progressive community. In 2001, the city of Charlottesville partnered

Charlottesville City
Manager Gary
O'Connell and
Strategic Planning
Director Satyendra
Singh Huja study
ArtInPlace display.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS GREATER THAN 50,000



RONALD S. MILLER

This year, ICMA's Program Excellence Award for Outstanding Public-Private Partnerships in the greater-than-50,000 category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Fitzsimons Redevelopment Project.

When the Fitzsimons Army Medical Center was officially put on the Base Realignment and Closure (BRAC) list in 1995, the city of Aurora, Colorado (pop. 290,000) was faced with the loss of nearly 4,000 jobs and a soon-to-be-vacant military base in a section of the city that was already in decline. Together with the University of Colorado Health Sciences Center (UCHSC) and the University of Colorado Hospital (UCH), Aurora presented the Department of Defense with an innovative proposal: a public-private partnership to convert the 577-acre decommissioned base into a world-class academic, clinical care, and scientific research campus.

The Fitzsimons Redevelopment Authority (FRA), a special-purpose governmental entity created in 1996

under an intergovernmental agreement between the city of Aurora and the University of Colorado Regents, was tasked with creating and implementing a long-term reuse plan for Fitzsimons. As the base was decommissioned, the FRA acquired 332 acres of its property, 152 buildings, and a significant inventory of research equipment and other items of personal property from the army. The FRA coordinates the overall development of its 332 acres.

A board of directors for the FRA was formed, with representatives from the University of Colorado Regents, UCHSC and UCH, Aurora civic and community leaders, and private business interests, to provide leadership for the myriad redevelopment activities being undertaken. In 1998 the first biotech companies moved to Fitzsimons and the University Hospital and VA Medical Center clinics opened. Two years later, the state-of-the-art UCH Anschutz Centers for Advanced Medicine opened, including the 106,000-square-foot Cancer Pavilion and the 476,000-square-foot Outpatient Pavilion.

The rapidly expanding Bioscience Park Center includes Bioscience Center, a 60,000-square-foot biotechnology incubator; Bioscience East, which is currently undergoing renovation and will offer 25,000 square feet of space for expansion-stage biotech companies; and Bioscience Two, a three-story facility that will offer 98,000 square feet of administrative office space for UCHSC and 40,000 square feet of shell space for biotech companies. With three additional facilities in the planning stages, the campus is emerging as a regional leader in the bioscience industry.

Other facilities that are in operation include the Rocky Mountain Lions Eye Institute, providing clinical

The state-of-the-art UCH Anschutz Centers for Advanced Medicine includes cancer and outpatient pavilions.

care for patients with diseases affecting vision as well as advanced education for residents, graduate medical students, and ophthalmologists; the Nighthorse Campbell Native Health Building, a centralized resource for 35 tribes across the country and the hub of the university's rural outreach program; the State Veterans Home; and a new city of Aurora police sub-station. Still to come are a 600,000-square-foot state-of-the-art research space; Fitzsimons Commons, a \$57 million residential/retail zone in the center of the site; and a \$400 million pediatric health campus for the Children's Hospital.

To complement and encourage the redevelopment activities, the city of Aurora designated the new Fitzsimons campus and the surrounding boundary area as an urban renewal area. This designation gives the city a set of tools, including the use of tax increment financing and the assembly of property through eminent domain, to encourage economic revitalization and eliminate blight conditions in the area.

When complete, the project will provide 32,000 new jobs and more than \$1.2 billion in annual tax revenues, and the statewide economic impact is expected to exceed \$6.3 billion. Through a forward-thinking public-private venture, an economic crisis has been averted and a potential neighborhood blight has been turned into a square mile dedicated to learning, patient care, basic science and bioscience research, and development in a manner that maximizes the long-term economic benefits to the Aurora community and the state of Colorado. ■



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2004 ICMA
Annual Awards

*Celebrating Excellence In
Local Government*

Presented at the 90th Annual
Conference of the International
City/County Management
Association, September 2004



Booklet sponsored by



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The St. Paul Travelers congratulates all of this year's award recipients.

This awards booklet was developed by:

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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at ICMA's 90th Annual Conference:

Darnell Earley, former City Administrator, Flint Michigan
(Chairman 2003–2004)

Jesse A. Garcia, former City Manager, Fort Stockton, Texas

Cornell Hopkins, Hopkins & Hopkins, LLC, Chalfont, Pennsylvania

Brian J. Issac, President, BDI Partners Inc., Kitchener, Ontario, Canada

Jesus Nava, Jr., Finance Director/Treasurer, Burlingame, California

Karl F. Nollenberger, Academic Director of MPA Program, Illinois Institute of Technology

Benjamin Saag, Assistant Town Manager, Jupiter, Florida

J. David Strahl, Assistant Village Manager, Mount Prospect, Illinois

Bonnie L. Therrien, Town Manager, Wethersfield, Connecticut

Karen E. Wylie, Assistant to the City Manager, Mission Viejo, California

For information about ICMA's Annual Awards Program, visit
<http://icma.org/awards>



2004 ICMA Annual Award Recipients

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Jennifer D. Sparacino, City Manager, Santa Clara, California

Other Nominees:

William P. Buchanan, County Manager, Sedgwick County, Kansas

David T. Harden, City Manager, Delray Beach, Florida

Kurt F. Kimball, City Manager, Grand Rapids, Michigan

Alan Morris, County Administrator, Miami County, Kansas

Thomas H. Muehlenbeck, City Manager, Plano, Texas

Marvin D. Thompson, City Manager, Blue Ash, Ohio

Carl F. Valente, Town Manager, Weston, Massachusetts

Ronald G. Wagenmann, Township Manager, Upper Merion Township, Pennsylvania

Outstanding Manager of the Year Award

Craig T. Malin, City Administrator, Davenport, Iowa

Other Nominees:

Edward Beasley, City Manager, Glendale, Arizona

Michael B. Brown, City Manager, Savannah, Georgia

Jorge M. Gonzalez, City Manager, Miami Beach, Florida

Charles E. McNeely, City Manager, Reno, Nevada

George K. Noe, City Manager, Corpus Christi, Texas

Gary B. O'Connell, City Manager, Charlottesville, Virginia

Thomas F. Reilly, County Manager, Clark County, Nevada

Kyle R. Sonnenberg, then Town Manager, Southern Pines, North Carolina; now Assistant City Manager, Fayetteville, North Carolina

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

Michael A. Conduff, City Manager, Denton, Texas

Other Nominees:

Daniel W. Fitzpatrick, City Manager, Peekskill, New York

Ronald Carlee, County Manager, Arlington County, Virginia; Craig S. Gerhart, County Executive, Prince William County, Virginia; and Anthony H. Griffin, County Executive, Fairfax County, Virginia

In-Service Training Award in Memory of Clarence E. Ridley

Thomas E. Hart, City Manager, Grand Prairie, Texas

International Award in Memory of Orin F. Nolting

Bernardo Garcia, Assistant County Administrator, Hillsborough County, Florida

Other Nominees:

Craig G. Kocian, City Manager, Arvada, Colorado

Ellen S. Posivach, City Manager, Tarpon Springs, Florida

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

Charles P. Boyles II, Assistant City Administrator, Clemson, South Carolina

Workplace Diversity Professional Development Award

Edward Beasley, City Manager, Glendale, Arizona

PROGRAM EXCELLENCE AWARDS

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations of 10,000–49,999)

Mikki's House—**Apache Junction, Arizona**, and George R. Hoffmann, City Manager

Other Nominated Programs:

Community Connection Therapeutic Recreation Gardening—Oak Park, Michigan, and James D. Hock, City Manager

Home Chore and Minor Home Repair—Oak Park, Michigan, and James D. Hock, City Manager

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations of 50,000 and greater)

Homeless Evaluation Liaison Program—**Reno, Nevada**, and Charles E. McNeely, City Manager

Other Nominated Programs:

Bridging the Gap Accessibility—Martin County, Florida, and Russell D. Blackburn, County Administrator

4 Steps to the Future—Reno, Nevada, and Charles E. McNeely, City Manager

Neighborhood Comprehensive Revitalization—Anaheim, California, and David M. Morgan, City Manager

Taxi Coupon—Olathe, Kansas, and J. Michael Wilkes, City Manager

Water Affordability—San Antonio, Texas, and Terry M. Brechtel, City Manager

(Continued on page 2)

(Continued from page 1)

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations less than 10,000)

Hospital Transfer—**Delafield, Wisconsin**, and Matthew D. Carlson, City Administrator

Other Nominated Programs:

Community E-Lert—Medina, Washington, and Douglas J. Schulze, City Manager

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations of 10,000–49,999)

Defensible Space Project—**Los Alamos County, New Mexico**, and Max H. Baker, Deputy County Administrator

Other Nominated Programs:

Fuel Cell Technology—South Windsor, Connecticut, and Matthew B. Galligan, Town Manager

Improved Fire Service GIS Solutions—Oldsmar, Florida, and Bruce T. Haddock, City Manager

Neighborhood Beat—Grand Junction, Colorado, and Kelly E. Arnold, City Manager

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations greater than 50,000)

Fire Safety House—**Clark County, Nevada**, and Thomas F. Reilly, County Manager

Other Nominated Programs:

Alcohol & Tobacco Enforcement—Flower Mound, Texas, and Van James, Town Manager

Community Policing—Reno, Nevada, and Charles E. McNeely, City Manager

Homeland Security Unit—Reno Nevada, and Charles E. McNeely, City Manager

Neighborhood Improvement—Anaheim, California, and David M. Morgan, City Manager

Tiburon Project—Reno Nevada, and Charles E. McNeely, City Manager

Traffic Calming Program—Reno Nevada, and Charles E. McNeely, City Manager

Virtual Partner Mobile Technology—Delray Beach, Florida, and David T. Harden, City Manager

Program Excellence Awards for Citizen Involvement (populations less than 10,000)

Leadership Park City—**Park City, Utah**, and Thomas Bakaly, City Manager

Other Nominated Programs:

Rother's Corner—Sonora, California, and Greg M. Applegate, City Administrator

Program Excellence Award for Citizen Involvement (populations 10,000–49,999)

Citizen Leadership Institute—**Apache Junction, Arizona**, and George R. Hoffmann, City Manager

Other Nominated Programs:

Independence Day Commission—Oak Park, Michigan, and James D. Hock, City Manager

The Learning Community—Clayton, Ohio, and David W. Rowlands, City Manager

Program Excellence Award for Citizen Involvement (populations greater than 50,000)

Community COMPASS—**Hamilton County, Ohio**, and David J. Krings, County Administrator

Other Nominated Programs:

Budget Evaluation Process—Long Beach, California, and Gerald R. Miller, City Manager

Community Building & Neighborhood Planning—San Antonio, Texas, and Terry M. Brechtel, City Manager

Community Liaison—Reno, Nevada, and Charles E. McNeely, City Manager

Graffiti Action Team—Reno, Nevada, and Charles E. McNeely, City Manager

Neighborhood Justice Center—Clark County, Nevada, and Thomas F. Reilly, County Manager

Neighborhood Services Department—Miami Beach, Florida, and Jorge M. Gonzalez, City Manager

Youth City Council—Reno, Nevada, and Charles E. McNeely, City Manager

Youth Civic Engagement System—Hampton, Virginia, and George E. Wallace, City Manager

Program Excellence Award for Innovations in Local Government Management (populations 10,000–49,999)

Integrated Technology Solution—**Monterey, California**, and Fred E. Meurer, City Manager

Other Nominated Programs:

Bridging the Gaps—Friendswood, Texas, and Ronald E. Cox, City Manager

Montgomery Target—Montgomery, Ohio, and Cheryl A. Hilvert, City Manager

Parks PDA—Portage, Michigan, and Michael L. Stampfler, City Manager

Program Excellence Award for Innovations in Local Government Management (populations greater than 50,000)

Nonprofit Chamber of Service—**Sedgwick County, Kansas**, and William P. Buchanan, County Manager

Other Nominated Programs:

Budget Lite ("Bud-Lite")—Reno, Nevada, and Charles E. McNeely, City Manager

Contracting Initiative—San Antonio, Texas, and Terry M. Brechtel, City Manager

Detention Day School—Douglas County, Kansas, and Craig G. Weinaug, County Administrator

Housing Rehabilitation & Reconstruction—Phoenix, Arizona, and Frank A. Fairbanks, City Manager

Internal Audit—Reno, Nevada, and Charles E. McNeely, City Manager

LaserFiche Document Imaging—Denton, Texas, and Michael A. Conduff, City Manager

Learning Academy—Alameda, California, and James M. Flint, City Manager

Managing Differences—Plano, Texas, and Thomas H. Muehlenbeck, City Manager

Management Preparation—Plano, Texas, and Thomas H. Muehlenbeck, City Manager

Stakeholder Engagement—Olathe, Kansas, and J. Michael Wilkes, City Manager

Team Toyota—San Antonio, Texas, and Terry M. Brechtel, City Manager

TreePower Program—Anaheim, California, and David M. Morgan, City Manager

Water Quality—Martin County, Florida, and Russell D. Blackburn, County Administrator

Water/Wastewater Treatment Design Team, and Ann Arbor, Michigan—Roger W. Fraser, City Administrator

**Program Excellence Award
for Outstanding Partnerships:
Intergovernmental Cooperation
(populations less than 50,000)**

Best and Brightest Internship—

Gypsum, Colorado, and Jeff N. Schroll, Town Manager, representing 40 participating jurisdictions and their chief administrative officers; and Rob Fillion, intern for the town of Sterling, representing the 40 interns of the University of Colorado at Denver

Other Nominated Programs:

A Culture of Cooperation—Jackson and Teton County, Wyoming, and Robert W. McLaurin, Town Administrator; and Janice K. Friedlund, County Director of Administrative Services
Discovery After School Club—Central Point, Oregon, and Phillip M. Messina, City Administrator
Miami Valley Risk Management Association—Wyoming, Ohio, and Robert W. Harrison, City Manager; Kettering, Ohio, and Steven C. Husemann, City Manager; and West Carrollton, Ohio, and G. Tracy Williams, City Manager
Oelwein Enrichment Center—Oelwein, Iowa, and Steven H. Kendall, City Administrator
Parker/Castle Rock Joint Sales Tax Collection, and Parker, Colorado, and Aden E. Hogan, Jr., Town Administrator; and Castle Rock, Colorado, and Mark C. Stevens, Town Manager
Public Sector Cooperative-Staff Development Task Force—Kearney, Nebraska, and G. Allen Johnson, City Manager
Schertz-Sequin Local Government Corporation—Seguin, Texas, and Jack S. Hamlett, City Manager
State Route 179 Process—Sedona, Arizona, and Eric J. Levitt, City Manager
U.S. 202 Section 400 Transportation Coordination Improvement—Upper Merion Township, Pennsylvania, and Ronald G. Wegenmann, Township Manager; and Tredyffrin, Pennsylvania, and Joseph A. Janasik, Township Manager
Windsor/Severance Cooperative Planning Area IGA—Windsor, Colorado, and Roderick L. Wensing, Town Manager

**Program Excellence Award
for Outstanding Partnerships:
Intergovernmental Cooperation
(populations greater than 50,000)**

Savannah Impact Program—**Savannah, Georgia**, and Michael B. Brown, City Manager

Other Nominated Programs:

Alternative to Food Stamp EBT—Clark County, Nevada, and Thomas F. Reilly, County Manager
Fire Consolidation—Reno, Nevada, and Charles E. McNeely, City Manager
Five Main Street Groups from Lorain County—Lorain County, Ohio, and James R. Cordes, County Administrator; and Oberlin, Ohio, and Robert G. DiSpirito, Jr., City Manager
Foodsmart—Whittlesea, Australia, and Graeme W. Brennan, Chief Executive Officer
Hospital Campus—Visalia, California, and Steven M. Solomon, City Manager
K.I. Sawyer Air Force Base Reuse—Marquette County, Michigan, and Steven D. Powers, County Administrator
Olathe Youth Services—Olathe, Kansas, and Susan Sherman, Assistant City Manager
Partnership for Educational Success—Wake County, North Carolina, and David C. Cooke, County Manager; and Joseph K. Durham, Deputy County Manager
Public Safety Regional Training Center—Reno, Nevada, and Charles E. McNeely, City Manager
Regional Approach to Fire and EMS—Roanoke, Virginia, and Darlene L. Burcham, City Manager
Volunteer Instructors Teaching Americana and English Language (VITAL)—Mission Viejo, California, and Dennis M. Wilberg, City Manager
Water and Sewer Mergers—Wake County, North Carolina, and David C. Cooke, County Manager

**Program Excellence Award
for Outstanding Partnerships:
Public-Private Partnerships
(populations 10,000–49,999)**

Fairfield Village Green—**Fairfield, Ohio**, and Arthur E. Pizzano, City Manager

Other Nominated Programs:

Ag-Renu Company Leaf Collection—Troy, Ohio, and David E. Anderson, Director of Public Service and Safety
Business & Education Alliance—Oak Park, Michigan, and James D. Hock, City Manager
Cantera Development—Warrenville, Illinois, and John M. Coakley, City Administrator
Lowes Landfill/Soccer Field Solution—Southern Pines, North Carolina, and Kyle R. Sonnenberg, Town Manager
Nature Preserve—Mequon, Wisconsin, and Lee Szymborski, City Administrator

**Program Excellence Award
for Outstanding Partnerships:
Public-Private Partnerships
(populations greater than 50,000)**

Etnies Skatepark—**Lake Forest, California**, and Robert C. Dunek, City Manager

Other Nominated Programs:

Anaheim Achieves: After School Program—Anaheim, California, and David M. Morgan, City Manager
Animal Resource Center—San Antonio, Texas, and Terry M. Brechtel, City Manager
Beach Housing Renaissance—Delray Beach, Florida, and David T. Harden, City Manager
Hot Zone—Long Beach, California, and Gerald R. Miller, City Manager
Neighborhood Services Department/Realtors Partnership—Phoenix, Arizona, and Marsha A. Wallace, Deputy City Manager
Open Space Program—Wake County, North Carolina, and David C. Cooke, County Manager
Rattlesnake Mountain Skate Park—Reno, Nevada, and Charles E. McNeely, City Manager
Trend Homes Subdivision—Phoenix, Arizona, and Frank A. Fairbanks, City Manager
Sunnyslope Commercial Redevelopment—Phoenix, Arizona, and Frank A. Fairbanks, City Manager

**Award for
Career Excellence
in Honor of
Mark E. Keane**



Jennifer D. Sparacino

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Career Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. Candidates must have a minimum of ten years of executive, senior-level service to the profession. This year, ICMA presents the Mark E. Keane Award to Jennifer D. Sparacino, city manager of Santa Clara, California.

As city manager of Santa Clara, California (pop. 105,800), since 1987, Jennifer Sparacino has led the city through a crucial period of growth and discovery. Under her management, the city's population increased by more than 16,000; its budget grew from \$258.5 million to \$442.2 million; and the city invested \$1.25 billion in capital projects designed to improve the city's infrastructure and quality of life. Under Ms. Sparacino's tenure, Santa Clara is now a recognized leader in municipal government.

Santa Clara is a full-service city with a wide span of municipal, planning, and community services; nearly 450 acres of parks and open space; busy libraries; recreational programs and facilities; 247 miles of streets; three utilities; and a city-owned convention center. The city's diverse population, many members of whom are professionals in Silicon Valley's high-tech industry, demands a municipal government as innovative, productive, and service-oriented as the corporations that define the area.

Ms. Sparacino has created an environment conducive to positive, collaborative relationships among elected officials, city staff, and the community. In 1999, when 300 acres of a former state facility were made available for development, many community residents held strong and opposing views on how the property

should be used. Ms. Sparacino oversaw an extensive and open public participation process to help the community reach consensus. What was once a blighted area now houses the corporate headquarters of Sun Microsystems; restored historical buildings that are available for public use; a carefully preserved open space and wildlife habitat; day care facilities; shelter for homeless families; housing for seniors and low-income residents; and Rivermark, a new neighborhood that will include 3,000 single- and multifamily homes, a commercial center with a full-service supermarket, a hotel, a new school, a fire station, a library, and a park. In 2001, because of its successful resolution of community issues through the collaborative efforts of government, local businesses, schools, and nonprofit organizations, the National Civic League named Santa Clara an "All-America City."

The city of Santa Clara owns and operates its electric, water, and wastewater utilities and maintains the lowest combined utility rates in the nine Bay Area counties. When deregulation of California's electric market in 1996 caused major financial upheavals for investor-owned and municipal utilities, Ms. Sparacino's prudent and strategic approach allowed the city's electric utility to grow and prosper. It was the only California municipi-

pal utility recently evaluated by Fitch Ratings to receive a "positive" (as opposed to "stable") business outlook, and its innovative and successful programs have won awards from such organizations as the American Public Power Association and the California Municipal Utilities Association.

Ms. Sparacino has been instrumental in bringing together elected officials, community representatives, and staff to develop a code of ethics that provides guidelines and strategies for addressing the ethical questions that arise daily in municipal government. The city's ethics program won Santa Clara the prestigious Helen Putnam Award for Excellence from the League of California Cities.

Perhaps Ms. Sparacino's most enduring legacy to the community is her commitment to affordable housing in one of the nation's most expensive housing markets. As executive director of the city's Redevelopment Agency, she has spent or committed more than \$73 million for below-market new homes, first-time home-buyer loans, rehabilitation loans for existing properties, residences for seniors and the disabled, assisted living and dementia care homes, transitional housing for homeless families, and shelters for homeless teens and battered women. The U.S. Department of Housing and Urban Renewal ranked Santa Clara "#1 in California" and "#2 in the Nation" for its performance under the Home Investment Partnership Act Program.

Throughout her 26-year career in municipal government, Jennifer Sparacino has effectively met and surpassed the challenges of a growing, changing community while exemplifying personal integrity and creativity. She is clearly a shining example for others in public service. ■

Outstanding Manager of the Year Award



Craig T. Malin

ICMA's Outstanding Manager of the Year Award recognizes a local government administrator who has initiated and implemented creative, innovative projects and programs in the management of his or her community, regardless of his or her cumulative tenure.

Craig T. Malin, city administrator, Davenport, Iowa, is the 2004 recipient of this award.

As the nation's economic expansion wound down in 2001, Davenport, Iowa (pop. 98,359) struggled against 20 years of population decline and economic stagnation. At that time, Craig Malin was hired as the new city administrator, and the state had just approved the city's Vision Iowa application for the \$113 million downtown "River Renaissance" redevelopment plan. With city government perceived as closed to public input, many considered the required 60 percent public vote a lost cause. Mr. Malin led a balanced public information campaign that moved government beyond responsiveness to inclusion. The referendum won with 73 percent, and Davenport became Iowa's only city to hold a successful Vision Iowa vote.

This open approach to government held sway in other crucial city projects as well. In a land planning controversy he inherited upon his arrival, Mr. Malin first listened—both to the development community and to those who opposed implementation of the sprawl-oriented plan—and then helped launch a detail-rich and transparent planning process. Through several community meetings, residents viewed concepts of the many development outcomes, voted for their preferences, and even drew up their own plans for the 630-acre area. A citywide survey was also conducted to include those who could not attend the meetings.

This ability to find consensus among formerly contentious voices

has served Davenport well. With residents working through issues collaboratively, the city is updating its comprehensive plan for the first time in 27 years. Davenport also joined with Rock Island, Illinois, its sister city across the Mississippi River, to launch the "RiverVision," a riverfront redevelopment planning process unmatched in bi-state waterfront scope anywhere in the nation. And the downtown that had languished for decades is now enjoying a renaissance. Davenport is leveraging nearly \$400 million in new investment with construction of the first downtown office tower in 20 years; renovation of America's fourth-oldest active professional ballpark; the opening of the American Roots Music Museum and a world-class art museum; development of a "New Ventures" business incubator; and conversion of vacant industrial space into loft residences.

Mr. Malin's leadership philosophy is rooted in making city government "open, agile, and purposeful." To promote an open government, he led a training session for city staff, exposing them to different public engagement techniques. He then entrusted his managers to select the technique most suitable for each situation and make soliciting citizen input the foundation for city policy.

Mr. Malin also conducted a training series on "agility theory," a military concept designed to facilitate a swift response to changing conditions at every level. This approach resulted

in improved service levels despite a nearly 10 percent reduction in workforce, and a 12 percent increase in citizen satisfaction with city services.

His third strategic goal for city governance—to be "purposeful"—meant aligning actions, both symbolic and substantive, with visions and goals. Through a performance management restructuring, membership in ICMA's Center for Performance Measurement, newly crafted 360-degree evaluations, and partnerships with union leaders and the private sector, Davenport has become the most efficiently managed large city in Iowa. The city has the second-lowest tax rate of any comparable city, even with capital improvements continuing at twice the historic rate due to long-deferred infrastructure maintenance.

These days, each new success in Davenport brings higher expectations. While state actions and market conditions in 2003 cost the city budget several million dollars, necessitating position reductions and belt tightening, Mr. Malin remained a steadying and guiding force. He forsook time off to ensure that the momentum Davenport achieved would not be lost amid the financial turmoil and gave his unused vacation days to department heads as compensation for deferred management bonuses. He then made sure that every employee received a wage increase before he did. When another city offered to hire him at a substantial pay raise, he declined, reaffirming his commitment to Davenport.

Craig Malin's leadership, energy, professional skill, and unselfish commitment have enabled him to lead the transformation of a previously stagnant city into one of the most resurgent communities in the Midwest. ■

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



Michael A. Conduff

Each year, ICMA presents the Award for Career Development to a corporate member who has made a significant contribution to the development of new talent in professional local government management. The award commemorates former ICMA president L. P. (Perry) Cookingham, who is credited with creating the local government internship. This year, ICMA presents the Career Development Award to Michael A. Conduff, city manager of Denton, Texas.

Michael A. Conduff learned early in his career that mentoring is an important part of professional local government management. At age 27, he was appointed city manager of Pittsburg, Kansas, where he met Buford Watson, city manager of Lawrence, Kansas, and president of ICMA. From this legend of the profession, Mr. Conduff reaped the benefits of a quiet mentoring approach that encourages and protects young professionals. By the time he became city manager of Manhattan, Kansas, Mr. Conduff had had the opportunity to serve as mentor himself, encouraging his staff to seek outside educational experiences and to grow as professionals by accepting new challenges and learning from their successes and failures.

Among those who benefited from Mr. Conduff's guidance was Ron Fehr, assistant director of parks and recreation. According to Mr. Fehr, who is now the city manager of Manhattan, Kansas, Mr. Conduff "was a wonderful sounding board when I was completing my master of public administration degree, and his leadership helped me grow into a more competent manager."

Chad Nehring, city manager of Center, Texas, worked for Mike Conduff in Bryan, Texas, for almost two years: "Mike was and still remains a significant influence on my career . . . [He] helped me learn a valuable lesson that I use every

day at work: one of our primary jobs is to develop the talent around you without impeding their career growth." While in Bryan, Mr. Conduff revamped an internship program to give undergraduate and graduate students an opportunity to experience a municipal work environment. "Mike was also very comfortable letting employees take some chances and develop ideas on their own," reports Mr. Nehring. "If the decision led to problematic situations, the criticism was always constructive, positive and geared toward corrective action."

Mr. Conduff continues his legacy of professional development in his current position as city manager of Denton, a rapidly growing community of 95,000 in the dynamic North Texas corridor. He actively encourages employees to participate in award-winning in-house training opportunities and to seek outside training when appropriate. He also provides an open-door policy and continuous opportunity for the two young professionals in his office.

While president of the Texas City Management Association, Mr. Conduff traveled often and his calendar was always full. Yet he took time to have lunch with his young professionals, challenging them with various projects and research assignments and allowing them the freedom to work out a solution. Inherent in his mentoring is a desire to empower

young professionals and mid-career managers to a higher level through responsibility and accountability. His staffing history shows a dedication to professional development by fostering the growth and skill development of new people into the municipal workforce.

A graduate of the 1988 Leadership Kansas Class, Mr. Conduff is active in a number of professional and civic organizations, including the International Policy Governance® Association and the Texas City Management Association, of which he currently serves as past state president. He is also a member of Who's Who Worldwide and a fully credentialed member of ICMA. In addition, Mr. Conduff has published several books and numerous articles in national publications on topics as diverse as neighborhood empowerment and citizen linkages in the governance process; he is a frequent speaker at professional and civic events; and he is a consultant to organizations that want to improve their governance and management systems.

Mr. Conduff has been recognized with numerous state and national awards throughout his career, including the 1992 Intergovernmental Distinguished Service Award from the Intergovernmental Cooperative Group. He was one of the first individuals to receive the ICMA Credentialed Manager designation and was elected to the ICMA Executive Board this year. Most important, however, is Mr. Conduff's legacy of professional development. As he has said, "People who give of their time and energy to serve on a city council or other board are doing their level best to make a difference. My passion is to provide the leadership to give them the tools and insights necessary to be successful." ■

In-Service Training Award in Memory of Clarence E. Ridley



Thomas E. Hart

ICMA's In-Service Training Award is presented to the administrator or administrators who have developed and implemented highly effective in-service training programs for local government employees. The award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year, ICMA presents the award to Thomas E. Hart, city manager of Grand Prairie, Texas.

"To make a great dream come true, first you must have a great dream." Tom Hart uses this quote frequently. His dream was to create an organization that makes raving fans of its customers, and so when he arrived in Grand Prairie, Texas (pop. 135,000) in 1999, Mr. Hart created a customer service training series. This series, called Raving Fans, evolved into the city's mission statement: "To Create Raving Fans by Delivering World Class Service."

Mr. Hart presented his program in a full-day training session, attended by all employees. Through case studies, empowerment, recognition, example, and common sense, he taught employees how to deliver world-class service and make customers feel special enough to become raving fans of the city. To reinforce this philosophy, he held follow-up training and added the city's mission statement to all city materials, electronic and print. He also instituted a recognition program enabling employees and citizens to say thanks and provide feedback.

To put so much energy into making customers feel valued, city employees must feel valued as well, so Mr. Hart helped inaugurate a series of events to reward employees and celebrate their success. He also established an orientation program to welcome new city employees into the city family, introduce them to the Raving Fans philosophy, educate

them about the broad array of city services, and provide a good foundation for happy, knowledgeable, long-term employees. The former two-hour orientation was replaced with almost two days of information, trade shows, games, a bus tour with stops at the various departments and outlying offices, and lunch paid for by the city, where Mr. Hart meets all new employees.

In 2002, Mr. Hart created the Citywide Assessment Program (CWAP). Directors are divided into teams and assigned specific areas of town. Each team immerses itself in its own area, driving down every street at different times of day and night, walking through every city facility, and talking to the people who live and work there. Among other things, CWAP teams have discovered a major illegal dump site, alerted the electric company to a dangerously leaning electric pole, and installed a new sidewalk near a school where kids had to walk in the street. The insight and information gained during the CWAP has helped directors see things from a different perspective and get to know areas of town that many have never seen.

After four years as city manager, Mr. Hart realized that most of his experienced managers would soon retire. As those who remained had been promoted because of their job performance rather than their management skills, Mr. Hart sought to

hone those skills and teach them the finer points of city policies and leadership. To this end, he worked with human resources and marketing to establish the Grand Prairie Management Academy. The 12-month academy, which began in April 2003, features three half-day classes each month on various management training topics, including leadership, governance and the city council, dealing with people, teamwork, employment law, personnel recruitment and hiring, performance management, information technology, and personal health and wellness.

What makes all this work is teamwork, and Mr. Hart loves building teams. In his first year as city manager, he took his directors to a ropes course to get to know his staff, develop the team, promote trust, and work on future goals. Other team-building activities have included an overnight camping trip, Christmas dinners with the city council, outdoor goal-setting workshops, and monthly card games—events that enable directors to interact socially and thereby build a stronger team.

Mr. Hart's efforts have paid off handsomely. The City-County Communications and Marketing Association has recognized the Raving Fans and New Employee Orientation (NEO) programs with awards, and the Innovations Group plans to highlight the Grand Prairie Management Academy at its annual conference. Directors look forward to the next annual retreat, and when space allows, tenured employees sign up for the NEO bus tour. Best of all, thanks to City Manager Tom Hart, there is now a new, empowered, festive, creative culture among Grand Prairie employees and residents. ■

International Award in Memory of Orin F. Nolting



Bernardo Garcia

ICMA's International Award, established in memory of Orin F. Nolting, recognizes a local government and its chief administrator for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, sister-city activities, or educational/cultural activities with another country; or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The recipient of this year's award is Bernardo Garcia, assistant county administrator of Hillsborough County, Florida.

En route from Tampa to Denver for the 1997 American Public Works Association (APWA) Congress, Bernardo Garcia reflected with satisfaction on the special opportunity that his upcoming meetings with representatives of the Asociación de Municipios de México (AMMAC) presented. As director of public works for Hillsborough County, Florida (pop. 1 million), he was excited about the possibility of establishing the first public works information exchange program with Mexico.

Because AMMAC and APWA have much in common in both their membership and goals, Mr. Garcia developed a written agreement through which the two organizations would share technical knowledge and public agency management practices. He then traveled to Mexico to learn more about public infrastructure in that country, as well as about the critical funding and institutional issues facing Mexican municipal, state, and federal governments.

In 2000, the leadership of the Institute of Transportation Engineers asked Mr. Garcia to participate in identifying technical publications for translation into Spanish. At Mr. Garcia's recommendation, the effort was expanded to include documents on best management practices to famil-

iarize public works managers in Mexico with leadership skills practiced in North America. Mr. Garcia visited Monterrey, Mexico, to meet with public works leaders, private sector professionals, university deans, and engineering students, all of whom were committed to molding the future leaders of Mexico and who would benefit greatly from these specialized materials.

Over the next two years, Mr. Garcia visited San Luis Potosí on behalf of ICMA's International Resource Cities Program (now the City Links Program) for a weeklong series of meetings, assessments, and presentations. He also hosted Mayor Hugo Fernández Bernal of Córdoba, Veracruz, who visited Hillsborough County to observe its management processes and public works operations.

In November 2002, his efforts paid off as Hillsborough County hosted the first conference in Mr. Garcia's International Public Works Exchange Series. Eight government leaders from the states of Veracruz, Mexico, and Baja, California, attended, along with administrators from the University of Veracruz. The weeklong program included seminars on all aspects of public works management and operations, as well as tours of key public works facili-

ties. At its conclusion, the president of the university asked Mr. Garcia to bring 12 professionals of his choice to Veracruz for a second conference.

The second Exchange Series conference, held at the University of Veracruz in October 2003, accomplished two primary goals: (1) to provide curricula that would complement the university's master of public administration requirements by presenting specific public works topics and (2) to create a network that identifies university resources for conducting research and developing training programs; offers continuing education at both the technical and postgraduate levels for public servants in Veracruz on planning and managing sustainable growth within the state; and helps the university enhance interdisciplinary communication among professors, administrators, and students, particularly in architecture, engineering, public administration, tourism, marketing, and environmental sciences.

Promoted to assistant county administrator for community services in July 2003, Mr. Garcia now oversees the planning, budgeting, and operations of eight county departments—in all, more than 3,000 employees. In December 2003, at Mr. Garcia's urging, the University of South Florida and Hillsborough County initiated a work-study program for undergraduate Mexican students in civil engineering. In 2004, Mr. Garcia will meet with university presidents in Ciudad to further expand this program.

Mr. Garcia has promoted excellence in public works management at an international level, building a strong relationship with educators and government managers in Mexico, and encouraging the next generation of public works professionals to achieve levels of excellence in city administration and governance. ■

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



Charles P. Boyles II

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA president Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. This year's recipient of the Assistant Excellence in Leadership Award is Charles P. (Chip) Boyles II, assistant city administrator of Clemson, South Carolina.

Chip Boyles chose his career path while attending the University of South Carolina. After three years as a state senator's aide and two more as a community and economic development specialist for the South Carolina Lowcountry Council of Governments, he was appointed city manager of Hardeville, South Carolina, a small community in which a city manager must wear several hats. There he successfully developed a budget process that strengthened the town's financial position, enabling it to implement important capital projects, including a water/sewer capital improvement plan.

In 1995 Mr. Boyles was hired as city manager of Taneytown, Maryland, where he helped create a municipal partnership that negotiated a cross-jurisdictional cable franchise agreement benefiting 35,000 subscribers. He was also instrumental in achieving a long-sought sewer line upgrade and construction of a new wastewater treatment plant, resulting in the Maryland Rural Water Association naming him the "1998 Decision Maker of the Year."

In 2000, Mr. Boyles was hired as Clemson's assistant city administrator, and his first project was to manage the restoration and renovation of the historic railroad depot with the Clemson Area Chamber of Commerce as the building's new tenant. This project won the 2002 South Carolina

Honor Award from the Palmetto Trust for Historic Preservation, the S.C. Department of Archives and History, and the Governor's Office.

Concurrently, Clemson was considering ways to expand education opportunities for young adults, and local officials believed that extending transportation beyond the city limits would benefit not just students but all residents. Mr. Boyles helped structure an "inclusive partnership" among four cities, one county, and four universities to produce the 30-mile-long 4U Transit route that connects the four schools, several large employers, and shopping and medical offices. The project received ICMA's 2003 Program Excellence Award for Intergovernmental Cooperation.

While Clemson's 2002 budget process was under way, the city's horizontal brush grinder was nearing the end of its useful life. Mr. Boyles created a partnership that included the heavily forested cities of Pendleton and Central to purchase a new, larger grinder that allows one operator to grind brush for all three communities. Now, more than 24,000 cubic yards of brush are collected and ground annually at a lower cost for each community, while creating more than 5,000 cubic yards of mulch free for taxpayers' use.

Around the same time, the city funded the design and construction of a 250-space parking deck to

encourage new private investment in the downtown area. The project involved multiple land swaps with private owners and churches, broad public input to determine the external appearance of the facility, and the design of a future five-story mixed-use building connected to it by an over-street walkway. Opened December 2003, the parking deck gives merchants a tool for marketing downtown Clemson while the public investment spawned significant private investment in the construction of new retail buildings along the area's main shopping corridor. This renovation is the final phase of a four-part project under Mr. Boyles's supervision to relocate overhead utility lines, construct on-street parking, add bike lanes, reconstruct sidewalks with brick paving materials, and landscape the entire area.

In reviewing Mr. Boyles's accomplishments, four important facts must be noted. First, the city has not condemned a single property on any of these initiatives—a testament to his ability to work with people and obtain buy-in on a project. Second, each project has been accomplished within budget and in a timely manner. Third, public response to the finished products has been outstanding. Finally, the projects and programs were managed in a manner that reflects the commitment to quality that the city council demands.

Chip Boyles is quick to acknowledge the role teamwork and outside help play in the success of his programs and projects. But his inclusiveness, leadership by example, commitment to public service, and great sense of humor have earned him a reputation in Clemson as an example of excellence in professional management ■

Workplace Diversity Professional Development Award



Edward Beasley

ICMA's Workplace Diversity Professional Development Award is presented to an administrator who has designed outstanding career development programs, policies, or practices specifically to assist minorities and women in local government. This year, ICMA presents the award to Ed Beasley, city manager of Glendale, Arizona.

Glendale, Arizona (pop. 225,000), is an impressive example of diversity in action. Under the leadership of City Manager Edward Beasley, the city has taken significant steps to ensure that a diversity of culture exists throughout the entire organization and that opportunities are available for all.

In 1996, Glendale was the first city in Arizona to formalize its efforts to create a diversity committee to promote multicultural initiatives. Two years later, the city took a bold step to internally examine business and hiring practices through an extensive cultural audit. With the help of a private consultant, Glendale conducted a two-phase assessment that questioned employees on what they liked and did not like about the organization. In accordance with recommendations from the consultant's report, citywide recruitment procedures were changed, requiring interview panels to have diverse representation, and a new employee development program was put into place.

The results of the audit became the basis for a road map that Mr. Beasley used to direct his vision of diversity in the organization. Glendale's diversity initiatives are not knee-jerk reactions on the part of management to an internal problem; instead, they enjoy the full support of employees and the city manager's office, both of which are committed to making Glendale the best organization possible.

One of the central recommendations of the audit was to create a work environment based on teamwork. To help bring this idea to fruition, Mr. Beasley called on the Glendale Diversity Committee. Representing all levels and areas of the organization, the committee strives to promote the benefits of a diverse workforce and to create an environment in which diversity is respected, encouraged, valued, and supported. Its foundation is the concept of "US," which stands for our *unique selves*. The concept provides an innovative way for city employees to explain diversity initiatives in Glendale: "Diversity is everything that makes US, and the city of Glendale is made up of all of US." The committee has developed a number of strategies designed to further this message, and Mr. Beasley has provided a forum to openly and honestly discuss the city's policies, procedures, and business practices as they relate to a diverse community.

Among its key initiatives, the committee has hosted several keynote speakers brought in from the community to discuss their cultural and racial backgrounds. The monthly educational seminars feature topics such as "*What Color Is Color*," a special program presented by motivational speaker and trainer Michael Horne. Other programs have included a Japanese-American cultural event, a discussion on understanding Islam,

and a special presentation of holiday traditions. The committee also helped the human resource department develop and implement diversity training citywide. Information about diversity-related initiatives has been made available on the city's intranet, on public bulletin boards, in book discussion groups, and in a monthly newsletter.

Mr. Beasley has sought to extend the city's diversity message throughout the community. Efforts are under way to encourage and support minority-owned companies to conduct more business in Glendale, and the city is fostering partnerships with these companies to promote a better understanding of Glendale.

Most recently, Mr. Beasley created a Diversity Commission, a seven-person board to which he directly appoints members on the basis of their passion for diversity, their positive attitudes, and their leadership abilities. The commission reviews human resource policies, city manager directives, and internal procedures with regard to diversity, and it serves as the enforcement arm of the diversity committee.

In just a few years, Glendale has made many advances in the area of diversity. For example, women and minorities in leadership positions have increased to 58 percent—a substantial feat, considering that just two years ago, fewer than 12 percent occupied these positions. Achievements like this have happened because of Ed Beasley's leadership and the contributions of city employees to ensure that diversity stands as one of the most valued concepts in Glendale. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 10,000 TO 49,999



Apache Junction, Arizona

ICMA's Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the award in the 10,000-to-49,999 category to the city of Apache Junction, Arizona, and City Manager George R. Hoffman for the Mikki's House program.



Mikki's House residents receive home rehabilitation information.



GEORGE R. HOFFMAN

According to the 2000 census, 31 percent of the homes in Apache Junction, Arizona (pop. 41,104) were built more than 25 years ago, and nearly 12 percent

of the city's population is below the poverty level. Since 1982, Apache Junction had provided some housing assistance through its housing rehabilitation program, but without a place for residents to meet and receive information, and without continuous training opportunities, many homes remained dilapidated and many residents underserved.

In spring 2003, Mikki Frazier of the city's development services department recognized the increasing need for rehabilitated housing for the city's low-to-moderate-income residents. Department employees, facing a long waiting list of homes in need of rehabilitation, worked feverishly to bring this number down. Then, with the waiting list greatly reduced and the backing of the city manager, the department encouraged the council and city staff to support the rehabilitation of a vacant, city-owned house located within a mile of city hall. The entire community pitched in, and the result was Mikki's House, where residents can receive home rehabilitation information, attend lectures, and practice their newly acquired home-maintenance skills.

The rehabilitation of this house has benefited the city and the community in numerous ways:

- *Increased public-private collaboration.* In addition to using its Chamber of Commerce Main Street program, "Paint the Town," to purchase paints at a discount to repair Mikki's House, the city solicited contractors to provide all residents participating in the rehab program with air-conditioning filters and small fire extinguishers.
- *Increased use of community resources.* Through a partnership with Pinal County's Adult Probation Department, the city tapped into the county's community service requirements for the labor needed to paint Mikki's House. This partnership could be used in the future to rehabilitate the homes of residents who are unable to do it themselves.
- *Increased neighborhood aesthetic.* In rehabilitating Mikki's House, the city not only provided a new training center but also improved the overall appearance of the neighborhood.
- *Increased participation in home rehabilitation projects.* Through Mikki's House and its rehabilitation projects, participation in home maintenance counseling has increased. More important, the house enables the city to pro-

vide a refuge away from city hall where "residents are able to retain their dignity and self-esteem when circumstances require that they accept city and federal housing rehabilitation assistance."

Thanks to the program's success, the city now makes greater use of the house by "lending" it to local contractors for seminars, to the city's planning and zoning employees for code compliance lectures, and to the city's Neighborhood Partnership Team to educate residents on property maintenance and other issues important to the mayor and council. By encouraging the local media, cable channel, and the city's magazine, *Cityscape*, to promote the value of Mikki's House to the community, the city also bolsters community involvement in the housing rehabilitation project.

Finally, the project helps the city realize its goal of eventually funding a separate division or department of housing, rather than funding projects through the Arizona Department of Housing and the Community Development Block Grant program. The success of Mikki's House has enabled Apache Junction to help many of its residents rather than resorting to the archaic and inefficient system of helping one resident at a time. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND GREATER



Reno, Nevada

ICMA presents the 2004 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the 50,000-and-greater category to Reno, Nevada, and City Manager Charles E. McNeely for the Homeless Evaluation Liaison Program (HELP).



CHARLES E. MCNEELY

Traditional policing methods of increased enforcement and incarceration for misdemeanor vagrancy crimes were not solving the problem of a chronically homeless population in Reno, Nevada (pop. 195,000). The approach only ameliorated the homeless problem for the number of days the individual was incarcerated, amounting to an expensive attempt to address the issue with poor results.

In 1994, the city of Reno developed the Homeless Evaluation Liaison Program (HELP), an alternative solution that could cut the cost of incarceration to \$75.00 per day as well as reduce the nearly 100 percent rate at which homeless individuals return to the street.

It has been determined that most homeless individuals suffer from mental health and/or alcohol problems. These problems contribute to their disconnection from support systems and families, thus leaving them alone on the streets to deal with

debilitating circumstances, often with little or no hope. The goal of HELP is to assist the homeless in getting back to their families and the critical support systems on which everyone in society depends.

HELP is a joint project of the Reno police department and the Washoe County sheriff's department. Each agency has assigned one officer to the downtown HELP office, which is located inside the Greyhound Bus terminal. Officers are equipped with mountain bikes to patrol areas where the homeless gather, such as along the river corridor, in parks, and in alleys. Upon encountering a homeless person, an officer can refer the individual to the HELP office, where they are interviewed to determine what assistance is most needed and what resources can best provide that help. Some homeless people are referred to local programs such as shelters or alcohol rehabilitation centers; others are given job referrals. One-third of the individuals interviewed are reunited with family or friends once it has been verified that there is support available and a place to reside. The Reno police department does not send anyone to another community where they would once again be in a homeless situation.

HELP's average bus ticket price of \$70.00 is less than the \$75.00 cost for one day of incarceration. Because 96 percent of the individuals reunited with family members



Mountain bikes aid HELP officers in assisting Reno's homeless.

and provided support do not return to homelessness in Reno, this means a tremendous savings in manpower and expense over traditional methods, which may include several days' incarceration over a period of time. In 2003, HELP successfully obtained travel funds for clients from the clients' own support systems; nearly half of these funds were provided by the clients' families after officers had helped with travel arrangements, including food and appropriate clothing. Last year alone, HELP officers interviewed 1,980 individuals, successfully assisted 656 people to return home, and referred to employment agencies 551 of those capable of earning their own travel funds.

HELP continues to assist more than 600 people each year; last year alone this meant an estimated savings of more than \$500,000 in incarceration costs. St. Vincent's Dining Hall, the only provider of a free daily meal in the community, estimates that, as a result of the program, 250 fewer meals per day are being served than seven years ago. And many homeless service providers credit HELP with reducing the number of homeless individuals in the community. ■



A HELP officer prepares a client referral.

**Public Safety
Program Excellence
Award in Memory of
William H. Hansell, Sr.,
and Alice Hansell**

POPULATIONS OF LESS THAN 10,000



Delafield, Wisconsin

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife, Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the award in the less-than-10,000 population category to the city of Delafield, Wisconsin, and City Administrator Matthew D. Carlson for the Delafield Hospital Transfer Protocol.



Delafield EMT personnel transport a patient to nearby Oconomowoc Memorial Hospital.



MATTHEW D. CARLSON

The Delafield, Wisconsin (pop. 6,700) fire department has evolved from a department of 22 volunteers to the partially full-time, partially paid-on-call

department in place today. In 1998, the cost of three new full-time employees was offset by local fire inspection fees and payments from the state for successfully completing commercial property inspections.

By 2001, the department was providing service at the emergency medical technician (EMT)-paramedic level, the highest level of emergency medical services (EMS) within the United States. To fulfill the 1,100-hour EMT training requirement, personnel devote approximately 20 hours per week and attend a 10-month paramedic training program while working full time at their regular occupations. Delafield is one of only five departments in Waukesha County—as well as the county's first paid-on-call department—to provide this level of service, and to do so 24/7, it had to hire two more full-time firefighter/paramedics. The cost of these additions was offset by revenue collected from ambulance patients, but as the department grew in services and responsibilities, the community had to find revenues other than property taxes to fund the highest-quality EMS.

As Delafield's reputation for quality service grew, its personnel fostered relationships with emergency room (ER) staff and the EMS director from nearby Oconomowoc Memorial Hospital (OMH). These professionals recognized the hospital's obligation to ensure that patients in need of critical clinical services not generally available at OMH (e.g., critical heart ailments, major trauma, severe burns, and critically injured children) would be transported by licensed and skilled ambulance personnel to facilities in the Milwaukee metropolitan region that could provide the specialized care. They also recognized how the higher skill levels developed by the Delafield EMS and paramedic staff could fulfill this transportation need. To date, the Delafield team has saved hundreds of lives by quickly transferring patients in the care of trained paramedics onboard the ambulance.

Delafield's team conducted the first interfacility transport in January 2001. Over the next two years, however, the increasing number of calls, and the growing percentage of those calls that required interfacility transfers, became a matter of concern. Since most of the calls occurred midday—the most difficult time for a paid-on-call department to serve—many service providers experienced burnout. To address the resource issue, in April 2003, the hospital administration and the city administrator signed what may be the country's first interfacility

transport agreement between a hospital and a municipality.

Under the agreement, the city gains revenue from billing transport patients while receiving monthly payments of \$5,000 from the hospital to offset the costs of hiring an additional 1.5 full-time-equivalent paramedics. The new personnel not only reduce the demands on department members who provide the transfer services, but also provide added daytime staffing for other calls within the community. With the revenue received from transport patients (\$143,978 in 2003), combined with the \$60,000 received annually from the hospital, the program generates more than \$200,000 each year, offsetting the total costs of the fire department and reducing the community's reliance on property taxes. The agreement, which solidifies the relationship between the community and the hospital to the benefit of both parties, has also served as a model for a neighboring community and hospital.

Beyond saving lives, the interfacility transport program has increased the sense of pride among members of the Delafield fire department as well as their understanding of customer-driven service. The program's success has also fueled discussions between Delafield and Oconomowoc

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**Public Safety
Program Excellence
Award in Memory of
William H. Hansell, Sr.,
and Alice Hansell**

POPULATIONS OF 10,000 TO 49,999



Los Alamos, New Mexico

The 2004 Public Safety Program Excellence Award in the 10,000-to-49,999 population category goes to the county of Los Alamos, New Mexico, and to Max H. Baker, Deputy County Administrator, for the county's Defensible Space project.



MAX H. BAKER

In May 2000, the Cerro Grande wildfire swept through the mountainside community of Los Alamos, burning more than 47,000 acres, destroying

235 structures in Los Alamos and 112 structures at the Los Alamos National Laboratory, forcing 18,000 residents to be evacuated, and leaving 403 families homeless. As the citizens struggled to put their lives back together, county officials realized that proactive steps were needed to protect this wildland-urban interface (WUI) community from future wildland fires.

In the days following the fire, the Los Alamos Fire Department (LAFD) and other agencies sought to determine why some homes survived the wildfire while others did not. One of their most important findings was that the proper structuring of vegetation near homes could not only significantly reduce the likelihood that homes would ignite but also provide a less hazardous working zone for firefighters. Because the high density of structures and small lot size throughout the county made vegetation on any given property a threat to a neighboring home, any program to mitigate wildfire hazards had to be community-wide to be truly effective.

Under the guidance of previous County Administrator Mary M. McInerney, Deputy County Administrator Max Baker, and the Los Alamos County Council, the LAFD

began to develop a comprehensive mitigation program for property owners in the event of another major wildfire. In August 2002, the Los Alamos County (pop. 18,000) Defensible Space Project moved from concept to reality when the county council approved the multi-million-dollar project, which focused primarily on restructuring vegetation around the highest-hazard perimeter areas.

The project was created to improve the community's defensibility and survivability and to enhance firefighter and resident safety during a wildfire by modifying and thinning vegetation on private property, thus interrupting potential fire paths from the surrounding wildland to homes while maintaining a balance of aesthetics and safety on the property. Because the effort's success depended on the majority of property owners participating in this voluntary program, a very active public relations and education program (which included public meetings, neighborhood block parties, newspaper articles and advertisements, and a project Web site) was essential.

At the outset, 2,700 high-risk perimeter properties were identified as project candidates. Each property was treated as an individual "mini-project," requiring a defensible-space custom-design plan created in conjunction with the property owner. One of the most valuable aspects of the public education program was the one-on-one appointments that property owners had with project planners



Mascot "Reddy Squirrel" greets kids during Defensible Space Day events in April 2004.

to discuss defensible-space concepts specific to their properties.

The mitigation portion of the Los Alamos County Defensible Space Project was completed in December 2003, on schedule and under budget. Although the scope of the original project embraced only those properties in Los Alamos, the community of White Rock was added in July 2003. In the end, more than 3,400 homes were included in the project and nearly 70 percent of eligible property owners participated.

Before-and-after evaluations of the Los Alamos and White Rock wildfire risk ratings revealed that the project had reduced the hazard rating for both communities by 60 percent of the total reduction possible. The project also successfully educated the community on the importance of defensible space. A toll-free number was set up so residents can call with questions about wildfire preparedness, and staff continue to update the project's Web site with relevant information. Additionally, the LAFD has proactively shared its methods, tools, and lessons learned with other communities.

Today, Los Alamos County residents are working to protect their homes and their community from

(Continued on page 25)

**Public Safety
Program Excellence
Award in Memory of
William H. Hansell, Sr.,
and Alice Hansell**

POPULATIONS OF 50,000 AND GREATER

Clark County, Nevada

The 2004 Public Safety Program Excellence Award in the 50,000-and-greater population category goes to Clark County, Nevada, and County Administrator Thomas F. Reilly for the Fire Safety House program.



THOMAS F. REILLY

In the spring of 1998, with the help of the Junior League of Las Vegas, the Clark County, Nevada (pop. 1.5 million) Fire Department obtained a Fire

Safety House through donations from local businesses. The Fire Safety House is a mobile home containing a bedroom and a kitchen with a smoke alarm system installed adjacent to the bedroom. Visitors can be instructed in fire safety, experience actual smoke alarm activation with simulated smoke, and then practice a home fire escape.

To better serve its citizens, the fire department has partnered with the local school district, the sixth-largest in the United States, to provide life safety lessons to elementary school students through its Fire Safety House program. Now in its sixth year, the program is available to any second-grade teacher interested in scheduling it for the class. The curriculum was originally reviewed and approved by the school district's Community Partnership Office and validated by all local area fire departments. When teachers request a visit from the Fire Safety House personnel, they receive a packet containing four fire safety lesson plans modeled after the National Fire Protection Association (NFPA) *Learn Not to Burn*[®] curriculum: "Crawl Low in Smoke," "Practice Kitchen Fire Safety," "Exit Drills in the Home," and "Make the Right Call, Dial 9-1-1." The fire

department reinforces each lesson with a hands-on learning experience in the Fire Safety House, and the students practice a home fire escape as part of their lesson. This program is the department's largest man-hour commitment for public education programs, requiring 172 fire personnel and 720 manpower hours during the 2002–2003 school year.

Since the program began, its success has been measured through pre- and post-tests, teacher evaluations, and completed homework assignments. The pre- and post-test results indicate that the fire safety messages are well received: the average knowledge of student participants has increased by 30 percent and sometimes by as much as 50–80 percent. These educational gains are due to two factors: (1) the teachers' ability to use the designed fire lesson plans before the actual hands-on experience and (2) the firefighters' ability to reinforce the lesson plans with students in the Fire Safety House. From the teacher evaluations, it is clear that students benefit the most from their hands-on experience and their interaction with the firefighters. The homework assignment, which has the students and their families planning and practicing a home fire escape plan as well as locating and testing their home smoke alarm(s), provides an inclusive safety awareness experience and yields a positive behavioral change for the entire family.

The program is evaluated annually for its effectiveness, and changes are made when necessary. A major review of the lesson plans is cur-



Clark County firefighters conduct a Fire Safety House class.

rently under way with all local fire departments and the Community Partnership Office. The existing activity pages and the appearance of the program instruments will be improved, and consideration is being given to expanding the program to include additional life safety messages aligned with NFPA's *Risk Watch Program*[®].

The program has grown in popularity since 1998, reaching out to 130 schools, 1,400 teachers, and 20,750 students. In the 2003–2004 school year, the department was scheduled to visit 31 schools, adding approximately 4,000 students to the total. An average of 12 requests for Fire Safety House personnel to visit local schools come in each year from other communities. Beyond those who have participated in the program, more than 5,000 children, their families, and friends have been exposed to the program's message. Clark County is proud of the foundation in fire safety that this program has imparted to its residents and children. ■

Learn Not to Burn[®] and *Risk Watch*[®] are registered trademarks of the National Fire Protection Association (NFPA), Quincy, MA 02269.

Program Excellence Award for Citizen Involvement

POPULATIONS OF LESS THAN 10,000



Park City, Utah

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (nonstudent) citizenship education. This year, ICMA presents the award in the less-than-10,000 population category to Park City, Utah, and to Acting City Manager Thomas Bakaly for the Leadership Park City program.



Residents participate in a Leadership Park City team exercise.



THOMAS BAKALY

Following decades of decline and decay with the bust of its silver mining economy, Park City, Utah (pop. 7,500), is now grappling with unpre-

cedented growth as a world-class resort community. Today the central focus of citizen concern is the conundrum of managing prosperity and absorbing tremendous growth while maintaining environmental integrity and a sense of community.

While laws and ordinances can regulate growth, they cannot sustain the spirit that knits a small community together and provides its charm. Rather, it takes people committed to working together for a common good and toward a positive vision of the future. When relationships are constantly fostered and new residents are brought into the fold, issues get resolved with civility and foresight.

These were the premises behind CommunityVision, a prolonged dialogue between Park City and its citizens beginning in the late 1980s. After several years and many neighborhood meetings, focus groups, and training sessions, the citizens produced an action agenda to manage the changes buffeting the town.

Central to this agenda was the formation of a local community leadership program to welcome, inspire, and train future leaders. In 1994–1995, Leadership Park City was born.

Unlike most community leadership programs, which are run by chambers of commerce or other professional and business organizations for the benefit of their members, Leadership Park City was conceived as a grand partnership between public and private businesses and community entities with the express purpose of bringing citizens together in new and exciting ways while providing them with the necessary personal and community-building skills to effect positive and long-lasting change. To facilitate this goal, Park City took the lead in organizing and operating the program.

A fundamental precept from the outset was that Leadership Park City represent the community's diversity and not be hijacked by special interests. Consequently, sponsors were carefully selected to include local governments, private businesses (e.g., ski resorts), and associations and nonprofits (e.g., the Board of Realtors, the school district, and the ecumenical council). It was also decided that the program provide scholarships to *all* participants, ensuring that neither financial constraints nor individual

circumstances dilute the diversity of the applicant pool.

Ten years and 250 alumni later, the program prospers. Graduates include the mayor and two members of the current city council, as well as numerous chairs and members of citizen boards, neighborhood associations, and nonprofit and community organizations. Many graduates credit the program with heightening their ability to succeed.

But the untold story is the tremendous and continued support given by Park City itself. The city provided a physical home for the program and devoted considerable staff resources and facilities to ensure its continuity. Working together with the other sponsors, the city freely shared its resources for the common good without ever claiming ownership. This attitude of cooperation and overarching dedication to bringing people together has led to many successes, not the least of which was Park City's hosting of the 2002 Olympic Winter Games, probably the best organized and executed winter Olympics in history. The successes are also seen daily in the networking of alumni who continue to work tirelessly, knitting this dynamic and growing community together to build its future.

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Program Excellence Award for Citizen Involvement

POPULATIONS OF 10,000 TO 49,999

Apache Junction, Arizona

The 2004 Program Excellence Award for Citizen Involvement in the 10,000-to-49,999 population category goes to the city of Apache Junction, Arizona, and City Manager George R. Hoffman for the Citizen Leadership Institute.



GEORGE R. HOFFMAN

Apache Junction, Arizona (pop. 41,104) has experienced explosive growth since its incorporation as a city in 1978. At that time, the population was estimated at 9,295; by 1990, it had grown to 18,100, and by 2001 it had nearly doubled to 33,000. Not long ago, the city recognized the importance of having a pool of knowledgeable and skilled volunteers who could assist with the planning and future of the growing community. This need was especially evident whenever it came time to fill new or vacated city board and commission seats.

In early 1998, Community Relations Manager Patrick Brenner introduced the concept of the Citizen Leadership Institute as a means of providing an educational background to interested residents. The institute would outline city responsibilities and functions while familiarizing residents with and involving them in city processes and planning. The concept was presented to the city council, city management, and citizens of Apache Junction, and was well received by all. The Citizen Leadership Institute began in fall 1998 and has been offered free to all Apache Junction residents every year since.

One of the institute's many functions is to educate residents on the responsibilities and limitations of municipalities. To this end, the institute offers seven sessions on topics of interest related to local city and

county government: the structure and role of community government, creating community and working together, preserving open space, planning and zoning, the operation of service departments (e.g., police, parks, and recreation), economic and community development, and infrastructure and demand-driven services. Another function is to encourage citizen participation in city council, planning, and zoning sessions as their direct involvement in the process gives residents a better understanding of how municipal decision making comes about. In addition, the institute fosters continued service to the community: of the 109 residents who have successfully completed the program to date, 27 percent have gone on to serve on a city board, commission, council, or special city task force.

The key strategy of the Citizen Leadership Institute is to solicit information and feedback from residents regarding issues, problems, and city services. Input is solicited on a regular basis as quickly and informally as possible.

Several lessons have been learned during the planning, implementation, and analysis of the program.

1. *Do not operate in a vacuum.* Before the institute began, a number of community leaders, staff, and a former city council member were made part of a working group that produced an outline for the first curriculum. The group also contacted other municipalities to collect examples of successful community involvement "best practices."



Apache Junction residents participate in a Citizen Leadership Institute session.

2. *Have fun and create a sense of excitement.* To keep active adults engaged, the program should include speakers who are expert in a wide range of areas and role-playing sessions that give participants a sense of actually living the experience. For example, institute attendees might participate in a planning and zoning exercise in which they become certain personalities, or they could play a budget game in which real "city dollars" could be argued over and spent.
3. *Ensure that all communications channels and the media are involved from the beginning.* Implementing a successful Citizen Leadership Institute will prove easier and less expensive to advertise if all available city print, electronic (Web site), and broadcast (cable television) channels are used along with the mass media.

Apache Junction Mayor Douglas Coleman had this to say about the success of the Citizen Leadership Institute: "The city is quite powerful in shaping our own destiny and future within guidelines that have been set, and I think that the more people we have that are familiar with the process, the better off our community is going to be." ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND GREATER

Hamilton County, Ohio

The 2004 Program Excellence Award for Citizen Involvement in the 50,000-and-greater population category goes Hamilton County, Ohio, and County Administrator David J. Krings for the Hamilton County Regional Planning Commission Community COMPASS visioning process.



DAVID J. KRINGS

For decades, planning in Hamilton County, Ohio (pop. 845,268) has been sporadic and parochial, with a small number of jurisdictions adopting local

plans irrespective of their neighbors or the county as a whole. But with 49 governments and 49 local planning commissions, the county needed to find a way to build consensus for a collective unified vision.

Because such a visioning effort required an organizational structure and community culture to sustain it, the Hamilton County Regional Planning Commission (HCRPC) reorganized itself with a new charter and established a jointly funded, collaborative, long-range planning committee called the Planning Partnership (now a permanent advisory board working to plan for the county's future). These two entities designed the Community COMPASS (Comprehensive Master Plan and Strategies) visioning process, enabling the county's diverse citizenry to come together with their ideas and aspirations (historically conflicting and contentious) in the spirit of cooperation and consensus.

The Community COMPASS visioning process began in October 2001, when a groundbreaking alliance of public and private organizations and individuals solicited input from citizens through 12 community forums, including one for youth and one online. For the first time, criti-

cal multijurisdictional issues (e.g., stormwater management, transportation, septic failures, population loss, etc.) were discussed and resolved. HCRPC also mailed a community values survey to 4,500 households, and the findings resulted in a draft vision for 12 community systems. These include: civic engagement and social capital, community services, culture and recreation, economy and labor market, education, environment, environmental and social justice, governance, health and human services, housing, land use and development framework, and mobility.

In January 2002, more than 1,300 people attended the first countywide town meeting, where new wireless technology was used to solicit real-time feedback from each group and individual. Participants developed a vision for the county that centered around four core goals: building collaborative decision making, ensuring economic prosperity, embracing diversity and equity, and balancing development and the environment.

Several aspects of this endeavor were especially gratifying. First, the people who attended nearly matched the demographic content of the county by race and gender. Second, hundreds more participants showed up than expected, proving that citizens want a voice in governance and don't mind committing to an eight-hour meeting to have it. Third, many decision makers (elected and appointed) also attended the all-day forums and town meeting; for those who didn't participate, special



Hamilton County residents participate in countywide COMPASS visioning process.

forums were held periodically. This extra effort to facilitate dialogue with government officials was essential to achieving a shared understanding of divergent views. Before the meeting, 64 percent of the participants expressed confidence in their ability to influence the future; by the end of the meeting, that number had risen to 86 percent!

Since the town meeting, COMPASS action teams and community leaders from the county's local governments and planning commissions have refined the objectives that correlate with the countywide goals. Throughout the spring of 2002, HCRPC approved 30 major initiatives and more than a hundred strategies for achieving them; strategic plans for several of the initiatives are now being launched by public and private sector volunteers. A "results accountability process," which was critical to the plan's funding, defines success in measurable terms using results indicators. And public participation—the heart and soul of the countywide town meeting and the entire COMPASS visioning process—created the foundation for sustaining the initiative.

The countywide town meeting resulted from merging two planning techniques—community brainstorming

(Continued on page 25)

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 10,000 TO 49,999

Monterey, California

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes one or more local governments that have successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool or successfully enhanced an existing program or service. This year's award in the 10,000-to-49,999 population category goes to the city of Monterey, California, and City Manager Fred E. Meurer for their integrated technology solution for public works.



Monterey's Presidio gate design, construction, and landscaping.



FRED E. MEURER

Boasting 99 miles of breathtaking Pacific coastline, Monterey, California (pop. 33,350) is a community blending beauty, history, adventure, culture,

and innovation. It is the task of the city's public works department to provide and maintain the public services and facilities that contribute to the safety and well-being of the community, while still preserving Monterey's unique natural environment.

When Hans Uslar, public works administrative services manager, first joined the city, Monterey was using an outdated legacy system to support its fleet, parks, engineering, building maintenance, and forestry departments. The system lacked basic features and produced redundant data, making it difficult for public works to determine how well it was maintaining the city's assets. To solve these inefficiencies, the city selected a work management system from Hansen Information Technologies to support its street, storm, sewer, fleet maintenance, parks, building maintenance, and forestry operations. The system quickly provided the city with several significant improvements, including better reporting, quicker access to data, more reliable cost information, and improved data sharing between

the finance department and public works, creating employee efficiencies and better insight into the city's business. And this new integrated system enabled the city to enter into a unique partnership with the U.S. Army's Presidio of Monterey, a local historical landmark and subinstallation of nearby Fort Ord that houses the Defense Department's Defense Language Institute Foreign Language Center (DLIFLC).

When Fort Ord fell victim to a base realignment and closures initiative in 1994, the Presidio became a separate installation and was charged with supervising the base's closure and clean up. With a payroll of more than \$250 million, the Presidio has become a major employer in the area, and its closure would be a major blow to the local economy.

Motivated to take action, the city of Monterey entered into a contractual agreement with the Department of Defense in 1997 to maintain the Presidio's street, sewer, storm drain, and fence systems. The city's vision was simple: Let the military do what it does best (language training), and let the city do what it does best (infrastructure and asset management). The arrangement would help lower the city's operational cost for personnel and equipment through cost-reimbursed maintenance while reducing the cost of base operations, thereby allowing the city to keep the facility open.

This small partnership immediately resulted in huge cost savings in maintenance; for example, the DLIFLC saved 41 percent of its budgeted maintenance dollars (almost \$2.5 million) while the city lowered its operational costs for itself and the Presidio. The cost reimbursements from the military increased the city's general fund by nearly \$300,000, enabling the city to enhance services for its residents, promote city personnel, and create new positions. Finally, Monterey gained new insight into the economics and assets of the base, which the city would inherit if it ever were to close.

The partnership was so successful that in early 2001, Monterey outbid national private companies for the maintenance of the Presidio's complete infrastructure management. In fact, in February 2002, the secretary of the Army directed his subordinate staff to implement strategies and procedures similar to those used by Monterey and the Presidio. The nationwide recognition that Monterey has earned has prompted other municipalities, such as San Antonio, Texas, to implement similar projects. ■

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND GREATER



Sedgwick County, Kansas

The recipient of the 2004 Program Excellence Award for Innovations in Local Government Management in the 50,000-and-greater population category is Sedgwick County, Kansas, and County Manager William P. Buchanan for the Nonprofit Chamber of Service of Sedgwick County, Inc.



Sedgwick County, Kansas (pop. 450,000) has always been committed to serving the community through partnerships with local nonprofit

organizations. This commitment has helped improve relations among more than 200 local nonprofits and funders; enhanced their capacity to work, learn, and plan together; and facilitated the development of best practices for nonprofits. It was in this spirit that the county brought together leaders of nonprofit organizations interested in enhancing the quality of community services to form the Nonprofit Chamber of Service.

Sedgwick County's leadership role in this endeavor began in 2000, when the county partnered with Wichita State University's Hugo Wall School and Self-Help Network to produce a report, *Enhancing the Delivery of Public Services by Nonprofit Agencies*. Following issuance of the report, County Manager William Buchanan recommended that the county partner with the Kansas Health Foundation and asked Self-Help Network to facilitate a process to turn the report's concepts and ideas into tangible results and action. A "design team" comprised of nonprofits, county government officials, and local funders was established to plan a process by which nonprofits could increase their capacity to meet their own needs.

In 2001, the county initiated a series of retreats for nonprofits and funders to discuss how to better work together, streamline and improve contract monitoring and reporting, establish best practices in the use of national accreditation findings, create a checklist for a strong nonprofit, and plan future joint activities for capacity building. From these retreats emerged 20 local nonprofit directors and representatives whose purpose was to explore the development of a nonprofit association and to assist and be a voice for the Wichita nonprofit community.

Input from this working group led to two developments. First, Sedgwick County supported a conference at which representatives from three nationally recognized nonprofit associations discussed their own experiences in starting a nonprofit association and described the benefits to the nonprofit community. Through these discussions, Sedgwick County's nonprofits clarified what they hoped to gain from an association. Second, a joint committee of funders and nonprofits was formed to find ways to expand the pool of nonprofit board members. This committee developed the Leadership and Governance Development Project, which brings together "up-and-coming" business leaders to serve on boards and committees of local nonprofits.

In 2003, Sedgwick County brought together more than 70 nonprofits and funders to clarify the mission, produce a set of guiding principles, and create a one-year strategic plan for the Non-



Sedgwick County Manager Bill Buchanan leads a discussion among nonprofit representatives.

profit Chamber of Service. Soon after, a group of nonprofit directors became incorporators for the Nonprofit Chamber, and the group met to draft the chamber's bylaws and to complete the requirements for it to achieve nonprofit status. Nonprofits and funders then met again for a final review of the bylaws and organizational activities of the chamber, and for the nonprofits to sign letters of intent to join. To date, more than 110 nonprofits have signed up.

In January 2004, the Nonprofit Chamber of Service held its first annual meeting with nearly 100 participants. A board of 15 nonprofit directors was elected and has since held two board meetings to begin planning initial services.

The Nonprofit Chamber of Service assists the nonprofit sector in Sedgwick County in five strategic areas: capacity building, interagency collaborations, research, board and leadership development, and education and nonprofit sector advocacy. The chamber has enhanced the quality of community services by providing a strong collective voice for nonprofits, communicating with funders and government officials, sharing resources and education to help build internal capacity, and influencing the public policy environment to build community capacity. ■

**Program Excellence
Award for Outstanding
Partnerships:
Intergovernmental
Cooperation**

POPULATIONS 50,000 AND UNDER

Colorado

Best and Brightest Internship Program



JEFFREY N. SHROLL



ROB FILLION



BARBARA KIRKMEYER



DON SANDOVAL



DR. ROBERT CLIFTON

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year's award in the 50,000-and-under category recognizes Jeffrey N. Shroll, town manager, and the town of Gypsum, Colorado, representing 40 participating jurisdictions and their chief administrative officers; Rob Fillion, intern for the town of Sterling, representing the 40 interns of the University of Colorado at Denver; Barbara Kirkmeyer, deputy director, representing the director and staff of the Colorado Department of Local Affairs (DOLA); Don Sandoval, field representative, representing the DOLA's eight field representatives; and Dr. Robert Clifton, local government liaison, University of Colorado, representing the director and 27 faculty members of the University of Colorado.

Small and/or rural jurisdictions often lack the resources to hire high-quality administrative support staff. To address this problem, the University of Colorado at Denver implemented the Best and Brightest Internship Program in January 2000. The program provides a cost-effective way to meet the growing administrative needs of Colorado's small, rural jurisdictions; offers graduate education opportunities for Colorado students from small, western Colorado colleges as well as for residents of remote, rural areas of the state; and enables students to earn a graduate degree while gaining invaluable applied learning experience in the unique challenges and opportunities of local government administration in small, rural jurisdictions.

The program provides qualified towns and counties with a full-time general resource person for two years at relatively low cost. Jurisdictions from virtually anywhere in the state can apply for an intern candidate by submitting a general description of the jurisdiction and a tentative two-year work plan for the intern. Applicants for internships complete a very demanding prerequisite course and then submit personal portfolios to the jurisdictions where they hope to work. The jurisdictions then determine which applicants they wish to interview. Each jurisdiction matches a \$13,000 award from the Colorado Department of Local Affairs (DOLA) for the selected student's annual stipend of \$26,000 and also provides a \$5,000 benefits package.

During their internship, students complete a master's degree in political science with an emphasis on politics and public policy. All courses are held off-campus at two different locations, and each is taught over a period of three weekends. Interns are also expected to attend commission or council meetings as well as other designated meetings as part of their regular performance description, and are encouraged to attend workshops and conferences that will enhance their ability to serve the jurisdiction.

The benefits of the program are wide-ranging. As the annual cost to a jurisdiction, including benefits, amounts to approximately \$6.25 per hour, this is a cost-effective solution for small, financially struggling jurisdictions. Not surprisingly, since the program began in 2000, the number of participating jurisdictions has increased from 6 to 45. The program is also cost-effective for DOLA, which can provide administrative support for two years to 10 small rural jurisdictions for approximately the same amount (\$260,000) it normally provides for a capital expenditure request from only one small rural jurisdiction.

For the most recent internship cohort, more than 500 applicants inquired about the program, of whom 50 completed the prerequisite course and became candidates for the 20 funded placements. Of the first 25 interns, all of whom completed the two-year academic program, more than half were integrated into regular staff positions with their internship jurisdictions. Each student is required to complete a master's project that becomes the capstone requirement of his or her degree. This project has all the research criteria of a graduate thesis but also addresses an actual major concern, need, or issue defined by the jurisdiction. The final document,

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**Program Excellence
Award for Outstanding
Partnerships:
Intergovernmental
Cooperation**

POPULATIONS GREATER THAN 50,000

Savannah, Georgia

This year, ICMA's Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 category goes to the city of Savannah, Georgia, and City Manager Michael B. Brown for the Savannah Impact Program.



MICHAEL B. BROWN

In 2001, the city of Savannah (pop. 131,510) and the county of Chatham (pop. 232,048), Georgia recorded a 22 percent rise in the number of

Part I violent crime incidences since 1998. The jurisdictions recognized that a large portion of the violent crime in Savannah, as well as elsewhere in Georgia, was committed by a relatively small number of repeat offenders, most of whom were on parole or probation. With this in mind, the Savannah Impact Program (SIP) was conceived. Comprising the Savannah-Chatham Metropolitan Police Department, State Board of Pardons and Paroles, Georgia Department of Corrections, Georgia Department of Juvenile Justice, and Georgia Department of Labor, SIP is a collaborative antirecidivism/offender reentry effort that knits together an intergovernmental team to provide intensive supervision and services to high-risk parolees/probationers. Each of the member agencies staffs SIP cooperatively with dedicated in-house employees, who work together as a unit, sharing information in a positive, structured program to give offenders a real second chance.

Georgia has the eighth-largest prison population and ranks fifth in incarceration rates nationally. National studies consistently show that well over half of all offenders in the criminal justice system reoffend within three years of their original

criminal conviction. Of the 15,000 + inmates released from Georgia prisons annually, 36 percent are convicted of a new felony or misdemeanor offense within three years. And as of April 2003, Chatham County alone had more than 4,000 people on active felony probation, an additional 1,093 on unsupervised status, and 1,100 on parole.

One study in Chatham County reported that 87 percent of adult offenders had less than a high school education, 83 percent tested below an eighth-grade math level, 68 percent tested below an eighth-grade reading level, and 68 percent were unemployed at the time of their offense. The data confirm that corrective measures must be directed toward the core problems afflicting offenders—substance abuse, poor education, and lack of job skills—with more effective sanctions and support for offenders who want to remain out of prison. Of course, most parolees/probationers are directed to obtain substance abuse counseling, abide by curfews, perform community service, or meet other specific conditions. But many lack the means or basic tools needed to exist in society as law-abiding citizens—hence, the underlying problem of recidivism.

SIP identifies the needs of offenders through a structured entry-level evaluation process. It then takes in the neediest, most desperate cases and gives them the opportunities, guidance, support, and skills they never had. Services include substance abuse counseling (SAC), GED preparation, moral reconnection therapy,

employment skills, financial literacy, life skills, job placement, a driver's license, and family support. SIP is currently working toward developing a faith-based aspect to its services.

SIP officers have reduced case-loads so they can maintain more frequent contact with their offenders and ensure that these individuals comply with the terms and conditions of their release and sentence. Since the program began in October 2001, its officers have supervised more than 1,800 offenders. All SIP personnel are cross-departmentally trained in case management, reporting requirements, search and seizure, arrest techniques, high-risk driving, and drug screening procedures/testing.

The program's success is measured by monitoring the number of referrals to the program, the number of participants, the frequency and type of interactions the officers have with the offenders, the rates of revocation and employment, and the percentage of individuals testing positive for drugs. In 2003, SIP supervised 731 offenders, with an average monthly population of 375 and an average monthly employment rate of 83 percent. Before SAC was launched, 32 percent of the total drug screens conducted each month were positive; with SAC added for 2002, that proportion fell to 15 percent, and in 2003, to 14 percent. In 2002, SIP supervised 1,080 offenders, conducted 18,793 interactions, and had an adult revocation rate of 11 percent and a juvenile rate of 23 percent. In 2003, adult revocations were up to 15 percent but the juvenile rate dropped to 14 percent.

SIP is proof that with the cooperation and collaboration of state and local agencies, potential problems of parity among officers from different agencies with different financial

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Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



Fairfield, Ohio

ICMA's Award for Public-Private Partnerships recognizes a local government and its private sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The 2004 recipient of this award in the 50,000-and-under population category is the city of Fairfield, Ohio, and City Manager Arthur E. Pizzano for the Fairfield Village Green project.



Lifeside interactive bronze sculptures adorn the Fairfield Village Green park area.



ARTHUR E. PIZZANO

From the time Fairfield, Ohio (pop. 45,000) became a city in 1955, its land use pattern was typical of many post-World War II suburbs in that

it developed several disparate commercial areas but had no identifiable downtown business district. In the early 1990s, city officials sought to designate a "town center" in hopes of stimulating downtown development and fostering civic pride.

The logical site for the town center was a centrally located area at the intersection of two major roadways, Pleasant Avenue and Nilles Road. Although all four quadrants at that intersection needed improvements, the southwest quadrant contained an undeveloped 120-acre farm tract with sporadic commercial development lining the two roadways. This property offered the best potential for the kind of project that would spark development in the other three quadrants.

In 1996 a local residential developer, who had acquired the farm at a sheriff's sale, proposed a mixed-use development plan to include residential, recreational, and commercial facilities. City staff worked closely with the developer to design a planned unit development (PUD) of

160 in-town family homes. The developer also agreed to donate a two-acre parcel in the center, which would be used as a public park and would serve as the focus for the town center concept. The proposed development was named the "Village Green."

But there was a problem: while the property could be reached from Nilles Road and adjoining residential areas to the west, earlier development and a major drainage ditch blocked access from Pleasant Avenue, the major north-south artery. Moreover, the drive-through lanes of a local bank blocked the ideal access point for a new roadway into the development. A solution came when the city partnered with the developer and the bank to secure the needed access point on Pleasant Avenue. Fairfield contributed \$600,000 to the acquisition and demolition of the bank, enabling the developer to properly align an entrance to the development with the existing roadway to the east. The bank relocated as the first tenant in the Village Green area.

For the park, the city retained an architect to develop plans for an amphitheatre, a playground, a fountain and water features, grassy knolls, walkways, and even a stone footbridge. After the park was completed in the fall of 2000, bronze sculptures were added. Overall, Fairfield invested approximately

\$2 million in park infrastructure and improvements.

Attractively designed commercial development has added desirable character and balance to the downtown as well. A new 72,000-square-foot, full-service supermarket and 195,000 square feet of adjacent retail stores, restaurants, and professional offices are fully occupied after just two years. On the 8.8-acre site where the supermarket once stood, the city plans to build a new 45,000-square-foot Justice Center along with a mixed-use development. The architecture will complement the high-quality image initiated in the Village Green development. And careful attention to traffic mitigation, buffers, lighting, and so forth has prevented anticipated negative traffic impacts on the existing residential areas, enabling the community to embrace the commercial component as integral to the overall fabric of the neighborhood.

While the concept of the Village Green and town center has attracted state and national attention from a variety of sources, including the new urbanist movement, the most significant outcome has been the community spirit evident within the Village Green. Annual July Fourth activities have drawn thousands to the area, and arts festivals are promoted

(Continued on page 25)

Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships

POPULATIONS GREATER THAN 50,000

Lake Forest, California

This year, ICMA's Program Excellence Award for Outstanding Public-Private Partnerships in the greater-than-50,000 category goes to the city of Lake Forest, California, and City Manager Robert C. Dunek for the Etnies Skatepark of Lake Forest.



ROBERT C. DUNEK

In 2000, the city of Lake Forest, California (pop. 78,000) explored the feasibility of building a skate park. After recognizing that demand for such

a facility came from just a narrow segment of the community, city staff realized that they needed a plan to offset the cost of the park.

The city's interest in building a skate park was noticed by Lake Forest-based Sole Technology, manufacturer of Etnies, the world's second-largest brand of skate shoes. In November 2000, Sole Technology offered to assist the city financially and through its wide knowledge of skate park design and construction. In the ensuing partnership, Sole Technology would donate \$100,000 to the park for naming rights for 20 years and would oversee the creation and development of the skateable area; the city would control development of the non-skateable area and would oversee the entire project. While the park bore the name of the skate shoe manufacturer, the city would retain all control of the public facility.

As the city started investigating funding for the park, it realized that partnerships with other private companies could be beneficial as well. Waters & Faubel, a Lake Forest public relations firm, for example, agreed to assist with fund raising and business outreach for a reduced fee and to donate up to \$50,000 of its time in

sponsoring the park. Other potential partners included companies that might be interested in marketing their product to young skateboarders, such as beverage companies, restaurants, and the skate apparel industry.

To provide for partner recognition, the city set up a three-tiered program to recognize different levels of sponsorship. Lake Forest would build a four-wall monument to allow sponsors to display their logos, and special accommodations and recognition would be given to sponsors donating \$50,000 or more.

The city then researched landholders who might be willing to donate land for the facility. In early 2001, it found an ideal spot: an unused three-acre parcel of land belonging to Bank of America. In a mutually beneficial deal, the bank received a tax credit and recognition at the park, and the city received the site at no cost. With the site secured, the city ultimately struck a deal with Coca-Cola, which agreed to donate \$50,000 plus revenue from the machines—an estimated additional \$100,000 over ten years—in return for exclusive sales or distribution rights at the park.

As internationally respected businesses became partners, the park's credibility grew, and companies such as Southern California Edison, Waste Management, and Medix Ambulance Service, as well as several community businesses, eventually joined the partnership.

Soon, what started as a business agreement between Sole Technology and the city of Lake Forest grew into



A skate board enthusiast enjoys the benefits of the Lake Forest Etnies Skatepark.

a burgeoning relationship. The city relied on the company for its insight into the skate industry while Sole Technology staff attended planning meetings and contributed significantly to the architecture and design of the facility. The company also helped market the park, enlisting its specialized vendors to produce apparel, stickers, and promotional items—all free or at cost. Through their strong relationships with the local media and the skate media, the partners generated dozens of high-profile articles about the park in both the mainstream press and skateboard "trade" magazines. And when the strength of the city's associations with local vendors was added to Sole Technology's relationships with professional skaters and musicians, each promotional event was more successful than the last. At the grand opening, more than 6,000 people attended, including nearly 100 members of the media.

Once the park opened, the city agreed to extend the partnership for another eight years. In return, Sole Technology donated an additional \$125,000, allowing the city to waive all fees for the park's users for the first full year of operation and thus fulfill its dream of having a facility that is truly available to everyone.

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Excellence

(Delafield, Wisconsin from page 13)
regarding a potential merger between the two cities' fire/EMS departments. Net dollars have offset property taxes to support the fire department budget, more daytime staffing is available, department members share more pride in their craft, and critical patients get the highest-quality service and best chance for survival. Behind this success has been a mayor and city council committed to providing the highest level of professional EMS; the vision of a community hospital administration and ER staff; and the dedication of Delafield fire department employees. ■

(Los Alamos, New Mexico from page 14)
wildland fires; even the children participate in local programs and classroom exercises geared toward promoting defensible space principles. Property owners have come to recognize that by working together they can retain the beauty and solitude that come with living in a WUI community while minimizing the risks of wildland fires. ■

(Park City, Utah from page 16)
In 2002 Leadership Park City was honored by the International Community Leadership Association as one of the most innovative small community leadership programs in the country. Now it is Park City's turn to be recognized for its role in fostering citizen involvement through creativity and sustained commitment. ■

(Hamilton County, Ohio from page 18)
and the electronic town meeting—into a seamless process for developing a common vision. The extensive and innovative use of multiple technologies facilitates a more thorough discussion of tough issues, heightens the effectiveness of public involvement, and produces high-quality citizen input and direction from one large meeting, which is more cost- and time-effective than holding many smaller meetings with less feedback. The uniqueness of this visioning process and its results has set a new standard for communities seeking a citizen-based approach for planning and implementation. ■

(Best and Brightest Internship Program from page 21)
which must be defended before a committee of tenured faculty and acknowledged experts in the subject area, is of such quality that it would likely cost the jurisdiction \$8,000 to \$10,000 if a consultant were hired to provide the same depth of research and critical analysis.

It is astonishing to think that a major state government department, a branch of the state university, the political science department of that university and an experimental program within it, and more than 40 towns and countries could collaboratively develop such a successful intergovernmental effort. Perhaps the most amazing lesson learned through the planning, implementation, and analysis of the Best and Brightest Internship Program is that a wide range of entities, systems, and individuals can develop a cooperative synergism in which the whole is decidedly greater than the sum of its parts. ■

(Savannah, Georgia from page 22)
accountability can be avoided if the responsibilities of each agency are clearly delineated and if each agency maintains separate financial and personnel systems. With this kind of initial groundwork, a fair structure and even playing field for all personnel can be established, and the program can become its own entity with the good of the many as the primary motivation for each agency to work together. ■

(Fairfield, Ohio from page 23)
regionally. The Thursday night "Groovin' on the Green" concert series at the outdoor amphitheater is supplemented with community theater events as well as by Friday night "Movies in the Park," sponsored by the Fairfield fire department. This new sense of community and civic pride, brought about by the development of Fairfield's Village Green, is a testament to the commitment and long-term planning that characterized the partnership of public, private, and nonprofit entities in the Village Green development. ■

(Lake Forest, California from page 24)
Of the \$2 million construction cost for the Etnies Skatepark, more than 25 percent was raised from corporate partners, not including the additional in-kind contributions. But it was through the city's partnership with Sole Technology that what started as a concept for a small community skate park blossomed into one of the largest public skate parks in the country—the subject of hundreds of stories in local newspapers, radio, and television, as well as of international media coverage. People from all over the world have traveled to Lake Forest to skate the park, whose daily usage far outnumbers that of other public parks in the area. Neither the city nor Sole Technology could have created this park alone. Only by collaborating were they able to bring to Lake Forest a premiere facility—arguably the best of its kind in the world. ■



What's the worst thing that could happen to your city?

(Okay, what's the *second* worst?)

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Leaders at the Core of Better Communities

2006 ICMA Annual Awards



Celebrating the Difference Professional
Local Government Management Makes

Presented at ICMA's 92nd Annual Conference, September 2006

Booklet sponsored by





Publication of ICMA's 2006 Annual Awards commemorative booklet was made possible through the generous contribution of ICMA Corporate Partner Travelers (see booklet back cover).

ICMA's Awards Evaluation Panel dedicates this 2006 commemorative booklet to all of the communities that have been impacted by and responded to natural disasters during the past year.

This awards booklet was developed by:

Jane Cotnoir
Writer/Senior Editor

Kathleen Karas
Managing Editor

Charles Mountain
Graphic Designer

Alison Miller Richards
Annual Awards Program Coordinator

The 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at ICMA's 92nd Annual Conference:

Rick B. Beasley Jr., senior associate athletic director,
Appalachian State University, North Carolina

Sherilyn Lombos, deputy city manager,
Manhattan Beach, California

Mary K. Moore, city manager (retired),
Bryan, Texas (2005-2006 Committee Chair)

Karen Pinkos, assistant to the city manager,
El Cerrito, California

Richard Holmes,
Las Vegas, Nevada

Michael C. Van Milligen, city manager,
Dubuque, Iowa



2006 ICMA Annual Award Recipients

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

John Stunson, city manager, Oakland Park, Florida

Other Nominees:

Bruce A. Eisenhauer, city manager, Evans, Colorado

Roger W. Flint, public works and utilities director, Spokane, Washington

John W. Lawton, city manager, Great Falls, Montana

Charles E. McNeely, city manager, Reno, Nevada

Gerald R. Miller, city manager, Long Beach, California

George A. Purefoy, city manager, Frisco, Texas

Thomas F. Reilly, county manager, Clark County, Nevada

Terry Schutten, county executive, Sacramento County, California

Israel G. Small, assistant city manager, Savannah, Georgia

Jackson C. Tuttle, city manager, Williamsburg, Virginia

James S. Williams, city manager, Winter Park, Florida

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

Edwin C. Daley, city manager, Winchester, Virginia

Other Nominees:

Barry M. Feldman, town manager (retired), West Hartford, Connecticut

Sam S. Gaston, city manager, Mountain Brook, Alabama

Eric J. Levitt, city manager, Sedona, Arizona

Cynthia Seelhammer, former town manager, Queen Creek, Arizona, now deputy city manager, Phoenix, Arizona

Steven E. Sheffer, city manager, Janesville, Wisconsin

Sanford B. Wanner, county administrator, James City County, Virginia

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

Susan E. Sherman, assistant city manager, Olathe, Kansas

Other Nominees:

Lori A. Brill, assistant county manager, Onslow County, North Carolina

Leann J. McElroy, chief of staff, Reno, Nevada

Kenneth Striplin, assistant city manager, Santa Clarita, California

Academic Award in Memory of Stephen B. Sweeney

Lawrence F. Keller, associate professor, public administration, Levin College of Urban Affairs, Cleveland State University, Ohio

Other Nominees:

Robert L. Bland, professor and chair, public administration, University of North Texas, Denton, Texas

Karl F. Nollenberger, academic director, MPA program, Illinois Institute of Technology, Chicago, Illinois

Texas A and M University-Corpus Christi MPA program, Corpus Christi, Texas

Frank J. Thompson, Nelson A. Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York, Albany, New York

PROGRAM EXCELLENCE AWARDS

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

Get Fit Campaign—Laguna Hills, California, and Bruce E. Channing, city manager

Other Nominees:

Fire Department's Habitat Fire Sprinkler Project—Pinehurst, North Carolina, and Andrew M. Wilkison, village manager

Police and Citizens Together—Suwanee, Georgia, and F. Hardin Watkins, city manager

Police Department Drug Free Community Program—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager

Public Safety Youth Academy—Sherman, Texas, and L. Scott Wall, city manager

Safety Awareness Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

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

Polk HealthCare Plan—Polk County, Florida, and Robert M. Herr, county manager, and Lea Ann Thomas, assistant county manager

Work Taxi Coupon Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Other Nominees:

CUPA Compliance Incentive Program—Roseville, California, and W. Craig Robinson, city manager

(Continued on page 2)

(Continued from page 1)

Electronic Logistics Management and Operations (ELMO)—Charlotte County, Florida, and Bruce D. Loucks, county administrator

Neighborhood Traffic Safety Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Project Worth—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

The Link—Aurora, Colorado, and Ronald S. Miller, city manager

Victim’s Services Unit Volunteer Program—Aurora, Colorado, and Ronald S. Miller, city manager

Community Partnership Award (populations less than 10,000)

City/Chamber Economic Development Partnership—Sonoma, California, and Michael Fuson, city manager

Revenue-Sharing Agreement and Cooperative Boundary Plan—Village of Jackson and Town of Jackson, Wisconsin, and Delmore A. Beaver, village of Jackson administrator/clerk

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

Our Health, Inc.—Winchester, Virginia, and Edwin C. Daley, city manager

Other Nominees:

City/Development Council Partnership for Success—Troy, Ohio, and David E. Anderson, former director of public service and safety

Commercial Catalyst Program—Englewood, Colorado, and Gary L. Sears, city manager

Community Outreach and Engagement Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

Community Partnership—South Sioux City, Nebraska, and Lance A. Hedquist, city administrator

Discovery Days—Junction City, Kansas, and Rodney D. Barnes, city manager

Field Turf Program—Rockville Centre, New York, and Ronald J. Wasson, village administrator

First and Main—Hudson, Ohio, and Douglas R. Elliott, Jr., former city manager, now assistant city manager, Painesville, Ohio

Fossil Finders Fossil Fixers Educational Program—Laguna Hills, California, and Bruce E. Channing, city manager

Greater Littleton Youth Initiative—Littleton, Colorado, and James C. Woods, city manager

Ice Arena Business Plan—New Hope, Minnesota, and Daniel J. Donahue, city manager

Lake Norman Regional Economic Development Corporation—Huntersville, Davidson, and Cornelius, and Jerry E. Cox, town manager, Huntersville; Leamon B. Brice, town manager, Davidson; and Anthony P. Roberts, town manager, Cornelius

Lincoln/Western Placer Unified School District Collaborative Program—Lincoln, California, and Gerald F. Johnson, city manager

Main Street “Revealed” Series—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager

Partnership Park—Jackson, Michigan, and William R. Ross, city manager

Public Safety Mobile Broadband Project—Indianola, Iowa, and Tim A. Zisoff, city manager

Sales Tax Referendum Projects—New Ulm, Minnesota, and Brian D. Gramentz, city manager; Richard D. Salvati, city manager (retired); and Thomas F. MacAulay, assistant city manager

The Portland/Lewiston Refugee Collaborative/New Mainers Partnership—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Community Partnership Award (populations 50,000 and greater)

Asian/Pacific Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

City/County Outcomes Initiative—Tacoma and Pierce County, Washington, and Eric A. Anderson/Eric A. Anderson, city manager, Tacoma

Create the Vision—Centerville and Washington Township, Ohio, and Gregory B. Horn, city manager, Centerville, and Gary W. Huff, township administrator, Washington Township

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

Environmental Education and Awareness Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Family Economic Success (FES) Program—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

GILBERT-MOSLEY Setting a Precedent in Environmental Cleanup—Wichita, Kansas, and George R. Kolb, city manager

Hurricane Katrina Evacuation Staging Area—Mesquite, Texas, and Ted G. Barron, city manager

Hurricane Katrina “One Stop Shop”—Columbus, Georgia, and Isaiah Hugley, city manager

Joint Teen Program—La Palma and Cypress, California, and Catherine P. Standiford, city manager, La Palma, and David J. Norman, former city manager, Cypress

Kansas Lieutenant Governor’s Task Force—Junction City and Manhattan, Kansas, and Rodney D. Barnes, city manager, Junction City, and Ron R. Fehr, city manager, Manhattan

Kapok Park and Floodplain Restoration Project—Clearwater, Florida, and William B. Horne, II, city manager

Long Island Sound Watershed Intermunicipal Council (LISWIC)—Mamaroneck, Scarsdale, and New Rochelle, New York, and Peter Korn, retired city manager, New Rochelle; Stephen M. Pappalardo, deputy village manager, Scarsdale; and Stephen V. Altieri, town administrator, Mamaroneck

Measuring Our Progress: Community-Wide Results-Based Accountability—Durham and Durham County, North Carolina, and Patrick W. Baker, city manager, Durham; Julie M. Brenman, budget and management director, Durham; Heidi Duer, assistant county manager, Durham County; and Michael M. Ruffin, county manager, Durham County

Medical Mile-Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager

Military-Civilian Task Force for Emergency Response—Onslow County, North Carolina, and Frank W. Clifton, Jr., county manager, and Lori A. Brill, assistant county manager

Neighborhood Fence Replacement Program—Aurora, Colorado, and Ronald S. Miller, city manager

North Texas Municipal Alliance—Keller, Texas, and Lyle H. Dresher, city manager, Keller; Larry J. Cunningham, city manager, North Richland Hills; and Shana K. Yelverton, city manager, Southlake

Operation Clean Sweep—Savannah, Georgia, and Michael B. Brown, city manager, and Israel G. Small, assistant city manager

Opportunity Zone—Mesa, Arizona, and Christopher J. Brady, city manager

Plaza Communitaria—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

Sister Cities International: Palm Coast, Florida, and Liberia, Costa Rica—Palm Coast, Florida, and Richard M. Kelton, city manager

Small Business Information Center—Hillsborough County, Florida, and Patricia Bean, county administrator, and Carl Harness, assistant county administrator

Sobering Center of Tacoma—Tacoma, Washington, and Eric A. AndersonEric A. Anderson, city manager

Street Smarts—San Jose, California

Tampa Bay Regional Urban Search and Rescue Team—Hillsborough County and St. Petersburg and Tampa, Florida, and Patricia Bean, county administrator, Hillsborough County

The AERO Institute—Palmdale, California, and Robert W. Toone, Jr., city manager

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

The Neighborhood Partnership Program—Glendale, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Gloria Santiago-Espino, deputy city manager, Community Services Group

TIF Is Tops—Frisco, Texas, and George A. Purefoy, city manager

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

Community Sustainability Award (populations less than 10,000)

New Heights Community Redevelopment and Promotion— Windsor Heights, Iowa, and Marketa George Oliver, city administrator

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

Community Environmental Contract— Mosman, New South Wales, Australia, and Vivian H. R. May, general manager

Other Nominees:

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

Mission: Communicate—Winchester, Virginia, and Edwin C. Daley, city manager

Town Center—Suwanee, Georgia, and F. Hardin Watkins, city manager

Community Sustainability (populations 50,000 and greater)

Environmental Strategic Plan— Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Home of Our Own—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

Addressing Mesquite—Mesquite, Texas, and Ted G. Barron, city manager, and Richard G. Gertson, director of community development

Laurel Creek Watershed Monitoring Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Open Space Volunteer Program—Westminster, Colorado, and J. Brent McFall, city manager

Strategic Leadership and Governance Award (populations 10,000 to 49,999)

Strategic Municipal Image Campaign—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Other Nominees:

Celebrating Our Successes: Employee Driven Initiatives—Tarpon Springs, Florida, and Ellen S. Posivach, city manager

Cooperative City/County Partnership—Paducah and McCracken County, Kentucky, and James W. Zumwalt, city manager, Paducah, and Steve Doolittle, county administrator, McCracken County

On TARGET Toward a High Performance Organization—Montgomery, Ohio, and Cheryl A. Hilvert, city manager

Strategic Leadership and Governance Award (populations 50,000 and greater)

Community Standards and Visioning Project—Roseville, California, and W. Craig Robinson, city manager, and Julia M. Burrows, deputy city manager

Other Nominees:

Employee Development Program—Roanoke, Virginia, and Darlene L. Burcham, city manager

“How Full Is Your Bucket?” Training Program—Aurora, Colorado, and Ronald S. Miller, city manager

A Method of Change: Transforming to a High Performance Organization—Olathe, Kansas, and J. Michael Wilkes, city manager

Partnership of Aurora City Employees (PACE)—Aurora, Colorado, and Ronald S. Miller, city manager

Strategic Plan—Peoria County, Illinois, and F. Patrick Urich, county administrator, and Scott A. Sorrel, assistant to the county administrator

**Award for Career
Excellence in Honor of
Mark E. Keane**



John Stunson

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

In 2001, when John Stunson was appointed city manager of Oakland Park, Florida, the city was near bankruptcy. Poor pension oversight and a buyout of senior staff, which allowed for short-term savings, left the city with a major gap in funding. Enterprise funds were insufficient to cover vital services, no new facilities had been built, the infrastructure was crumbling, and although the city was prone to flooding, no master storm-water plan had been implemented. And when the citizens revealed a desire for a pedestrian-friendly downtown, the city borrowed \$18.5 million without conducting the necessary preliminary studies. All this mismanagement engendered a lack of trust within the community toward the local government.

Making transparency the platform for public administration, Mr. Stunson started out by involving the city commission and senior staff in a strategic planning session from which evolved a vision statement: "By 2008, Oakland Park will be recognized as a friendly 'small town' with safe and attractive neighborhoods, quality schools, outstanding parks and exceptional recreation programs, with the social, cultural, and business opportunities of a big city." Add to that a mission statement "We are dedicated to providing friendly, responsive, and quality service to all residents, busi-

nesses, and visitors in our diverse community"; a commitment to the values of respect, integrity, service, and excellence; and the complete involvement of the elected officials, and Mr. Stunson began to turn the city around.

With the commission's support, utility rates and sanitation and permitting fees were increased to pay for essential services and to cover the debt service needed for capital improvement projects; a fire service fee was instituted to stabilize the budget; and departments were reorganized to reduce staffing and cut expenses. To promote the revitalization of Oakland Park, Mr. Stunson used a slum and blight study by a community redevelopment agency as the basis for the redevelopment that would recapture the investment of the original \$18.5 million loan. Regulatory acts to increase development opportunities included a transit-oriented ordinance and a business and entertainment district ordinance to promote green buildings while controlling the expansion of sexually oriented businesses. During this time, the city received two awards from the Florida Redevelopment Association. The overall revitalization efforts created excitement and positive press for the first time in many years.

Having pledged to be responsive to its citizens, the city upgraded its

cable system to ensure that all residences within its boundaries have access to the live commission meetings. It also added an AM radio station for continuous communication, especially during the hurricane season, and a full-time public information officer to oversee and coordinate the quarterly newsletter, the Web site, the local cable channel, and the radio address.

The city was becoming known for the high level of involvement of its elected officials. If a planning issue affecting Oakland Park was on the agenda at county commission meetings, the city was well represented. This effort was rewarded with a \$2 million competitive grant from the county for open space for a downtown park. Oakland Park joined the National League of Cities, and its mayor became active on national committees.

Another measure of Mr. Stunson's success is the high level of citizen involvement. Volunteers provide much support during natural emergency situations and also serve in the community's parks, library, and recreational facilities. Through a local government academy instituted in 2005, residents can get firsthand information about how the city operates so they can better understand the complex issues facing city employees; this academy has produced 15 to 25 volunteers who serve on city boards.

Today the city is financially stable, and other cities in Broward County are looking to Oakland Park for cutting-edge ideas. Mr. Stunson contends that the city can do anything as long as it can count on the support of its leaders. And largely because of the leadership of John Stunson, Oakland Park has attracted top-notch staff and gained a reputation as a city on the move.

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



Edwin C. Daley

Each year, ICMA presents the Award for Career Development to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. The award commemorates former ICMA president L. P. (Perry) Cookingham, who is credited with creating the local government internship. Candidates must be full members of ICMA. This year, ICMA presents the Career Development Award to Edwin C. Daley, city manager of Winchester, Virginia.

Ed Daley, city manager of Winchester, Virginia, believes strongly that continuing education and training is the secret to developing a strong and dedicated workforce, and that an educated, experienced workforce is at the heart of quality customer service. For this reason, he makes sure that his staff has a wide variety of opportunities to grow both professionally and personally.

Several years ago, Mr. Daley realized that a large number of knowledgeable and experienced employees would be retiring within the coming decade. Not wanting services to suffer during the search for qualified replacements, he developed a succession plan to prepare the city's existing workforce for possible promotion. The plan provides several training opportunities for employees who are interested in advancing their careers.

In 2001, Mr. Daley created the EXCELL Academy, a yearlong educational program consisting of a series of internally conducted seminars designed to address city and regional policies, budget and purchasing procedures, and philosophies critical to both current managers and future organizational leaders. These seminars are augmented by three college-level courses conducted in partnership with Lord Fairfax Community College and designed to provide the broad-based skills essential in today's organizational environment.

Participants must also spend a day with a city department with which they are unfamiliar in order to gain a better understanding of city operations. Finally, the class chooses a community service project and works together as a team to accomplish its goals.

In August 2004, Mr. Daley created the Internal Sabbatical Program, a six-month internship that is open to all employees seeking a change of pace and a chance to learn something new about government administration. The program places the interns in different departments, enabling them to experience local government from another angle, gain a better understanding of the range of services and personnel required to serve the community, and see how ideas translate into policies and programs. And by gaining a fresh perspective on how they address problems and projects, the departments benefit as well.

Recognizing the need for better communication throughout the organization, in 2005 Mr. Daley reorganized the city's structure into five teams: public safety, human services, public services, development, and administrative services. The restructuring also reduced unnecessary service duplications, ultimately saving all departments time and money and improving service delivery. But because key personnel are accustomed to working autonomously,

Mr. Daley knew he would need to teach them how to move smoothly in a team atmosphere. To this end, he designed an annual book club to meet once a month for five months. Employees are invited to join the club, are given a book chosen by Mr. Daley, and are appointed to small teams. Each team is assigned a certain number of chapters to read and present to the full group. To date, the groups have read *The Leadership Challenge*, *The Wisdom of Teams*, and *Now, Discover Your Strengths*; they have also taken the StrengthsFinder Inventory and participated in an ICMA workshop on strengths.

Later in 2005, Mr. Daley put together a group of young professionals holding a wide variety of positions with the city to form the Emerging Leaders Group. Committed to preparing employees today to lead tomorrow, the group gives those new to public management a monthly forum in which to interact with seasoned department heads and discuss key city issues and procedures. By providing rising city professionals with an insight into departments with which they may not be familiar, the program ultimately gives them a broader understanding of how the local government operates.

The recent trend in local government has been to shrink or flatten the organization in an attempt to become more efficient, responsive, and effective. But this trend can force the organization to spend more time, money, and resources on the search for talented and qualified personnel to fill positions vacated by retirements and a more mobile workforce. Mr. Daley has met this challenge by implementing an extensive program to develop and cultivate the city's workforce and thus ensure quality leadership in the future.

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



Susan E. Sherman

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

Olathe, Kansas, prides itself on many strong partnerships, and Assistant City Manager Susan Sherman has been an integral part of this success. In 1997, she helped pioneer a partnership between the city and the Olathe School District to hold a "youth conference." Along with facilitating an exchange of ideas between adults and youth about how they could work together to benefit the community, the conference led to several ongoing youth initiatives.

One such initiative was the Olathe Youth Congress, a nationally recognized, best practice model created in 1999. Funded by such diverse partners as the Olathe Medical Center, the Olathe United Way, and Mid-America Nazarene University, as well as by the city and school district, the youth congress is completely student run; however, the priorities it sets and the issues it addresses are worked on by the entire community. In 2005, 350 students from public, private, and home schools attended the annual session of the congress. A second nationally recognized youth initiative, the Olathe Teen Council, is modeled after the city council and works with the youth congress to provide a voice for youth in the community.

Another initiative, *4 the Birds Café*, was started in 2002 as a teen

coffeehouse. Ms. Sherman helped the teens secure funding from the city and school district, as well as donations from businesses for furniture and pool tables. She also helped enlist adult volunteers to provide supervision while contributing many hours herself. In the end, the teens had created a place of their own—run by youth, programmed by youth, and used by youth.

Building yet another partnership with the school district, Ms. Sherman developed a third-grade education program, Third Graders in Government, which allows kids to participate in a mock city council meeting.

Ms. Sherman's leadership strengths include her interpersonal skills and her ability to build trusting relationships with employees, volunteers, elected officials, and citizens. Thus, in 1997, when the city council needed to find a new city manager, it asked Ms. Sherman to assume the role of acting city manager. Shortly after, Ms. Sherman was confronted with a difficult disciplinary matter involving an established police chief. As acting city manager, she could have chosen to wait and "let the new guy" handle the issue, but instead, with counsel from the human resource department and the city attorney's office, she investigated the issue and reached a separation agree-

ment with the chief. The situation could have had disastrous political ramifications, yet she had the courage to act and did so successfully. Her service during those difficult 14 months earned her the Olathe Chamber of Commerce's Community Service Award—the first and only time the award has ever been given!

In the past few years, Ms. Sherman has been at the forefront of cultural change as the organization moves toward a values-based, customer-focused organization. This change has included the implementation of a community-based strategic plan, an annual customer satisfaction survey, a new performance management system, a career banding pay plan, and a comprehensive employee development program. Through it all, she has been instrumental in helping the staff to become a high-performing organization.

Ms. Sherman's devotion to the community is reflected in the countless hours of personal time she spends volunteering in the schools and leading community fundraising efforts. She also has served as president of the local Rotary Club and is a Paul Harris Fellow in the Santa Fe Trail Rotary Club. In 2004, the Olathe Character Council awarded her its City Government Character Award, and Kansas City's *Ingram's Magazine* appointed her to the 2004 Class of "40 Under 40."

As a certified trainer, Ms. Sherman helps provide in-house customer service training to city employees. As a trained facilitator, she facilitates public meetings and informally helps smaller groups move forward productively. With her compassion for Olathe's citizens and employees, her commitment to building community through partnerships, and her strong leadership and management skills, Susan Sherman is a model of what an assistant city manager should be.

**Academic Award in
Memory of
Stephen B. Sweeney**



Lawrence F. Keller

The Sweeney Academic Award, established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government. In addition to ICMA's recognition of an academic or institution, the Fels Institute provides a stipend to the recipient's student of choice to attend the ICMA Annual Conference. This year, ICMA presents the award to Lawrence F. Keller, associate professor of public administration at Levin College of Urban Affairs, Cleveland State University.

As part of the city management core faculty in the MPA program at the Levin College of Urban Affairs (LCUA) of Cleveland State University, Dr. Larry Keller has made a significant contribution to the formal education of students pursuing careers in local government for nearly 40 years.

Established in 1977, LCUA's MPA program was intended to provide a professional education for public servants and policy analysts working for local government. In 1982, Dr. Keller was the first public administration faculty member hired at the college. The following year, he led the effort to establish an outreach program at LCUA specifically oriented to local government. Through this vehicle, he produced the Ohio City Management Association's annual programs and semiannual newsletter for seven years. In 1990, when the college expanded the outreach program, Dr. Keller was influential in the selection of a director for the newly formed public management program. In 2004, for the third time, *U.S. News & World Report* ranked LCUA's MPA program second in the nation for the city management/urban policy specialization.

Before joining LCUA, Dr. Keller studied city management at the University of Cincinnati, where his mentor was former ICMA president C. A. Harrell. He passed the Ohio Bar in 1970, and then, while pursuing a doctorate in public administration,

he taught at the University of Kansas and worked half-time in the Institute for Public Affairs and Community Development, coordinating the university's annual city management conference. After Kansas University made him an honorary KUCIMATS in 1981, Dr. Keller became director of urban affairs at the University of Colorado at Denver. He then came to LCUA in 1982.

A gifted and popular teacher, Dr. Keller teaches city management; the organization and management of the public sector; and the Columbus Seminar, in which students experience the institutional aspects of state government, learn about state-local relationships, and become familiar with professional associations that advocate for cities. He also teaches administrative law in the Ohio Certified Public Manager Program, which attracts elected officials and senior administrators from state and local government.

Dr. Keller has motivated or reinforced the interest of more than 500 students to pursue local government careers, teaching them how complex systems shape public policies. He has also educated them to become democratic administrators and play constitutionally validated political roles in their communities. Through his teaching, these students have learned how law, public administration, and politics all connect to local governance.

Apart from his academic courses, Dr. Keller facilitates workshops for practicing local officials and regularly teaches a workshop on municipal law in the college's certificate program for newly elected local officials. He has also provided technical assistance to local governments across the United States and overseas, and has written extensively on local governance. His publications include more than 20 articles in American journals of public administration and an article on municipal charters in the *National Civic Review* (2002); he also co-authored a book on local management in the United States.

As a recognized national expert on charters and charter reform, Dr. Keller participated in major city management conferences in the nineties. He has also spoken at several American Society for Public Administration national conferences on the Model City Charter, and he is often called upon to speak in cities where the manager plan is under attack. In addition, he has served on seven charter commissions and four charter review commissions; he has updated the administrative code for Avon, Ohio; and he did the financial provisions for the municipal charter of Oregon, Ohio. In these efforts, he provided an overview of local government, explained the constitutional nature of charter development and amendments, developed the agenda with the commission chair, compiled the summary of decisions, and drafted and published the resulting charter.

Dr. Keller is a beloved teacher and ardent supporter of the council-manager plan. As he approaches retirement, he leaves behind a legacy of 40 years of dedicated service to his students and an enduring commitment to professional local management.

Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

Laguna Hills, California

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



Laguna Hills youth get active by participating in physical fitness activities.



BRUCE E. CHANNING

According to the surgeon general, nearly two out of every three Americans are overweight or obese, and one out of every eight

deaths in America is caused by an illness directly related to weight and obesity. An unprecedented number of children are overweight, which significantly increases their risk factors for such health problems as diabetes, heart disease, asthma, and emotional and mental health problems. It is also estimated that nearly three out of every four overweight teenagers will become overweight adults.

The city of Laguna Hills, California, began addressing this epidemic in fall 2004 by making the climbing obesity rates of the city's children and teenagers one of the top three budget priorities for the city's community services department. To address this goal, city staff developed an all-inclusive Get Fit Campaign.

The surgeon general identifies three key factors that must be addressed to reduce childhood obesity: increased physical activity, healthier eating habits, and improved health literacy. The Get Fit Campaign addresses increased physical activity through a low-cost after-school

sports program; self-guided walking loops; a children's running program; and the "Club 30 Program," which provides quick, convenient exercise options that meet the recommended 30 minutes of daily physical activity. For people who prefer to be outdoors, 30-minute walking routes have been outlined, each one including location, distance, walking time, and level of difficulty. Healthier eating habits are addressed through healthier refreshments at teen dances, healthier snacks in the day care program, the balanced use of treats in early childhood programs, and healthier menus in the children's cooking classes. Improved health literacy is addressed through staff training, nutrition education classes, and adult cooking classes.

One key objective of the campaign is to ensure that exercise and nutritional programs are available to all. To encourage more youth to participate in physical fitness activities after school, when they are most likely to be inactive, the city reduced its after-school sports program fee. As a result, registration in the program increased 40 percent.

Another key objective was to introduce new programs. The community services department used fitness icons throughout its class and activity brochure to designate programs that promote health and

wellness. One class, "A Busy Person's Guide to Healthy Eating," educates adults on healthy meal choices as well as healthier food preparation. This popular class filled to capacity when first offered, and it continues to be offered along with another class, "A Parent's Guide to Healthy Kids," which educates parents on nutrition and healthy food preparation for their children. "Fitness Fridays," a class for elementary school-aged children, offers 30 minutes of high-energy cardio activity followed by a healthy snack; 90 percent of those who enrolled were overweight children from low-income neighborhoods.

To ensure the participation of city staff, the department introduced hiking nights, provides regular training for staff, and offers a 30 percent discount for employees enrolling in a designated health and wellness program. In addition, it challenged all city staff to set a standard for increased physical activity through the Step It Up! program, in which participants used a pedometer to track their steps for six weeks, turned in their weekly totals, and collectively strove for increased step totals each week. More than 90 percent of employees participated, and each week, the group reached its collective step goals.

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This year, ICMA presents two Community Health and Safety Awards in the 50,000-and-greater population category. The first goes to the city of Olathe, Kansas, and City Manager J. Michael Wilkes for the Work Taxi Coupon Program.



J. MICHAEL WILKES

Olathe, Kansas, with a population nearing 117,000, is one of the fastest-growing cities in the United States. According to the U.S.

Census, however, approximately 37 percent of Olathe's households (or approximately 43,290 families, using the current population), earn less than 80 percent of the median income, and approximately 4 percent, or 4,680 families, live below the poverty level. Persons with disabilities, single-parent families with children under 18 years of age, and the elderly are those most likely to fall into these categories.

For many low-income working households, affordable and dependable transportation could be the determining factor between being employed and being homeless. Thus, to improve the quality of life for these citizens—to enable them to attend college classes, a trade school, or job preparation classes and to provide them with a reliable means of transportation to reach employment sites within the city itself—Olathe has sought to provide a low-cost and dependable transportation service.

In early 2004, with encouraging feedback from several local not-for-profit agencies that offered employment preparation workshops for disabled individuals, Olathe established a "Work Taxi Coupon Program" for its disadvantaged citizens. Because the cost to establish a public transportation bus system was prohibitive, the city applied for a Federal Transit

Administration Job Access Reverse Commute (JARC) grant. It was awarded a matching start-up grant of \$135,750 to implement the Work Taxi Coupon Program for individuals earning less than 80 percent of the median income for the area; the city is matching the grant funds with general funds.

With the necessary funding secured, Olathe contracted with two local taxi companies, which agreed to the following policies and procedures:

- Service is to be offered from 6:00 AM to 7:00 PM six days a week.
- Service is to be door to door.
- The company will accept a coupon from a rider, entitling the rider to a one-way trip from home to work or a job preparation site, or from a work site to home. Coupons can be used only for work-related trips.
- The company will turn coupons into the city biweekly for reimbursement. Each one-way coupon will be redeemed for \$12.
- The city will lease to each company at no cost a wheelchair-accessible vehicle to accommodate persons with disabilities.

The city then notified the local agencies and advertised the program in the local paper, on the city's main Web page, and on the local city cable TV channel.

Program-eligible participants are issued an ID card to show when purchasing coupon books (10 coupons for \$25) and paying for rides. When used, each coupon must state the origination and destination, date, ID



Olathe citizen finds dependable, affordable transportation through city's work taxi program.

number, and signature of the program participant.

Between 2004 and 2005, program participation increased by 100 percent. In addition to low-income persons, 56 disabled individuals are currently working in the community in retail businesses for the first time in their lives. As their earnings increase, the amount they receive from the Social Security Administration Office decreases, which is a cost saving to society. Moreover, as they spend their earned income in the community on rent, utilities, groceries, personal items, and entertainment, the city's small investment (\$135,750) in this program is returned. An additional cost-saving measure is Olathe's initiative and success in obtaining a funding partner for the program.

The program has also resulted in partnerships between local businesses and local not-for-profit agencies that work with low-income or disabled citizens. The agencies provide employment training sites for their target population, enabling businesses to maintain an adequate number of entry-level employees. These partnerships have resulted in a win-win situation for businesses as well as for Olathe's disadvantaged citizens.

In spring of 2005, a survey of program participants showed that

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

Polk County, Florida

The second of ICMA's 2006 Community Health and Safety Awards in the 50,000-and-greater population category goes to Polk County, Florida, County Manager Robert M. Herr, and Assistant County Manager Lea Ann Thomas for the Polk HealthCare Plan.



ROBERT M. HERR



LEA ANN THOMAS

The Polk County Board of County Commissioners is committed to providing quality health care services to the county's uninsured citizens. Back in 1926, it opened Polk General Hospital, a 180-bed inpatient facility. It subsequently provided five outpatient clinics throughout the community to

meet preventive, primary care, and specialty care needs and to provide physical rehabilitative, full laboratory and radiology, and on-site pharmaceutical services. As a proactive move toward decreasing barriers to health care, the clinics offered people access to more cost-effective care than was available in local emergency rooms.

Polk General Hospital closed in 1995, but the clinics continued to operate for nearly five more years. The county's Community Health and Social Services Division (CHSSD) sought to develop a plan to outsource all services within the local community, thereby decreasing the "second-class citizen stigma" for the uninsured and fostering an atmosphere of buy-in for residents. This was the genesis of the Polk HealthCare Plan, a true managed care program, which was fully implemented in April 2000.

Approximately 120,000 Polk County residents—about a quarter of the population—are uninsured or

underinsured and without quality health care services. After the Polk HealthCare Plan had been operational for four years, the county realized that it lacked the funds to adequately cover more than a small number of people. To obtain the needed funding, the county commissioners proposed a half-cent discretionary sales surtax, which the voters approved in March 2004. This new funding provides the plan with an estimated \$35 million annually, enabling it to provide more comprehensive health care to almost 6,000 residents, a number that is projected to increase to 14,000 by October 2006.

One successful strategy of the plan is the immediate linkage between a new enrollee and a primary care physician. A caseworker coordinates the relationship, setting up the first appointment for the patient at the time of enrollment. This process establishes the enrollee as a patient, provides the patient with access to quality medical care, and ensures that baseline screenings are performed to promote early intervention strategies.

Another notable feature of the plan is its single integrated information technology (IT) system, which the county uses for eligibility determination, health plan operations (e.g., hospital precertification), specialty referrals, authorizations, social and medical case management, contracting and credentialing, quality management, utilization management, and claims adjudication and processing. Caseworkers are posted throughout the county in hospitals, public health units, government cen-



Polk County provides cost-effective, comprehensive health care services to its uninsured and underinsured citizens.

ters, community centers, and adult day care centers. Mobile services, equipped with complete wireless technology, provide a nurse to perform blood sugar checks and baseline screenings for hypertension and cholesterol, along with promoting health education and wellness strategies.

A Healthy Communities Access Grant from the Health Resources and Services Administration provides for a community-wide software system that links together health and social service agencies for client data sharing and tracking. Thus, a participating agency can input a client's demographic information, income, and assets, and the system will automatically identify what community services the client is eligible for. The system enables participating organizations to streamline client eligibility, expedites appropriate referrals to other programs, reduces duplication of effort among agencies, and promotes work flow efficiencies for all partners.

Designed to serve as the community's "safety net," the Polk HealthCare Plan is also a type of "gap" coverage for individuals awaiting disability determination and subsequent coverage by Medicaid or Medicare; for children with pending Medicaid or Florida Kid Care

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ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents two Community Partnership Awards in the less-than-10,000 population category. The first goes to the city of Sonoma, California, and City Manager Michael Fuson for the Sonoma City/Chamber Economic Development Partnership.



The city of Sonoma, in the heart of the Sonoma Valley wine-grape region of Northern California, enjoys an economically healthy summer

tourist season. But vacant storefronts, complicated building processes, and sharp disagreements over a few key issues between the city and leaders of the business community signified a need for change. This need gave rise to the City of Sonoma/Sonoma Valley Chamber of Commerce Economic Development Partnership.

The partnership was created to provide assistance to existing local businesses, enhance local business opportunities and expansions, attract new businesses to Sonoma, and ultimately strengthen the relationship between the city and its businesses. Because the city's commercial areas are part of its redevelopment project area, the city set aside \$75,000 of redevelopment funds for the program; the chamber provided office and meeting space, secretarial assistance, use of its Web site, and payment for various trainings.

A project manager, who would report to a steering committee comprising one elected council member, the city manager, one board member of the chamber, and the executive

director of the chamber, was hired in May 2004 and given six initial goals:

- Meet with key leaders to gather information
- Provide the business community with advice or intervention to help them be successful
- Maintain a database of vacant commercial spaces for those seeking new or larger quarters
- Provide training for small businesses on new laws, marketing, customer service, workplace safety, and other topics
- Host an economic summit to discuss the future direction of the city and its surrounding unincorporated areas
- Write an economic strategy based on ideas from the summit, conversations with key leaders, and analysis of needs.

During the first year of the program, 41 key leaders were contacted; 109 businesses were given marketing advice, business counseling, assistance in complying with city regulations, or financial resource information; the database was established and updated monthly; training was offered (to home businesses); 52 participants attended the economic summit; and the Sonoma Economic Development Strategy was written. The program's success prompted renewal of the program manager's



One of the many new businesses that opened in Sonoma with the help of the city's economic development partnership.

contract for the second year.

Since May 2005, the governing bodies of both the city and the chamber have enthusiastically endorsed the program and have formally adopted the economic development strategy. Strategy goals include

- Assisting and promoting business retention and expansion
- Diversifying the economy by working with the county to identify, attract, and strengthen business clusters in industrial areas outside the city limits
- Continuing to support and strengthen existing industries
- Targeting and attracting new businesses that complement those already in Sonoma and are compatible with its "community character"
- Enhancing the image of Sonoma as a "business-friendly" city
- Working with schools, nonprofits, existing businesses, and government agencies to create programs to train, support, and attract a skilled workforce
- Supporting and pursuing economic development that maintains or improves the environment.

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Village of Jackson and Town of Jackson, Wisconsin

The second of ICMA's 2006 Community Partnership Awards in the less-than-10,000 population category goes to the village of Jackson and the town of Jackson, Wisconsin, and to Delmore A. Beaver, administrator/clerk of the village of Jackson, for the Revenue-Sharing Agreement and Cooperative Boundary Plan.



DELMORE A. BEAVER

The village of Jackson, Wisconsin, 25 miles northwest of Milwaukee, is one of the fastest-growing communities in the fastest-growing county in southeastern Wisconsin. From a population of 2,486 in 1990 to one in excess of 6,100 in January 2006, it has experienced a growth rate of 137 percent.

In Wisconsin, town government is unincorporated, and because towns are greatly affected by annexations and are often frustrated by city and village planning efforts, their views of governance generally conflict with those of incorporated communities.

The village of Jackson and the town of Jackson, which surrounds the village on three sides, had a long history of conflict. In 1994, the village instituted a zoning and use freeze 1.5 miles from the corporate boundary to delay the town's expansion of a mobile home park into an unincorporated area that the village had set aside for expansion of the Jackson Northwest Business Park. This freeze was established by state statute to permit the formation of cooperative plans to address such issues. However, the village's action further deteriorated relations between the two jurisdictions. As the two-year timetable to formulate these plans was expiring, the Jackson village administrator developed a proposal to salvage the joint planning effort; the proposal set forth a maximum

corporate boundary until December 31, 2014, regardless of any request to annex to the village before January 1, 2015. Any such request would be subject to meeting certain criteria, which were set forth in the Revenue-Sharing Agreement and Cooperative Boundary Plan, as amended. The proposal also indicated which town properties would be subject to attachment to the village (at the village's sole discretion) prior to January 1, 2015.

Once the village and the town felt comfortable with those conditions, a joint planning group was appointed with three members representing the village and three members representing the town, none of whom was elected. The Revenue-Sharing Agreement and Cooperative Boundary Plan was finished and adopted by both municipalities in September 1999 without any outside consultants, except for review by legal counsels for both entities.

Provisions to extend water and sewer service to town developments would permit greater densities, protect the environment from contaminated wells and failed septic systems, and provide the town with a greater tax base. These provisions included compliance with village utility construction standards for such service. All served properties would be subject to annexation after January 1, 2015, if annexation criteria were met. In addition, water and/or sewer service to town businesses or industrial developments would result in the 50-50 splitting of property taxes (including partial assessments) generated by the



Joint village of Jackson and town of Jackson event provides entertainment for young residents.

development for seven years.

The agreement/plan was updated in September 2005 to require conservation subdivision design in addition to cluster subdivision design for all town developments seeking water and sanitary sewer service from the village. This agreement has paved the way for other cooperative service provisions. For example, a joint recreation department/Boys and Girls Club has grown to accommodate 250 members from the village and the town. The Boys and Girls Club represents a coordinated effort between the village (employees and support), the town (support), Christ Lutheran Church (a setting that accommodates all religions and cultures), and the Boys and Girls Clubs of the United States (sponsorship and support). Additionally, both municipalities are jointly funding a park and recreation department. Other possible joint projects in the near future include building inspection, engineering, and public works departments to minimize the duplication of equipment and staff while still enabling the town to remain separate from the village. The two entities are now also in the process of creating a joint smart growth plan.

To retain local industry and attract businesses that have technology-based

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

Winchester, Virginia

ICMA's 2006 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Winchester, Virginia, and City Manager Edwin C. Daley for Our Health, Inc.



EDWIN C. DALEY

The city of Winchester, Virginia, is in a region where approximately 17 percent of the population has no health insurance.

Within the city,

one of out 10 households earns less than \$10,000; more than 40 percent of babies are born to single mothers; and almost one in five children under age five lives in poverty. In addition, the city's Hispanic population exploded by 597 percent from 1990 to 2000, and many of these new residents have difficulty accessing affordable care. Finally, persons over age 55 are the largest demographic in the area, and the retirement of the baby boomers will put enormous strain on the region's health care capacity.

An extensive needs assessment survey conducted in 1997 revealed the following problems plaguing many of the area's nonprofit health and human service providers:

- Inadequate, hard-to-access facilities, or facilities where high rents and overhead limited the number of low-income and disadvantaged persons that could be served
- Gaps in the regional health service delivery system, allowing many persons needing health-related services to fall through the cracks
- Staffing shortages, high turnover, overreliance on volunteer labor, and few opportunities for the training, technical assistance, and professional development needed to maintain a stable and qualified health care workforce

- Operating deficits and lack of funding, forcing organizations to reduce vital programs and services despite intense community need.

To address these problems, Our Health, Inc. was established in 1999 as a 501(c)3 nonprofit organization serving Winchester and two surrounding counties. The organization is a partnership of the city of Winchester, Frederick and Clarke counties, Valley Health System, the regional hospital, six nonprofit agencies, the state of Virginia, the federal government, and more than 500 community volunteers who have pooled their resources to provide health and human services at little or no cost to area residents at one accessible location. Its mission is to assess health care needs, coordinate services, develop new services and program capacities, develop strategic infrastructure, and evaluate and measure program/service outcomes for underserved and hard-to-treat individuals with acute health care needs.

Through a successful campaign that raised more than \$4.3 million with gifts from about 220 individuals, organizations, and governments, the partnership acquired blighted property in downtown Winchester. A Community Development Block Grant allowed the city to contribute about \$323,000 for new construction and existing structural improvements. After two years of redevelopment, the restoration of several buildings, and the construction of new facilities, Phase I was completed and the Robert G. Kendall Community Services Campus was dedicated on



Our Health serves the residents of Winchester and two surrounding counties.

October 24, 2003. The campus includes two professionally designed buildings that house six nonprofit health and human service organizations, including the Child Parent Center, which has since increased the number of children and families it has helped by 20 percent, and Healthy Families, which has increased that number by 110 percent.

By coordinating its grant-writing efforts, Our Health has acquired grants for the network's service partners valued at more than \$200,000 for 2003–2005, and the cash value of health care services provided at no cost to its target population has increased by 22 percent. In 2005, these services included more than \$4.5 million in "billable" care and more than \$5 million in clinical and health education services. In addition, over the past several years, specialty care visits have increased by 30 percent, and dental clinic visits by 25 percent.

The success of this innovative approach to the provision of health care and human services has inspired state agencies, other local governments, the regional health department, the community college, the four-year university, and others to sign on for Phase II of the project. Phase II will include access to health

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

Aurora, Colorado

ICMA's 2006 Community Partnership Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Asian/Pacific Community Partnership.



RONALD S. MILLER

By the early 1990s, the last of the national and regional retailers had vacated East Colfax Avenue, the original downtown commercial main street in Aurora,

Colorado. Storefronts that had once displayed jewelry, sporting goods, appliances, furniture, and clothing were replaced with pawnshops, rent-to-own stores, and an abundance of foreign-language signs installed by Korean, Vietnamese, and other Asian immigrant merchants.

But most of these new business owners were unaware of licensing, code, land use, and signage regulations. As a result, established business owners perceived a disregard for accepted practices and wondered if the city was holding the newer businesses accountable, while the Asian business owners wondered if they were being singled out as the city tried to enforce existing rules and ordinances. In short, longtime area residents were suspicious of their new neighbors, who in turn became wary of the local government.

The area is home to the largest Korean and Filipino populations in the state as well as significant populations of other Southeast Asian groups. The growing tension prompted the city to reach out to its Asian community and establish the Aurora Asian/Pacific Community Partnership.

Initially, the partnership focused on reaching new businesses and improving communication, but more important was finding a way to integrate the newest immigrants

into the larger business community. A community survey conducted in 1995 revealed not just the needs of the Asian/Pacific American (APA) residents but also their desire to share their culture with the larger community.

To form the partnership, the staff of Aurora's Small Business Development Center recruited about 30 people from APA community organizations, APA-owned businesses, neighborhood groups, and city government, as well as a city council representative. Among the programs they created were

- An open forum for APA business owners to meet with representatives of the Tax and Licensing Division, Code Enforcement, Planning, and other city offices to discuss problems, ask questions, and learn about city rules and procedures
- An educational training program developed by the Aurora police department to help understand cultural differences and how those affect police interactions
- A series of music and dance events at the city's Aurora Fox Arts Center to showcase Asian culture
- A series of panel discussions to help immigrants understand immigration rules and processes.

The partnership was launched with no budget allocation, but it became so successful that the city budgeted \$15,000 annually to provide administrative support. As a designated program under "Spirit of Aurora," the city's nonprofit 501(c)3



Entertainment provided as part of the Asian Film Festival, a component of Aurora's Asian/Pacific Community Partnership.

umbrella organization, the partnership has expanded to include the Aurora Asian Film Festival (AAFF). Begun in 1998 as a collaborative effort with the city of Aurora and the Denver Film Society, the AAFF has become one of the city's premier events, drawing hundreds of attendees each year from throughout the region. The money it generates helps finance the organization's events and activities, while the city continues to staff and provide in-kind support for the partnership and provides financial support for the film festival.

The partnership has become a model for municipal efforts to build relationships with minority communities. In part its sustainability derives from the fact that so many members of the APA community are invested in the process. Those who are leaders in other Asian community organizations around the area provide the city with an extensive network of contacts, enabling Aurora to successfully engage the APA community in its revitalization efforts. Aurora maintains one of the most complete databases of Asian organizations in the state, and the partnership has become a key point of contact and a source for numerous recruitment efforts across the state for boards,

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Windsor Heights, Iowa

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the award in the less-than-10,000 population category to the city of Windsor Heights, Iowa, and to City Administrator Marketa George Oliver for the "New Heights" Community Redevelopment and Promotion.



MARKETA GEORGE OLIVER

Windsor Heights, Iowa, a land-locked community located in the heart of the Des Moines metropolitan area, is primarily a residential community. Not long ago, the city also had some commercial property, much of which was blighted or in disrepair. Demographically, the community had many aging residents and a reputation for a somewhat slower pace of life, as exemplified by the 25-mile-per-hour speed limit on its main arterial. It became clear that without renovation, redevelopment, and revitalization, Windsor Heights could become a faceless small town with empty, dilapidated buildings.

The first step was an aggressive urban renewal effort to upgrade the quality and quantity of commercial properties. Because residential properties in Iowa are taxed at a much lower rate than commercial properties, a better mix of properties was needed to provide the sustainable revenue stream needed to support city services and initiatives. Thus, the next step was to attract a good mix of businesses and the next generation of residents, and that would require quality infrastructure and services.

University Avenue, the main thoroughfare through Windsor Heights, was narrow and crumbling, so the city obtained substantial grant fund-

ing to widen and reconstruct the avenue and improve its streetscapes at a cost of approximately \$2.8 million. It then designated an area on University Avenue as the town center and purchased three of the four corners at the main intersection. It razed the dilapidated buildings, cleaned up the sites (which had housed either a gas station or dry cleaners at one time or another), and offered them for redevelopment. Two of the three corners have already been redeveloped: the base value for the properties was \$1,306,190; the city made a gross investment of \$2,847,491; and the properties are now valued at \$6,140,200. The city's investment in the third corner was \$647,914, and the property is expected to be valued at \$2.8 million.

To redefine and promote the community, the city invited residents and business owners with backgrounds in marketing and media to form an ad hoc committee and develop a comprehensive marketing plan. Presenting its recommendations in April 2003, the group identified the city's strengths as good housing stock, good quality of life, a probusiness local government, a location between urban and suburban areas, a small-town atmosphere, safety, and diversity. The city's weaknesses were its land-locked location, which limits growth; image problems (only elderly/upper- or middle-class people live here); and confusion over the city's boundaries. The overall goal was to modify the city's image by



A main Windsor Heights thoroughfare was widened and reconstructed, as part of efforts to revitalize city.

changing perceptions. To downplay any impression of the city as a speed trap with its 25-mile-per-hour speed limit, Windsor Heights would be promoted for its safe streets; rather than defining it as landlocked, it would be promoted as being "at the heart of it all."

The group then identified target markets—residents, area businesses, and realtors/home buyers/rental agencies—and specific strategies. One major strategy was to form a business alliance. Acting as facilitator, the city brought area businesses together to form a chamber of commerce, which was officially incorporated in 2004 and has since more than doubled its membership. Another strategy was to increase community events in order to promote community, unity, and identity. With the chamber's help, Windsor Heights has since gone from one major annual community event to four, one of which is "Windsor Wonderland," a multiday winter festival.

To help promote the city's identity, the chamber of commerce

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Mosman, New South Wales, Australia

ICMA's 2006 Community Sustainability Award in the 10,000-to-49,999 population category goes to the municipality of Mosman, New South Wales, Australia, and to Vivian H. R. May, general manager of the Mosman Council, for the Community Environmental Contract.



VIVIAN H. R. MAY

Mosman, Australia, sits on a peninsula in the midst of Sydney Harbor. Although an established urban area with relatively high population density, Mosman is blessed with significant open space and a network of remnant bushland. This unique and treasured environment partly explains why residential properties in Mosman are so highly valued, and both Mosman's citizens and their local government authority acknowledge their responsibility to care for and preserve the superb natural resources entrusted to them.

In response to community concerns about degradation of the local environment and to help improve Sydney Harbor, the Mosman Council introduced its Community Environmental Contract (CEC) in 2000. The CEC is a suite of projects dedicated to protecting and improving the local environment, and since its inception, its achievements have been numerous. For example, through the CEC, the council has significantly expanded its existing bushland management program, and the CEC now funds half of all bushland site restoration.

Because stormwater from urban areas can transport high volumes of pollutants into the harbor, the CEC installed stormwater quality improvement devices (SQIDs) on most of Mosman's major stormwater outlets. To date, these SQIDs have removed nearly 1,000 metric tons of pollutants, and residents report cleaner beaches

and a great increase in the number of marine species found in the rocky reefs. The council is also monitoring the performance of the SQIDs over a range of water quality parameters to ensure that their management is as beneficial to the environment as possible.

In addition, the high velocity of stormwater flows erodes the natural creeks within bushland areas, introduces pollutants to bushland, promotes weed growth, and destroys valuable bushland and riparian habitat. To minimize this damage, the CEC has restored nearly a kilometer of natural creek line and consolidated poorly located stormwater outlets. And to guard against environmental problems, the municipality recycles the organic fraction of the waste instead of disposing of it in a landfill.

The construction of seawalls is gradually altering the rocky foreshores around Sydney Harbor. These shores, with their horizontal surfaces, overhangs, rock pools, and crevices, create habitat for various intertidal creatures and provide the basis for thriving ecosystems. While seawalls are very efficient at deflecting wave energy, their featureless vertical walls provide very little habitat. Moreover, several seawalls are over 100 years old, and after a century of exposure to waves and saltwater, their ability to protect foreshores and public recreation areas from erosion have been compromised. To restore seawalls while also improving intertidal habitat, the council partnered with an ecological research institute from the University of Sydney to rebuild the seawalls with boulder fields;



Mosman Council CEC staff at Quakers Hat Bay, the site of habitat restoration, bush regeneration, and walking track construction.

this technique effectively dissipates wave energy while mimicking natural rocky shore habitat and also providing better access to the water than traditional steep-sided seawalls. The recolonization of new seawalls is being monitored, and the council and the university are currently working together on projects to create habitat.

The CEC has allowed the council to incorporate social and heritage issues into its projects. A project combining stormwater, bushland, and creek rehabilitation in a bushland reserve displays the area's European heritage while also highlighting its aboriginal heritage. The CEC has also improved the council's ability to run joint projects with other land managers, such as the National Parks and Wildlife Service, the Sydney Harbor Federation Trust, and neighboring councils. These improved working relationships also ensure that all neighboring agencies have consistent environmental management approaches.

Because the CEC was established in response to community demand for improved environmental management and quality, the council consults directly with residents and other stakeholders in planning projects. It has, for example, relied on the commitment and knowledge of residents

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This year, ICMA presents two Community Sustainability Awards in the greater-than-50,000 population category. The first award goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Home of Our Own program.



RONALD S. MILLER

At one time, East Colfax Avenue in Aurora, Colorado, was a vital economic corridor, but businesses began to decline when new high-

ways gradually drew tourist traffic away, and by the late 1960s, tourist development had effectively ended along the avenue. Over the next two decades, retail trends shifted from pedestrian-oriented “main street” outlets to indoor shopping malls, and the decommissioning of Lowry Air Force Base and the Fitzsimons Army Medical Center in the 1990s stripped the area of two major employment centers and thousands of workers, residents, visitors, and consumers.

Saddled with high vacancy rates as a result of aging properties that no longer attracted middle-income families and growing businesses, many property owners sought out low-rent tenants and businesses that catered to the poor and the fringe economy. Slowly, the area deteriorated: signs of blight appeared, commercial and residential property values declined, and crime increased, all signaling poor prospects for future investment.

When the redevelopment of both military properties and the former Stapleton Airport revitalized the area in the mid- to late 1990s, Aurora implemented a series of capital improvement programs to bring back Colfax Avenue; these included the renovation of commercial façades and the rehabilitation of single-family homes. However, the most vulnerable

population of Aurora—the homeless families with children living in motels along Colfax Avenue—desperately needed help.

That help is provided through Home of Our Own, a rental assistance program established in 1998. The program provides one-time grant assistance to eligible families so they can move into permanent rental housing. To be eligible, clients must have resided in motels for at least 15 days and have an income at or below 80 percent of the area medium income. They must also attend a “tenant education class,” which provides information on landlord/tenant issues and financial literacy. Other program parameters include weekly case reviews, an absence of drug use and criminal behavior, and housing quality inspections. The grant covers the cost of a security deposit, a utility deposit, and 75 percent of the first month’s rent.

The program also assists homeless families participating in the Aurora Housing Corporation’s Families in Transition Program, a two-year transitional housing program; families who have a current Section 8 voucher or certificate; and families living in Aurora’s two homeless shelters. By helping clients find housing and assisting with initial housing costs, Home of Our Own makes it easier for low-income families to afford customary living expenses and the cost of home furnishings so they can put their energy into getting the financial, educational, and strategic guidance they need to get back on their feet.

The program stands out from other tenant-based rental assistance

programs in several ways. First, because it provides rental assistance one time only, the program does not maintain the long-term residency of its clients. Second, it provides a dedicated housing specialist/caseworker, who not only administers the program but also provides clients with additional financial assistance for other expenses, such as furnishings, clothing, utilities, and food on an as-needed, case-by-case basis. Third, the program addressed homelessness by strategically selecting housing near places of employment, social and recreational services, and commerce. And fourth, it makes housing selections throughout the city in order to avoid concentrations of poverty and to better assimilate homeless families into a standard living environment.

To successfully implement Home of Our Own, Aurora partners with local social service providers, apartment managers, local businesses, and grant-funding organizations to provide housing, counseling, and household items. The program is coordinated by the city’s community development division, in cooperation with the Aurora Mental Health Center’s Aurora Family Preservation and Family Support Initiative; the cooperation of both agencies, which pay the salary of the housing specialist/caseworker, ensures high-quality service delivery and redundancy during staffing shortages.

Since 1998, approximately \$250,000 of direct rental assistance has been provided to 192 families at an average cost of \$1,294. Funding comes primarily from Community Development Block Grants and HOME Investment Partnerships grants, which the U.S. Department of Housing and Urban Development provides to the city annually, and from Arapahoe County’s Aurora

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The second of ICMA's Community Sustainability Awards in the greater-than-50,000 population category goes to the city of Waterloo, Ontario, Canada, and City Manager Simon Farbrother for the Environmental Strategic Plan.



SIMON FARBROTHER

Located in Canada's "Technology Triangle," the city of Waterloo, Ontario, has a robust knowledge-based economy that is largely

driven by two major universities, several major insurance companies, and many high-tech firms. As a result, the city has seen significant population and employment growth over the past several years and is, in fact, one of the fastest-growing mid-sized cities in Canada.

Waterloo also has long been committed to livability and sustainability. This commitment is partly due to the fact that 80 percent of the community's drinking water comes from groundwater aquifers, much of which are under existing urbanized areas or areas planned for future urban development. Further, surrounding Waterloo is some of the richest agricultural land in Canada—an important economic asset as well as a key factor in the area's future sustainability.

The challenge facing Waterloo in the future is growth. In the past, the community would accommodate population growth with new development at the edge of the city, but because this type of urban development contributes to poor air quality, threatens groundwater quality, encroaches on agricultural land, causes ecosystem fragmentation, and produces other negative impacts, a new approach was needed. In 2000, Waterloo began a multipronged program to ensure continued economic growth while

maintaining a sustainable and high quality of life. The foundation of this program is "Imagine! Waterloo," the community's vision for the future and the most comprehensive community consultation process ever undertaken by the city.

"Imagine! Waterloo" contains a number of linked initiatives, one of which is the Height and Density Policy, a long-range growth strategy that establishes a plan to accommodate all future growth within the city's existing boundary. This plan anticipates that the remaining undeveloped land within the boundary will be exhausted within the next decade and that all future growth will need to be accommodated through redevelopment and intensification.

As another part of the program articulated in "Imagine! Waterloo," the city consolidated its environmental goals into a strategic plan. This plan, which contains 24 strategic actions with specific implementation timetables up through 2012, has allowed the city to continue to meet growth demands on a limited land base while upholding principles of sustainable development. The Environmental Strategic Plan was initiated to renew the city's environmental commitment and consolidate previous initiatives into one integrated planning framework; guide and prioritize both existing and new environmental initiatives in three specific phases with an implementation schedule; and address the community's vision for the environment as identified in "Imagine! Waterloo."

After formal ratification by the city council, the plan went into effect



Stream rehabilitation is one example of Waterloo's efforts toward achieving environmental sustainability.

in May 2002. A team of key personnel representing various city departments was formed to oversee its implementation and report regularly to the council and the city's corporate management team. The city's development services and public works departments contribute approximately \$5 million annually in operating and capital budgets to fund work identified under the plan.

The first three years of Waterloo's Environmental Strategic Plan have produced significant achievements in sustainable community development, including the following:

- Sustainable buildings: Through solar energy and green rooftop projects, the city is demonstrating options for environmentally responsible energy. It has invested more than \$550,000 to promote the "greening" of city hall and has constructed 10 solar homes at a value of \$3.75 million.
- Brownfield redevelopment: Eighty percent of the city's downtown core, which was once industrial/commercial, has been transformed into retail and residential use. Thirty-five hectares of formerly contaminated land have been remediated, and two treatment systems have been installed to enhance groundwater quality.

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Strategic Leadership and Governance Award

POPULATIONS OF 10,000 TO 49,999

Lewiston, Maine

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Strategic Municipal Image Campaign.



JAMES A. BENNETT



PHIL NADEAU

For many years, the city of Lewiston, Maine, suffered from a lack of confidence and an impending sense of failure. Where the city was once a thriving industrial giant, home to such businesses as the Bates Manufacturing Company employing more than 5,000 people, its economy declined when Bates closed

in 1992 and the shoe and textile industry all but disappeared. By 2000, there were nearly 1.5 million square feet of vacant mill space, other businesses had closed, and unemployment had reached record highs. In addition, old mill housing had spiraled into disrepair and was abandoned, the crime rate was up, and the perils of poverty and decline gripped the city, strangling pride and optimism out of the community.

Recognizing that the community needed to change its image both internally and externally and believe again in its own potential, Lewiston's elected officials proposed the following strategy:

- Identify current perceptions. The community, in cooperation with its twin city Auburn and their nonprofit economic develop-

ment arm, the Lewiston-Auburn Economic Growth Council (LAEGC), hired a professional consultant firm to survey area perceptions. The firm's report, issued in April 2002, confirmed that nonresidents identified rundown areas, crime, poverty, and unkempt appearance as the community's drawbacks.

- Attack the biggest reinforcement of the negative image. Targeting the highest-profile physical areas that created a negative impression, the city began with the "Lower Lisbon Street" corridor, now known as the Southern Gateway.
- Use the media to help tell the story. Beyond physically driving throughout the community, the second most important way that people acquire impressions of a community is through the media, so the city needed the media to join in the effort.

The results have been amazing! Since 2003, private investment has replaced empty blighted buildings with such enterprises as VIP Auto Parts, which renovated a 1906 vintage building and invested \$1.8 million to build a store like no other; Oxford Networks, which created a \$4,200,000 world-class telecommunication headquarters that is committed to providing fiber-optic availability throughout the area within five years; Andover College, which is completing



Before and after shots of Lewiston's Southern Gateway illustrate the success of the city's public-private partnerships.

its \$400,000 expansion since building its brand-new \$1,200,000 Southern Gateway campus; the Public Theatre, an equity theater that is undergoing a \$4,500,000 planned renovation; a \$6,500,000, 400-car municipal parking garage, whose unique design has been featured in national trade journals; and Northeast Bank, which employs 90 people in its 27,800-square-foot, \$3,500,000 headquarters. And renovations are under way for the Central Business Service Center in the historic Pontiac Building, which will house the chamber of commerce, LAEGC, and the Lewiston Development Corporation.

Long thought of as the "bowery" of Lewiston and made the topic of jokes by residents and the media, the Southern Gateway has benefited from more than \$20 million of private and public sector investment and is now a stellar example of public-private partnerships. The city contributed by providing parking, upgrading the streetscape, buying up existing depressed properties, and providing tax incentives in the form of tax increment financing. By declaring the blighted area a slum through a redevelopment district, the community leveraged the potential of its eminent domain power to purchase the

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Strategic Leadership and Governance Award

POPULATIONS GREATER THAN 50,000

Roseville, California

ICMA's 2006 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Roseville, California, City Manager W. Craig Robinson, and Deputy City Manager Julia M. Burrows for the Community Standards and Visioning Project.



W. CRAIG ROBINSON



JULIA M. BURROWS

The city of Roseville, California, was beset by significant fiscal challenges, especially given the loss of the “utility user’s tax” and the state threatening to take more revenue from cities and counties. Faced with the prospect of shrinking revenue sources, the city staff began to evaluate its

operations and revenues in order to restructure and balance Roseville’s budget while maintaining a fiscally sustainable community with a balanced mix of housing, businesses, and public services.

City staff recognized that this restructuring would affect more than just the “bricks and mortar” of programs and services; it would directly affect the community’s vision for itself. Further, for this restructuring effort and the visioning associated with it to succeed, all sectors of the Roseville community would have to be involved. Thus, the city council initiated the Community Standards and Visioning Project, which brought together residents and businesses to assess city services and programs and provide policy-level recommendations to prioritize what they value in the community.

To ensure community participation, the project conducted formal and informal community surveys,

held public forums, and established the Community Standards and Visioning Committee (CSVC) in June 2003. All residents were encouraged to apply to be on the committee; the city council based selection of the 28 at-large members on written applications and videotaped interviews. Once selected, the committee began in August 2003 using the “Guiding Principles” set forth by the council. A team of five city staff, including the city manager, served as project managers and committee liaisons. Working from a thorough and detailed timeline, the team prepared everything for the committee, from white papers to service-level scenarios with associated budget costs.

Because the aggressive size, scope, and timeline for the project created a demand for additional services and expertise, there was a budget adjustment of \$90,000. This amount was to cover one contract for facilitation services; another contract for logistic and administrative support drafting committee meeting agendas, assembling agenda packets, and preparing meeting minutes; and project expenses such as printing, copying, materials, and supplies.

In addition to countless hours spent reading background information and extensive staff reports on city services, the committee spent much time reviewing the results of a comprehensive citywide survey that was conducted as part of the project. A random sample of 7,461 customers (distributed via e-mail and mail) produced 1,506 responses, while a general sample of 39,000 households generated 1,687 responses.



Roseville's Community Standards and Visioning Committee.

Information extrapolated from the detailed survey provided critical information about the community’s expectations and preferences.

The survey also asked for citizen volunteers for the Citizens Online Advisory Panel (OCAP), whose members provide an ongoing sounding board and communications link with the community. The OCAP also encourages public participation in workshops, and through online surveys, residents can weigh in on a variety of issues to help determine changes in various public services and programs.

The committee’s findings, survey results, and draft recommendations were presented at the CSVC’s public forum. With nearly 100 residents in attendance, the committee gained additional insights into the community’s priorities and preferences, addressed questions from the public, and noted new ideas for incorporation into the final recommendations.

After 11 meetings, the CSVC presented its final report and recommendations to the council in March 2004. Once these were approved by the council, departments began using the recommendations to guide budget priorities, programs, and services. For example, staff had been working on a project to develop an indoor pool for the community until the survey results

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Laguna Hills, California, from page 8

Finally, the city included in its capital improvement program a focus on parks renovation and city trail projects to encourage residents to walk, run, or bike to their destinations within city limits rather than drive.

To expand program and educational opportunities, the campaign has collaborated with several nonprofit entities. Working with Saddleback Memorial Foundation, it developed a children's running program to prepare children for participation in the Saddleback Memorial Medical Center's 5K held every Memorial Day weekend. Children interested in training for the race work with community services staff over eight weeks leading up to the event; the foundation allows those who complete the training to participate in the race for free and also provides a reduced family rate for participants' families to compete with them.

The Get Fit Campaign is evidence that local government can play an important role in addressing obesity and its associated health impacts, that community residents will embrace new and creative ideas to help them reach fitness goals, and that collaborations with hospitals, school districts, and foundations are crucial to the success of any community endeavor. Through the various components of the Get Fit Campaign, Laguna Hills is successfully combating the rising obesity rates of children and teens.

Olathe, Kansas, from page 9

nearly 89 percent of respondents rated the service as good or very good. However, only 59 percent expressed satisfaction with the hours of transportation service, so the city is looking into expanding those hours beyond 7:00 PM. The city is also exploring alternative marketing methods to increase the level of participation in the program among low-income families.

The city of Olathe's vision is "Setting the Standard for Excellence in Public Service." The Work Tax Coupon Program is an excellent example of how Olathe looked "outside the box" when trying to address the need for a low-cost transportation system. This highly replicable program fulfills one of the most basic needs that many Americans take for granted, and by providing the mobility needed to sustain employment, it has added immeasurably to the quality of life for Olathe's low-income and disadvantaged citizens.

Polk County, Florida, from page 10

eligibility; and for individuals covered by the state's Medicaid Share of Cost Program, who are often unable to meet their monthly out-of-pocket expenses to secure preventive and primary health care services and life-sustaining pharmaceuticals.

The annual cost to the plan per enrollee is \$2,156, much less than the industry standard. The plan's unique contracting rate secured \$49,340,366 in services at a reduced cost of \$6,085,395 during fiscal year 2004–2005, which is a substantial cost-efficiency measure for taxpayers. The plan offers a comprehensive benefit package, strives for excellence in quality care and customer service, and can be replicated.

The Polk HealthCare Plan is owned and operated by the Polk County Board of County Commissioners and is monitored monthly by an appointed 11-member Citizens Health Care Oversight Committee, which includes local representatives of the business and health care industries, a senior citizen, a school board representative, and a plan enrollee. The plan's management team meets weekly to monitor plan activities, identify areas of improvement, track outcomes in service delivery, and address community education and awareness strategies.

The Polk HealthCare Plan credits its success to the numerous private-public partnerships in which it participates. The partners include hospitals,

physicians, pharmacies, ambulatory surgery centers, cancer treatment centers, pharmacies, federally qualified health centers, public health units, volunteer clinics, volunteer physician services, faith-based groups, and other governmental agencies. With access to health care services becoming almost a luxury for many Americans, Polk County and its community partners have demonstrated an innovative approach to making Polk County a healthier community.

Sonoma, California, from page 11

The document also contains practical, specific action plans for each goal, which are easily replicable by any small community interested in enhancing its economic development activities.

Two additional relationships developed as a result of the partnership. The first is with the Redwood Empire Small Business Development Center. The partnership pays for a professional business counselor to operate once a week out of the chamber office, giving assistance in marketing, business planning, exporting, and other areas. Since February 2005, the counselor has met with more than 100 different businesses and has appointments scheduled two months in advance.

The second relationship is with the Sonoma Valley Unified School District Adult School, which, with the help of the partnership, sent out a brochure to businesses acquainting them with a program that conducts both on-site training for workers in many skill areas and business start-up trainings for workers needing English-as-a-Second-Language classes.

The partnership's accomplishments have been enormous. In addition to providing direct, hands-on outreach to the business community and a direction for the future, it has produced several documents in both English and Spanish, a *Guide to Green Business Practices*, and Web site materials for the city and the chamber. It has also paid for down-

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Sonoma, California, from page 21

town holiday decorations, a welcome reception for new businesses, a restaurant menu guide for all hotels and bed-and-breakfast inns, and “Shop Sonoma” ads during the holiday season (provided by the local paper free of charge). News from the partnership is included in the bimonthly *Business News*, in a quarterly merchant newsletter, and in an expanded newsletter published in both English and Spanish for businesses in the unincorporated area north of the city—a thriving area of Hispanic entrepreneurs. The cost of the two-year program has been \$81,565—far less than the \$75,000 budgeted for each of the two years.

The success of the partnership has underscored the importance of developing clear goals and objectives; involving the community early in program design; and hiring professional staff to implement the programs. Sonoma is still an important tourist area, but there are fewer downtown vacancies, higher sales and transient occupancy taxes, less terrifying regulations, and a far more positive relationship between the city and its business community. In a short period of time, and without adding an economic development department to the city staff, Sonoma has accomplished the change it sought.

Jackson, Wisconsin, from page 12

needs, the village created a telecommunications utility in November 2003 to address its underserved area; a spin-off of this effort was the creation of a wireless Wi-Fi Internet system. With the town’s cooperation, these services will also be made available to town residents, who currently have no cable, no DSL, and no high-speed Internet.

In 1991, the village of Jackson had joined with two other villages and two cities to create a joint municipal court system. This court system, which operates with one judge and one administrative office, now serves 13 municipalities with a combined

population of 123,865. This system has not only increased local general fund revenues because court costs no longer have to be shared with the county, but also saved massive amounts of overtime spent by officers waiting to appear at the circuit court.

These cooperative efforts—all outgrowths of the Revenue-Sharing Agreement and Cooperative Boundary Plan—demonstrate the ability and willingness of the village of Jackson to work with other municipalities to economically, efficiently, and cooperatively provide a broader range of services, which could not be provided unilaterally, while maintaining its uniqueness and individuality.

Winchester, Virginia, from page 13

resources, a new mental health counseling and support system, services for the disabled, and a Compassionate Pharmacy program. Among the new educational services will be a health services training and educational center, an employment training and vocational education program, and access to postsecondary educational and workforce development opportunities. Also added will be a senior volunteer service; an office of the city’s social services department; more public awareness, education, and outreach programs; and more efficient coordination of service delivery and planning.

When Phase II is complete (targeted April 2008), the campus will consist of four buildings with more than 80,000 square feet, enabling partner agencies to serve more than 20,000 individuals each year. Total cost is expected to be \$11.2 million, with funding from grants, city of Winchester bonds issued by the Economic Development Authority (\$7.67 million), and the federal government.

Our Health is just one way that Winchester is partnering with other public and private organizations to help residents in need while also supporting area nonprofit agencies. Since the beginning, the city has been committed to the Our Health concept and

active in its creation and implementation. And as a by-product of this effort, a once-blighted section of Old Town Winchester has been turned into a beautiful and vibrant area that promotes future redevelopment of buildings surrounding the campus.

Aurora, Colorado, from page 14

commissions, and employment opportunities seeking APA representation.

The partnership has also demonstrated its sustainability through the consistent cultural and educational programs it coordinates, such as the AAFF and the Sixth Annual Aurora Asian Education Awards Program. In 2004, the partnership earned a merit award from the Governor’s Awards for Downtown Excellence for its involvement in the AAFF.

Several factors account for the partnership’s success. First, city officials listened to the needs and desires expressed by its various minority communities, and instead of establishing an agenda, they let the partnership guide the way, empowering its members to shape and refine it into what it is today. Second, the city provided the partnership with the staffing needed to manage organizational details and logistics so that members could make meaningful connections with one another. Third, the enthusiastic participation of local political leaders has given the partnership credibility and distinction and enhanced the city’s image among the APA community. Finally, the partnership has enabled members of Aurora’s APA community to showcase their diverse cultures; this has given them an enormous sense of pride that has, in turn, translated into a similar sense of pride for the city.

Currently, no other APA organization in the state compares in structure, organization, and composition with the partnership. With the city’s support, guidance, and staffing, the partnership has shown that individuals and organizations representing a multitude of countries, languages,

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Aurora, Colorado, from page 22

and cultures can work side by side to improve their community. Now, when discussing how to build relationships with local governments and to encourage community members to reach out to their local governments, many leaders in the Asian communities point to Aurora.

Windsor Heights, Iowa, from page 15

organizes joint advertising efforts and constantly encourages its members to use its logo and advertise their location as Windsor Heights rather than Des Moines. It also provides monthly seminars for businesses at its luncheon.

Overall, efforts to revitalize, redevelop, and market the city represent an investment of more than \$6.5 million. For a community with a general fund operating budget of slightly more than \$2 million, this kind of commitment is monumental. Yet the city has already reaped many financial benefits. For example, tax increment financing (TIF) revenues generated from the commercial developments are outpacing initial estimates at more than 20 percent annually and this year will reach \$1.69 million. The better mix of commercial and residential properties helps to stabilize the tax rate and makes it easier for people to shop and recreate in their home community; the improved aesthetics have increased the area's attraction for pedestrians and shoppers; and the active business community has meant a more reliable and productive revenue stream.

Because Windsor Heights is an older community with older homes, it could easily suffer from neglect and lack of interest and, ultimately, urban decay. However, the city partnered with other area suburbs to create a housing rehabilitation program, and nine houses have been rehabilitated. In addition, its housing market is brisk, with many young families moving into the area.

No longer viewed as a sleepy little town, Windsor Heights is now seen as a thriving, "hip" community with

outstanding dining and shopping opportunities. The city's efforts to create economic opportunity, enhance revenue streams, and promote a positive image for both residents and the surrounding communities will ensure the sustainability and vitality of Windsor Heights far into the future.

Mosman, New South Wales, Australia, from page 16

to adopt stormwater-friendly behaviors. The council and the community have also worked together in forums such as the Balmoral Environment Network.

To fund the CEC, the council imposed a residential rate increase of 5 percent, which the community accepted. Although the CEC is planned to run for just one more year, this levy will be collected until 2012 so as to limit the year-to-year financial burden on ratepayers while allowing the council to take advantage of economies of scale with staff employment and project management. Over this 12-year period, the council expects to raise more than A\$7 million.

Mosman Council was one of the first councils in the Sydney area to introduce a levy to raise funds specifically for environmental improvement projects. Because the council is using ratepayers' money on the CEC, it must be accountable to the community. Therefore, no money raised through the levy can be applied to the council's recurrent budget. Moreover, the council visits CEC sites regularly and keeps in touch with residents through e-mail, letters, and its Web site to explain what improvements the CEC projects are making.

Since the CEC was introduced, the council has developed its first comprehensive environmental management plan, which includes guidelines for tendering, purchasing, environmental impact assessment, and report writing. This plan has enabled the council to improve its sustainable management of the local environment, increase stakeholder participation in natural resource management,

obtain grant funding from other levels of government, and thus invest significantly in local management without straining its budget. And these successes have enabled the council to expand the scope of CEC projects, boost its environmental achievements, and educate the community about local resource management.

Now in its sixth year, the CEC clearly demonstrates how a local authority and its residents can work together in an innovative way to balance the community's environmental, economic, social, and cultural needs.

Aurora, Colorado, from page 17

Preservation Family Grant. And each year, despite decreases in the city's federal grant entitlements and Aurora's lack of general fund revenues, Home of Our Own manages to secure more funding to assist more families.

Staff attribute the program's continual ability to obtain funding to its ever-increasing popularity, coupled with its 95 percent success rate and low administrative cost. Other external factors, such as Aurora's surplus rental housing market, high foreclosure rate, and desirable climate, have also established the program as a high priority. But perhaps the greatest mark of accomplishment has been the program's impact on children: no longer exposed to crime- and drug-infested motel environments, child participants now enjoy a stable environment within the same home, the same school, and the same community.

By creatively addressing some of Aurora's homeless transitional housing needs in a low-cost way that other communities could easily replicate, Home of Our Own has dramatically improved the lives of its clients and proven itself to be a win-win program for Aurora and its residents.

- Trails master plan: Beyond the economic advantages of increased tourism and recreational activities, an expanded network of trails supports a more dense urban form and a smaller urban footprint as well as providing a way to promote environmental education and awareness.
- Watershed monitoring and environmental lands acquisition strategy: The city has purchased more than 140 hectares of mature woodland. Under its Urban Forestry and Laurel Creek Watershed Monitoring Program, the lands will be protected over the long term through public ownership and management. Approximately 26 percent of Waterloo's entire land base is being maintained as greenspace, which enhances property value.
- Transportation initiatives: As part of its effort to demonstrate ways to reduce pollution and provide fuel-efficient alternatives, the city requires biodiesel to be used in all off-road diesel-equipped vehicles, and it is applying traffic demand management concepts. Other initiatives have included an anti-idling campaign, hybrid cars, and smart-car parking.
- Urban intensification policies: To achieve better air quality, reduce automotive/energy use, lessen pressure on greenfield lands, and increase live/work opportunities, city policies and rezoning regulations require intensification while minimizing the impacts on adjacent residential neighborhoods. Eight hundred new apartment units have been constructed in targeted areas, and another 800 are being planned.

Waterloo's achievements have largely been due to the city's willingness to take a leadership role in consolidating the desires of the community into a plan and establishing a timeline by which to establish priorities, measure progress, and keep the

community motivated. Beyond that, the involvement of participants from all sectors of the community was crucial in scoping the environmental initiatives and promoting buy-in. Finally, the plan provided a vehicle for collaboration among various disparate groups and enabled the city to harness the talents of the community.

Because of the Environmental Strategic Plan, the city of Waterloo has received the Canadian Association of Municipal Administrators' Award for Environmental Excellence and has been endorsed by Ontario's minister of the environment. Such recognition has helped the city demonstrate the value of municipally based environmental efforts for all concerned.

Lewiston, Maine, from page 19

properties at a price that generously exceeded the fair market value of the sellers. Today, pigeons, prostitution, and drug dealing no longer characterize Lower Lisbon Street. Instead, it's where people want to be and do business—truly a key aspect of a community that is "setting the pace" statewide.

The successes in its Southern Gateway exemplify Lewiston's renaissance. In the past few years, more than \$297 million in public-private sector money has been invested in the city, making it the most successful economic development community in Maine within that period of time. Such investment includes the Gendron Business Park, with four buildings either completed or under construction, and an 850,000-square-foot Wal-Mart distribution center, with more than 500 well-paying jobs—the largest economic development project in Lewiston within the last 30 years. And TD Banknorth plans a \$7 million expansion at the Bates Mill Complex—once a vacant mill site and now a diversified business spot.

Lewiston is now considered the safest of Maine's four largest cities, with a 24 percent crime rate decline in just the last three years. Youth in particular are reaping the benefits:

the Lewiston Youth Advisory Council facilitated the nomination of Lewiston as a 2006 All-America City.

The changes have brought numerous awards and recognitions. In 2005, the Maine Development Foundation bestowed on Lewiston and Auburn its Champions for Economic Development Award; the Maine State Chamber of Commerce, lauding the economic partnership that has produced impressive growth, gave the two cities its President's Award, and Governor John Baldacci praised them in his State-of-the-State address as the epitome of collaboration and effective partnerships; *Inc. Magazine* cited Lewiston as one of the top 50 cities in America to do business; and the Paralyzed Veterans of America selected Lewiston as the "Most Patriotic City."

Lewiston had to make a conscious, active decision not to remain stagnant. It is now a city no longer beset by self doubt. Lewiston's enhanced statewide reputation, growth, and economic development leadership are well documented, the community is confident of continued success, and its citizens will never again settle for an image any less than one of excellence.

Roseville, California, from page 20

indicated that such a facility was the lowest priority. However, police and fire services ranked at the top of the priority list, so more police officers were approved for and hired in the next budget. Another outcome was a creative solution to lease a building for a temporary fire station facility and meet an immediate need for better response times. A follow-up report on implementation of the CSVSC recommendations was compiled and distributed in September 2005.

Several key components were critical to the project's success:

- Complete commitment of the entire city of Roseville organization, from the city council down to each department

(Continued on page 25)

Roseville, California, from page 24

- Recognition that a successful visioning project must have citizen participation
- A clear and concise time frame for completion, clear definitions of the issues to be addressed, and clear expectations as provided in the city council's Guiding Principles
- A qualified, experienced, and dedicated facilitator to help deal with controversial issues

- Allocation of resources and staff with the necessary skills
- Detailed, yet succinct information provided to committee members in a timely manner to facilitate well-informed decisions
- Belief that with extensive orientation and education, those community residents selected to serve on the committee would gain the necessary working understanding of the city's operations, mission, vision, and values to be quali-

fied to make realistic and feasible decisions in the best interest of the community.

The Community Standards and Visioning Project provided a strategic direction for the city of Roseville and was so successful that the model has already been used for other issues, such as growth management.



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Leaders at the Core of Better Communities

2006 ICMA Annual Awards



Celebrating the Difference Professional
Local Government Management Makes

Presented at ICMA's 92nd Annual Conference, September 2006

Booklet sponsored by





Publication of ICMA's 2006 Annual Awards commemorative booklet was made possible through the generous contribution of ICMA Corporate Partner Travelers (see booklet back cover).

ICMA's Awards Evaluation Panel dedicates this 2006 commemorative booklet to all of the communities that have been impacted by and responded to natural disasters during the past year.

This awards booklet was developed by:

Jane Cotnoir
Writer/Senior Editor

Kathleen Karas
Managing Editor

Charles Mountain
Graphic Designer

Alison Miller Richards
Annual Awards Program Coordinator

The 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at ICMA's 92nd Annual Conference:

Rick B. Beasley Jr., senior associate athletic director,
Appalachian State University, North Carolina

Sherilyn Lombos, deputy city manager,
Manhattan Beach, California

Mary K. Moore, city manager (retired),
Bryan, Texas (2005-2006 Committee Chair)

Karen Pinkos, assistant to the city manager,
El Cerrito, California

Richard Holmes,
Las Vegas, Nevada

Michael C. Van Milligen, city manager,
Dubuque, Iowa



2006 ICMA Annual Award Recipients

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

John Stunson, city manager, Oakland Park, Florida

Other Nominees:

Bruce A. Eisenhauer, city manager, Evans, Colorado

Roger W. Flint, public works and utilities director, Spokane, Washington

John W. Lawton, city manager, Great Falls, Montana

Charles E. McNeely, city manager, Reno, Nevada

Gerald R. Miller, city manager, Long Beach, California

George A. Purefoy, city manager, Frisco, Texas

Thomas F. Reilly, county manager, Clark County, Nevada

Terry Schutten, county executive, Sacramento County, California

Israel G. Small, assistant city manager, Savannah, Georgia

Jackson C. Tuttle, city manager, Williamsburg, Virginia

James S. Williams, city manager, Winter Park, Florida

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

Edwin C. Daley, city manager, Winchester, Virginia

Other Nominees:

Barry M. Feldman, town manager (retired), West Hartford, Connecticut

Sam S. Gaston, city manager, Mountain Brook, Alabama

Eric J. Levitt, city manager, Sedona, Arizona

Cynthia Seelhammer, former town manager, Queen Creek, Arizona, now deputy city manager, Phoenix, Arizona

Steven E. Sheffer, city manager, Janesville, Wisconsin

Sanford B. Wanner, county administrator, James City County, Virginia

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

Susan E. Sherman, assistant city manager, Olathe, Kansas

Other Nominees:

Lori A. Brill, assistant county manager, Onslow County, North Carolina

Leann J. McElroy, chief of staff, Reno, Nevada

Kenneth Striplin, assistant city manager, Santa Clarita, California

Academic Award in Memory of Stephen B. Sweeney

Lawrence F. Keller, associate professor, public administration, Levin College of Urban Affairs, Cleveland State University, Ohio

Other Nominees:

Robert L. Bland, professor and chair, public administration, University of North Texas, Denton, Texas

Karl F. Nollenberger, academic director, MPA program, Illinois Institute of Technology, Chicago, Illinois

Texas A and M University-Corpus Christi MPA program, Corpus Christi, Texas

Frank J. Thompson, Nelson A. Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York, Albany, New York

PROGRAM EXCELLENCE AWARDS

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

Get Fit Campaign—Laguna Hills, California, and Bruce E. Channing, city manager

Other Nominees:

Fire Department's Habitat Fire Sprinkler Project—Pinehurst, North Carolina, and Andrew M. Wilkison, village manager

Police and Citizens Together—Suwanee, Georgia, and F. Hardin Watkins, city manager

Police Department Drug Free Community Program—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager

Public Safety Youth Academy—Sherman, Texas, and L. Scott Wall, city manager

Safety Awareness Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

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

Polk HealthCare Plan—Polk County, Florida, and Robert M. Herr, county manager, and Lea Ann Thomas, assistant county manager

Work Taxi Coupon Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Other Nominees:

CUPA Compliance Incentive Program—Roseville, California, and W. Craig Robinson, city manager

(Continued on page 2)

(Continued from page 1)

Electronic Logistics Management and Operations (ELMO)—Charlotte County, Florida, and Bruce D. Loucks, county administrator

Neighborhood Traffic Safety Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Project Worth—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

The Link—Aurora, Colorado, and Ronald S. Miller, city manager

Victim's Services Unit Volunteer Program—Aurora, Colorado, and Ronald S. Miller, city manager

Community Partnership Award (populations less than 10,000)

City/Chamber Economic Development Partnership—Sonoma, California, and Michael Fuson, city manager

Revenue-Sharing Agreement and Cooperative Boundary Plan—Village of Jackson and Town of Jackson, Wisconsin, and Delmore A. Beaver, village of Jackson administrator/clerk

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

Our Health, Inc.—Winchester, Virginia, and Edwin C. Daley, city manager

Other Nominees:

City/Development Council Partnership for Success—Troy, Ohio, and David E. Anderson, former director of public service and safety

Commercial Catalyst Program—Englewood, Colorado, and Gary L. Sears, city manager

Community Outreach and Engagement Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

Community Partnership—South Sioux City, Nebraska, and Lance A. Hedquist, city administrator

Discovery Days—Junction City, Kansas, and Rodney D. Barnes, city manager

Field Turf Program—Rockville Centre, New York, and Ronald J. Wasson, village administrator

First and Main—Hudson, Ohio, and Douglas R. Elliott, Jr., former city manager, now assistant city manager, Painesville, Ohio

Fossil Finders Fossil Fixers Educational Program—Laguna Hills, California, and Bruce E. Channing, city manager

Greater Littleton Youth Initiative—Littleton, Colorado, and James C. Woods, city manager

Ice Arena Business Plan—New Hope, Minnesota, and Daniel J. Donahue, city manager

Lake Norman Regional Economic Development Corporation—Huntersville, Davidson, and Cornelius, and Jerry E. Cox, town manager, Huntersville; Leamon B. Brice, town manager, Davidson; and Anthony P. Roberts, town manager, Cornelius

Lincoln/Western Placer Unified School District Collaborative Program—Lincoln, California, and Gerald F. Johnson, city manager

Main Street "Revealed" Series—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager

Partnership Park—Jackson, Michigan, and William R. Ross, city manager

Public Safety Mobile Broadband Project—Indianola, Iowa, and Tim A. Zisoff, city manager

Sales Tax Referendum Projects—New Ulm, Minnesota, and Brian D. Gramentz, city manager; Richard D. Salvati, city manager (retired); and Thomas F. MacAulay, assistant city manager

The Portland/Lewiston Refugee Collaborative/New Mainers Partnership—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Community Partnership Award (populations 50,000 and greater)

Asian/Pacific Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

City/County Outcomes Initiative—Tacoma and Pierce County, Washington, and Eric A. Anderson/Eric A. Anderson, city manager, Tacoma

Create the Vision—Centerville and Washington Township, Ohio, and Gregory B. Horn, city manager, Centerville, and Gary W. Huff, township administrator, Washington Township

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

Environmental Education and Awareness Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Family Economic Success (FES) Program—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

GILBERT-MOSLEY Setting a Precedent in Environmental Cleanup—Wichita, Kansas, and George R. Kolb, city manager

Hurricane Katrina Evacuation Staging Area—Mesquite, Texas, and Ted G. Barron, city manager

Hurricane Katrina "One Stop Shop"—Columbus, Georgia, and Isaiah Hugley, city manager

Joint Teen Program—La Palma and Cypress, California, and Catherine P. Standiford, city manager, La Palma, and David J. Norman, former city manager, Cypress

Kansas Lieutenant Governor's Task Force—Junction City and Manhattan, Kansas, and Rodney D. Barnes, city manager, Junction City, and Ron R. Fehr, city manager, Manhattan

Kapok Park and Floodplain Restoration Project—Clearwater, Florida, and William B. Horne, II, city manager

Long Island Sound Watershed Intermunicipal Council (LISWIC)—Mamaroneck, Scarsdale, and New Rochelle, New York, and Peter Korn, retired city manager, New Rochelle; Stephen M. Pappalardo, deputy village manager, Scarsdale; and Stephen V. Altieri, town administrator, Mamaroneck

Measuring Our Progress: Community-Wide Results-Based Accountability—Durham and Durham County, North Carolina, and Patrick W. Baker, city manager, Durham; Julie M. Brenman, budget and management director, Durham; Heidi Duer, assistant county manager, Durham County; and Michael M. Ruffin, county manager, Durham County

Medical Mile-Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager

Military-Civilian Task Force for Emergency Response—Onslow County, North Carolina, and Frank W. Clifton, Jr., county manager, and Lori A. Brill, assistant county manager

Neighborhood Fence Replacement Program—Aurora, Colorado, and Ronald S. Miller, city manager

North Texas Municipal Alliance—Keller, Texas, and Lyle H. Dresher, city manager, Keller; Larry J. Cunningham, city manager, North Richland Hills; and Shana K. Yelverton, city manager, Southlake

Operation Clean Sweep—Savannah, Georgia, and Michael B. Brown, city manager, and Israel G. Small, assistant city manager

Opportunity Zone—Mesa, Arizona, and Christopher J. Brady, city manager

Plaza Communitaria—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

Sister Cities International: Palm Coast, Florida, and Liberia, Costa Rica—Palm Coast, Florida, and Richard M. Kelton, city manager

Small Business Information Center—Hillsborough County, Florida, and Patricia Bean, county administrator, and Carl Harness, assistant county administrator

Sobering Center of Tacoma—Tacoma, Washington, and Eric A. AndersonEric A. Anderson, city manager

Street Smarts—San Jose, California

Tampa Bay Regional Urban Search and Rescue Team—Hillsborough County and St. Petersburg and Tampa, Florida, and Patricia Bean, county administrator, Hillsborough County

The AERO Institute—Palmdale, California, and Robert W. Toone, Jr., city manager

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

The Neighborhood Partnership Program—Glendale, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Gloria Santiago-Espino, deputy city manager, Community Services Group

TIF Is Tops—Frisco, Texas, and George A. Purefoy, city manager

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

Community Sustainability Award (populations less than 10,000)

New Heights Community Redevelopment and Promotion— Windsor Heights, Iowa, and Marketa George Oliver, city administrator

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

Community Environmental Contract— Mosman, New South Wales, Australia, and Vivian H. R. May, general manager

Other Nominees:

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

Mission: Communicate—Winchester, Virginia, and Edwin C. Daley, city manager

Town Center—Suwanee, Georgia, and F. Hardin Watkins, city manager

Community Sustainability (populations 50,000 and greater)

Environmental Strategic Plan— Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Home of Our Own—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

Addressing Mesquite—Mesquite, Texas, and Ted G. Barron, city manager, and Richard G. Gertson, director of community development

Laurel Creek Watershed Monitoring Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Open Space Volunteer Program—Westminster, Colorado, and J. Brent McFall, city manager

Strategic Leadership and Governance Award (populations 10,000 to 49,999)

Strategic Municipal Image Campaign—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Other Nominees:

Celebrating Our Successes: Employee Driven Initiatives—Tarpon Springs, Florida, and Ellen S. Posivach, city manager

Cooperative City/County Partnership—Paducah and McCracken County, Kentucky, and James W. Zumwalt, city manager, Paducah, and Steve Doolittle, county administrator, McCracken County

On TARGET Toward a High Performance Organization—Montgomery, Ohio, and Cheryl A. Hilvert, city manager

Strategic Leadership and Governance Award (populations 50,000 and greater)

Community Standards and Visioning Project—Roseville, California, and W. Craig Robinson, city manager, and Julia M. Burrows, deputy city manager

Other Nominees:

Employee Development Program—Roanoke, Virginia, and Darlene L. Burcham, city manager

“How Full Is Your Bucket?” Training Program—Aurora, Colorado, and Ronald S. Miller, city manager

A Method of Change: Transforming to a High Performance Organization—Olathe, Kansas, and J. Michael Wilkes, city manager

Partnership of Aurora City Employees (PACE)—Aurora, Colorado, and Ronald S. Miller, city manager

Strategic Plan—Peoria County, Illinois, and F. Patrick Urich, county administrator, and Scott A. Sorrel, assistant to the county administrator

**Award for Career
Excellence in Honor of
Mark E. Keane**



John Stunson

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

In 2001, when John Stunson was appointed city manager of Oakland Park, Florida, the city was near bankruptcy. Poor pension oversight and a buyout of senior staff, which allowed for short-term savings, left the city with a major gap in funding. Enterprise funds were insufficient to cover vital services, no new facilities had been built, the infrastructure was crumbling, and although the city was prone to flooding, no master storm-water plan had been implemented. And when the citizens revealed a desire for a pedestrian-friendly downtown, the city borrowed \$18.5 million without conducting the necessary preliminary studies. All this mismanagement engendered a lack of trust within the community toward the local government.

Making transparency the platform for public administration, Mr. Stunson started out by involving the city commission and senior staff in a strategic planning session from which evolved a vision statement: "By 2008, Oakland Park will be recognized as a friendly 'small town' with safe and attractive neighborhoods, quality schools, outstanding parks and exceptional recreation programs, with the social, cultural, and business opportunities of a big city." Add to that a mission statement "We are dedicated to providing friendly, responsive, and quality service to all residents, busi-

nesses, and visitors in our diverse community"; a commitment to the values of respect, integrity, service, and excellence; and the complete involvement of the elected officials, and Mr. Stunson began to turn the city around.

With the commission's support, utility rates and sanitation and permitting fees were increased to pay for essential services and to cover the debt service needed for capital improvement projects; a fire service fee was instituted to stabilize the budget; and departments were reorganized to reduce staffing and cut expenses. To promote the revitalization of Oakland Park, Mr. Stunson used a slum and blight study by a community redevelopment agency as the basis for the redevelopment that would recapture the investment of the original \$18.5 million loan. Regulatory acts to increase development opportunities included a transit-oriented ordinance and a business and entertainment district ordinance to promote green buildings while controlling the expansion of sexually oriented businesses. During this time, the city received two awards from the Florida Redevelopment Association. The overall revitalization efforts created excitement and positive press for the first time in many years.

Having pledged to be responsive to its citizens, the city upgraded its

cable system to ensure that all residences within its boundaries have access to the live commission meetings. It also added an AM radio station for continuous communication, especially during the hurricane season, and a full-time public information officer to oversee and coordinate the quarterly newsletter, the Web site, the local cable channel, and the radio address.

The city was becoming known for the high level of involvement of its elected officials. If a planning issue affecting Oakland Park was on the agenda at county commission meetings, the city was well represented. This effort was rewarded with a \$2 million competitive grant from the county for open space for a downtown park. Oakland Park joined the National League of Cities, and its mayor became active on national committees.

Another measure of Mr. Stunson's success is the high level of citizen involvement. Volunteers provide much support during natural emergency situations and also serve in the community's parks, library, and recreational facilities. Through a local government academy instituted in 2005, residents can get firsthand information about how the city operates so they can better understand the complex issues facing city employees; this academy has produced 15 to 25 volunteers who serve on city boards.

Today the city is financially stable, and other cities in Broward County are looking to Oakland Park for cutting-edge ideas. Mr. Stunson contends that the city can do anything as long as it can count on the support of its leaders. And largely because of the leadership of John Stunson, Oakland Park has attracted top-notch staff and gained a reputation as a city on the move.

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



Edwin C. Daley

Each year, ICMA presents the Award for Career Development to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. The award commemorates former ICMA president L. P. (Perry) Cookingham, who is credited with creating the local government internship. Candidates must be full members of ICMA. This year, ICMA presents the Career Development Award to Edwin C. Daley, city manager of Winchester, Virginia.

Ed Daley, city manager of Winchester, Virginia, believes strongly that continuing education and training is the secret to developing a strong and dedicated workforce, and that an educated, experienced workforce is at the heart of quality customer service. For this reason, he makes sure that his staff has a wide variety of opportunities to grow both professionally and personally.

Several years ago, Mr. Daley realized that a large number of knowledgeable and experienced employees would be retiring within the coming decade. Not wanting services to suffer during the search for qualified replacements, he developed a succession plan to prepare the city's existing workforce for possible promotion. The plan provides several training opportunities for employees who are interested in advancing their careers.

In 2001, Mr. Daley created the EXCELL Academy, a yearlong educational program consisting of a series of internally conducted seminars designed to address city and regional policies, budget and purchasing procedures, and philosophies critical to both current managers and future organizational leaders. These seminars are augmented by three college-level courses conducted in partnership with Lord Fairfax Community College and designed to provide the broad-based skills essential in today's organizational environment.

Participants must also spend a day with a city department with which they are unfamiliar in order to gain a better understanding of city operations. Finally, the class chooses a community service project and works together as a team to accomplish its goals.

In August 2004, Mr. Daley created the Internal Sabbatical Program, a six-month internship that is open to all employees seeking a change of pace and a chance to learn something new about government administration. The program places the interns in different departments, enabling them to experience local government from another angle, gain a better understanding of the range of services and personnel required to serve the community, and see how ideas translate into policies and programs. And by gaining a fresh perspective on how they address problems and projects, the departments benefit as well.

Recognizing the need for better communication throughout the organization, in 2005 Mr. Daley reorganized the city's structure into five teams: public safety, human services, public services, development, and administrative services. The restructuring also reduced unnecessary service duplications, ultimately saving all departments time and money and improving service delivery. But because key personnel are accustomed to working autonomously,

Mr. Daley knew he would need to teach them how to move smoothly in a team atmosphere. To this end, he designed an annual book club to meet once a month for five months. Employees are invited to join the club, are given a book chosen by Mr. Daley, and are appointed to small teams. Each team is assigned a certain number of chapters to read and present to the full group. To date, the groups have read *The Leadership Challenge*, *The Wisdom of Teams*, and *Now, Discover Your Strengths*; they have also taken the StrengthsFinder Inventory and participated in an ICMA workshop on strengths.

Later in 2005, Mr. Daley put together a group of young professionals holding a wide variety of positions with the city to form the Emerging Leaders Group. Committed to preparing employees today to lead tomorrow, the group gives those new to public management a monthly forum in which to interact with seasoned department heads and discuss key city issues and procedures. By providing rising city professionals with an insight into departments with which they may not be familiar, the program ultimately gives them a broader understanding of how the local government operates.

The recent trend in local government has been to shrink or flatten the organization in an attempt to become more efficient, responsive, and effective. But this trend can force the organization to spend more time, money, and resources on the search for talented and qualified personnel to fill positions vacated by retirements and a more mobile workforce. Mr. Daley has met this challenge by implementing an extensive program to develop and cultivate the city's workforce and thus ensure quality leadership in the future.

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



Susan E. Sherman

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

Olathe, Kansas, prides itself on many strong partnerships, and Assistant City Manager Susan Sherman has been an integral part of this success. In 1997, she helped pioneer a partnership between the city and the Olathe School District to hold a "youth conference." Along with facilitating an exchange of ideas between adults and youth about how they could work together to benefit the community, the conference led to several ongoing youth initiatives.

One such initiative was the Olathe Youth Congress, a nationally recognized, best practice model created in 1999. Funded by such diverse partners as the Olathe Medical Center, the Olathe United Way, and Mid-America Nazarene University, as well as by the city and school district, the youth congress is completely student run; however, the priorities it sets and the issues it addresses are worked on by the entire community. In 2005, 350 students from public, private, and home schools attended the annual session of the congress. A second nationally recognized youth initiative, the Olathe Teen Council, is modeled after the city council and works with the youth congress to provide a voice for youth in the community.

Another initiative, *4 the Birds Café*, was started in 2002 as a teen

coffeehouse. Ms. Sherman helped the teens secure funding from the city and school district, as well as donations from businesses for furniture and pool tables. She also helped enlist adult volunteers to provide supervision while contributing many hours herself. In the end, the teens had created a place of their own—run by youth, programmed by youth, and used by youth.

Building yet another partnership with the school district, Ms. Sherman developed a third-grade education program, Third Graders in Government, which allows kids to participate in a mock city council meeting.

Ms. Sherman's leadership strengths include her interpersonal skills and her ability to build trusting relationships with employees, volunteers, elected officials, and citizens. Thus, in 1997, when the city council needed to find a new city manager, it asked Ms. Sherman to assume the role of acting city manager. Shortly after, Ms. Sherman was confronted with a difficult disciplinary matter involving an established police chief. As acting city manager, she could have chosen to wait and "let the new guy" handle the issue, but instead, with counsel from the human resource department and the city attorney's office, she investigated the issue and reached a separation agree-

ment with the chief. The situation could have had disastrous political ramifications, yet she had the courage to act and did so successfully. Her service during those difficult 14 months earned her the Olathe Chamber of Commerce's Community Service Award—the first and only time the award has ever been given!

In the past few years, Ms. Sherman has been at the forefront of cultural change as the organization moves toward a values-based, customer-focused organization. This change has included the implementation of a community-based strategic plan, an annual customer satisfaction survey, a new performance management system, a career banding pay plan, and a comprehensive employee development program. Through it all, she has been instrumental in helping the staff to become a high-performing organization.

Ms. Sherman's devotion to the community is reflected in the countless hours of personal time she spends volunteering in the schools and leading community fundraising efforts. She also has served as president of the local Rotary Club and is a Paul Harris Fellow in the Santa Fe Trail Rotary Club. In 2004, the Olathe Character Council awarded her its City Government Character Award, and Kansas City's *Ingram's Magazine* appointed her to the 2004 Class of "40 Under 40."

As a certified trainer, Ms. Sherman helps provide in-house customer service training to city employees. As a trained facilitator, she facilitates public meetings and informally helps smaller groups move forward productively. With her compassion for Olathe's citizens and employees, her commitment to building community through partnerships, and her strong leadership and management skills, Susan Sherman is a model of what an assistant city manager should be.

**Academic Award in
Memory of
Stephen B. Sweeney**



Lawrence F. Keller

The Sweeney Academic Award, established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government. In addition to ICMA's recognition of an academic or institution, the Fels Institute provides a stipend to the recipient's student of choice to attend the ICMA Annual Conference. This year, ICMA presents the award to Lawrence F. Keller, associate professor of public administration at Levin College of Urban Affairs, Cleveland State University.

As part of the city management core faculty in the MPA program at the Levin College of Urban Affairs (LCUA) of Cleveland State University, Dr. Larry Keller has made a significant contribution to the formal education of students pursuing careers in local government for nearly 40 years.

Established in 1977, LCUA's MPA program was intended to provide a professional education for public servants and policy analysts working for local government. In 1982, Dr. Keller was the first public administration faculty member hired at the college. The following year, he led the effort to establish an outreach program at LCUA specifically oriented to local government. Through this vehicle, he produced the Ohio City Management Association's annual programs and semiannual newsletter for seven years. In 1990, when the college expanded the outreach program, Dr. Keller was influential in the selection of a director for the newly formed public management program. In 2004, for the third time, *U.S. News & World Report* ranked LCUA's MPA program second in the nation for the city management/urban policy specialization.

Before joining LCUA, Dr. Keller studied city management at the University of Cincinnati, where his mentor was former ICMA president C. A. Harrell. He passed the Ohio Bar in 1970, and then, while pursuing a doctorate in public administration,

he taught at the University of Kansas and worked half-time in the Institute for Public Affairs and Community Development, coordinating the university's annual city management conference. After Kansas University made him an honorary KUCIMATS in 1981, Dr. Keller became director of urban affairs at the University of Colorado at Denver. He then came to LCUA in 1982.

A gifted and popular teacher, Dr. Keller teaches city management; the organization and management of the public sector; and the Columbus Seminar, in which students experience the institutional aspects of state government, learn about state-local relationships, and become familiar with professional associations that advocate for cities. He also teaches administrative law in the Ohio Certified Public Manager Program, which attracts elected officials and senior administrators from state and local government.

Dr. Keller has motivated or reinforced the interest of more than 500 students to pursue local government careers, teaching them how complex systems shape public policies. He has also educated them to become democratic administrators and play constitutionally validated political roles in their communities. Through his teaching, these students have learned how law, public administration, and politics all connect to local governance.

Apart from his academic courses, Dr. Keller facilitates workshops for practicing local officials and regularly teaches a workshop on municipal law in the college's certificate program for newly elected local officials. He has also provided technical assistance to local governments across the United States and overseas, and has written extensively on local governance. His publications include more than 20 articles in American journals of public administration and an article on municipal charters in the *National Civic Review* (2002); he also co-authored a book on local management in the United States.

As a recognized national expert on charters and charter reform, Dr. Keller participated in major city management conferences in the nineties. He has also spoken at several American Society for Public Administration national conferences on the Model City Charter, and he is often called upon to speak in cities where the manager plan is under attack. In addition, he has served on seven charter commissions and four charter review commissions; he has updated the administrative code for Avon, Ohio; and he did the financial provisions for the municipal charter of Oregon, Ohio. In these efforts, he provided an overview of local government, explained the constitutional nature of charter development and amendments, developed the agenda with the commission chair, compiled the summary of decisions, and drafted and published the resulting charter.

Dr. Keller is a beloved teacher and ardent supporter of the council-manager plan. As he approaches retirement, he leaves behind a legacy of 40 years of dedicated service to his students and an enduring commitment to professional local management.

Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

Laguna Hills, California

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



Laguna Hills youth get active by participating in physical fitness activities.



BRUCE E. CHANNING

According to the surgeon general, nearly two out of every three Americans are overweight or obese, and one out of every eight deaths in America

is caused by an illness directly related to weight and obesity. An unprecedented number of children are overweight, which significantly increases their risk factors for such health problems as diabetes, heart disease, asthma, and emotional and mental health problems. It is also estimated that nearly three out of every four overweight teenagers will become overweight adults.

The city of Laguna Hills, California, began addressing this epidemic in fall 2004 by making the climbing obesity rates of the city's children and teenagers one of the top three budget priorities for the city's community services department. To address this goal, city staff developed an all-inclusive Get Fit Campaign.

The surgeon general identifies three key factors that must be addressed to reduce childhood obesity: increased physical activity, healthier eating habits, and improved health literacy. The Get Fit Campaign addresses increased physical activity through a low-cost after-school

sports program; self-guided walking loops; a children's running program; and the "Club 30 Program," which provides quick, convenient exercise options that meet the recommended 30 minutes of daily physical activity. For people who prefer to be outdoors, 30-minute walking routes have been outlined, each one including location, distance, walking time, and level of difficulty. Healthier eating habits are addressed through healthier refreshments at teen dances, healthier snacks in the day care program, the balanced use of treats in early childhood programs, and healthier menus in the children's cooking classes. Improved health literacy is addressed through staff training, nutrition education classes, and adult cooking classes.

One key objective of the campaign is to ensure that exercise and nutritional programs are available to all. To encourage more youth to participate in physical fitness activities after school, when they are most likely to be inactive, the city reduced its after-school sports program fee. As a result, registration in the program increased 40 percent.

Another key objective was to introduce new programs. The community services department used fitness icons throughout its class and activity brochure to designate programs that promote health and

wellness. One class, "A Busy Person's Guide to Healthy Eating," educates adults on healthy meal choices as well as healthier food preparation. This popular class filled to capacity when first offered, and it continues to be offered along with another class, "A Parent's Guide to Healthy Kids," which educates parents on nutrition and healthy food preparation for their children. "Fitness Fridays," a class for elementary school-aged children, offers 30 minutes of high-energy cardio activity followed by a healthy snack; 90 percent of those who enrolled were overweight children from low-income neighborhoods.

To ensure the participation of city staff, the department introduced hiking nights, provides regular training for staff, and offers a 30 percent discount for employees enrolling in a designated health and wellness program. In addition, it challenged all city staff to set a standard for increased physical activity through the Step It Up! program, in which participants used a pedometer to track their steps for six weeks, turned in their weekly totals, and collectively strove for increased step totals each week. More than 90 percent of employees participated, and each week, the group reached its collective step goals.

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This year, ICMA presents two Community Health and Safety Awards in the 50,000-and-greater population category. The first goes to the city of Olathe, Kansas, and City Manager J. Michael Wilkes for the Work Taxi Coupon Program.



J. MICHAEL WILKES

Olathe, Kansas, with a population nearing 117,000, is one of the fastest-growing cities in the United States. According to the U.S.

Census, however, approximately 37 percent of Olathe's households (or approximately 43,290 families, using the current population), earn less than 80 percent of the median income, and approximately 4 percent, or 4,680 families, live below the poverty level. Persons with disabilities, single-parent families with children under 18 years of age, and the elderly are those most likely to fall into these categories.

For many low-income working households, affordable and dependable transportation could be the determining factor between being employed and being homeless. Thus, to improve the quality of life for these citizens—to enable them to attend college classes, a trade school, or job preparation classes and to provide them with a reliable means of transportation to reach employment sites within the city itself—Olathe has sought to provide a low-cost and dependable transportation service.

In early 2004, with encouraging feedback from several local not-for-profit agencies that offered employment preparation workshops for disabled individuals, Olathe established a "Work Taxi Coupon Program" for its disadvantaged citizens. Because the cost to establish a public transportation bus system was prohibitive, the city applied for a Federal Transit

Administration Job Access Reverse Commute (JARC) grant. It was awarded a matching start-up grant of \$135,750 to implement the Work Taxi Coupon Program for individuals earning less than 80 percent of the median income for the area; the city is matching the grant funds with general funds.

With the necessary funding secured, Olathe contracted with two local taxi companies, which agreed to the following policies and procedures:

- Service is to be offered from 6:00 AM to 7:00 PM six days a week.
- Service is to be door to door.
- The company will accept a coupon from a rider, entitling the rider to a one-way trip from home to work or a job preparation site, or from a work site to home. Coupons can be used only for work-related trips.
- The company will turn coupons into the city biweekly for reimbursement. Each one-way coupon will be redeemed for \$12.
- The city will lease to each company at no cost a wheelchair-accessible vehicle to accommodate persons with disabilities.

The city then notified the local agencies and advertised the program in the local paper, on the city's main Web page, and on the local city cable TV channel.

Program-eligible participants are issued an ID card to show when purchasing coupon books (10 coupons for \$25) and paying for rides. When used, each coupon must state the origination and destination, date, ID



Olathe citizen finds dependable, affordable transportation through city's work taxi program.

number, and signature of the program participant.

Between 2004 and 2005, program participation increased by 100 percent. In addition to low-income persons, 56 disabled individuals are currently working in the community in retail businesses for the first time in their lives. As their earnings increase, the amount they receive from the Social Security Administration Office decreases, which is a cost saving to society. Moreover, as they spend their earned income in the community on rent, utilities, groceries, personal items, and entertainment, the city's small investment (\$135,750) in this program is returned. An additional cost-saving measure is Olathe's initiative and success in obtaining a funding partner for the program.

The program has also resulted in partnerships between local businesses and local not-for-profit agencies that work with low-income or disabled citizens. The agencies provide employment training sites for their target population, enabling businesses to maintain an adequate number of entry-level employees. These partnerships have resulted in a win-win situation for businesses as well as for Olathe's disadvantaged citizens.

In spring of 2005, a survey of program participants showed that

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

Polk County, Florida

The second of ICMA's 2006 Community Health and Safety Awards in the 50,000-and-greater population category goes to Polk County, Florida, County Manager Robert M. Herr, and Assistant County Manager Lea Ann Thomas for the Polk HealthCare Plan.



ROBERT M. HERR



LEA ANN THOMAS

The Polk County Board of County Commissioners is committed to providing quality health care services to the county's uninsured citizens. Back in 1926, it opened Polk General Hospital, a 180-bed inpatient facility. It subsequently provided five outpatient clinics throughout the community to

meet preventive, primary care, and specialty care needs and to provide physical rehabilitative, full laboratory and radiology, and on-site pharmaceutical services. As a proactive move toward decreasing barriers to health care, the clinics offered people access to more cost-effective care than was available in local emergency rooms.

Polk General Hospital closed in 1995, but the clinics continued to operate for nearly five more years. The county's Community Health and Social Services Division (CHSSD) sought to develop a plan to outsource all services within the local community, thereby decreasing the "second-class citizen stigma" for the uninsured and fostering an atmosphere of buy-in for residents. This was the genesis of the Polk HealthCare Plan, a true managed care program, which was fully implemented in April 2000.

Approximately 120,000 Polk County residents—about a quarter of the population—are uninsured or

underinsured and without quality health care services. After the Polk HealthCare Plan had been operational for four years, the county realized that it lacked the funds to adequately cover more than a small number of people. To obtain the needed funding, the county commissioners proposed a half-cent discretionary sales surtax, which the voters approved in March 2004. This new funding provides the plan with an estimated \$35 million annually, enabling it to provide more comprehensive health care to almost 6,000 residents, a number that is projected to increase to 14,000 by October 2006.

One successful strategy of the plan is the immediate linkage between a new enrollee and a primary care physician. A caseworker coordinates the relationship, setting up the first appointment for the patient at the time of enrollment. This process establishes the enrollee as a patient, provides the patient with access to quality medical care, and ensures that baseline screenings are performed to promote early intervention strategies.

Another notable feature of the plan is its single integrated information technology (IT) system, which the county uses for eligibility determination, health plan operations (e.g., hospital precertification), specialty referrals, authorizations, social and medical case management, contracting and credentialing, quality management, utilization management, and claims adjudication and processing. Caseworkers are posted throughout the county in hospitals, public health units, government cen-



Polk County provides cost-effective, comprehensive health care services to its uninsured and underinsured citizens.

ters, community centers, and adult day care centers. Mobile services, equipped with complete wireless technology, provide a nurse to perform blood sugar checks and baseline screenings for hypertension and cholesterol, along with promoting health education and wellness strategies.

A Healthy Communities Access Grant from the Health Resources and Services Administration provides for a community-wide software system that links together health and social service agencies for client data sharing and tracking. Thus, a participating agency can input a client's demographic information, income, and assets, and the system will automatically identify what community services the client is eligible for. The system enables participating organizations to streamline client eligibility, expedites appropriate referrals to other programs, reduces duplication of effort among agencies, and promotes work flow efficiencies for all partners.

Designed to serve as the community's "safety net," the Polk HealthCare Plan is also a type of "gap" coverage for individuals awaiting disability determination and subsequent coverage by Medicaid or Medicare; for children with pending Medicaid or Florida Kid Care

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ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents two Community Partnership Awards in the less-than-10,000 population category. The first goes to the city of Sonoma, California, and City Manager Michael Fuson for the Sonoma City/Chamber Economic Development Partnership.



The city of Sonoma, in the heart of the Sonoma Valley wine-grape region of Northern California, enjoys an economically healthy summer

tourist season. But vacant storefronts, complicated building processes, and sharp disagreements over a few key issues between the city and leaders of the business community signified a need for change. This need gave rise to the City of Sonoma/Sonoma Valley Chamber of Commerce Economic Development Partnership.

The partnership was created to provide assistance to existing local businesses, enhance local business opportunities and expansions, attract new businesses to Sonoma, and ultimately strengthen the relationship between the city and its businesses. Because the city's commercial areas are part of its redevelopment project area, the city set aside \$75,000 of redevelopment funds for the program; the chamber provided office and meeting space, secretarial assistance, use of its Web site, and payment for various trainings.

A project manager, who would report to a steering committee comprising one elected council member, the city manager, one board member of the chamber, and the executive

director of the chamber, was hired in May 2004 and given six initial goals:

- Meet with key leaders to gather information
- Provide the business community with advice or intervention to help them be successful
- Maintain a database of vacant commercial spaces for those seeking new or larger quarters
- Provide training for small businesses on new laws, marketing, customer service, workplace safety, and other topics
- Host an economic summit to discuss the future direction of the city and its surrounding unincorporated areas
- Write an economic strategy based on ideas from the summit, conversations with key leaders, and analysis of needs.

During the first year of the program, 41 key leaders were contacted; 109 businesses were given marketing advice, business counseling, assistance in complying with city regulations, or financial resource information; the database was established and updated monthly; training was offered (to home businesses); 52 participants attended the economic summit; and the Sonoma Economic Development Strategy was written. The program's success prompted renewal of the program manager's



One of the many new businesses that opened in Sonoma with the help of the city's economic development partnership.

contract for the second year.

Since May 2005, the governing bodies of both the city and the chamber have enthusiastically endorsed the program and have formally adopted the economic development strategy. Strategy goals include

- Assisting and promoting business retention and expansion
- Diversifying the economy by working with the county to identify, attract, and strengthen business clusters in industrial areas outside the city limits
- Continuing to support and strengthen existing industries
- Targeting and attracting new businesses that complement those already in Sonoma and are compatible with its "community character"
- Enhancing the image of Sonoma as a "business-friendly" city
- Working with schools, nonprofits, existing businesses, and government agencies to create programs to train, support, and attract a skilled workforce
- Supporting and pursuing economic development that maintains or improves the environment.

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Village of Jackson and Town of Jackson, Wisconsin

The second of ICMA's 2006 Community Partnership Awards in the less-than-10,000 population category goes to the village of Jackson and the town of Jackson, Wisconsin, and to Delmore A. Beaver, administrator/clerk of the village of Jackson, for the Revenue-Sharing Agreement and Cooperative Boundary Plan.



DELMORE A. BEAVER

The village of Jackson, Wisconsin, 25 miles northwest of Milwaukee, is one of the fastest-growing communities in the fastest-growing county in southeastern Wisconsin. From a population of 2,486 in 1990 to one in excess of 6,100 in January 2006, it has experienced a growth rate of 137 percent.

In Wisconsin, town government is unincorporated, and because towns are greatly affected by annexations and are often frustrated by city and village planning efforts, their views of governance generally conflict with those of incorporated communities.

The village of Jackson and the town of Jackson, which surrounds the village on three sides, had a long history of conflict. In 1994, the village instituted a zoning and use freeze 1.5 miles from the corporate boundary to delay the town's expansion of a mobile home park into an unincorporated area that the village had set aside for expansion of the Jackson Northwest Business Park. This freeze was established by state statute to permit the formation of cooperative plans to address such issues. However, the village's action further deteriorated relations between the two jurisdictions. As the two-year timetable to formulate these plans was expiring, the Jackson village administrator developed a proposal to salvage the joint planning effort; the proposal set forth a maximum

corporate boundary until December 31, 2014, regardless of any request to annex to the village before January 1, 2015. Any such request would be subject to meeting certain criteria, which were set forth in the Revenue-Sharing Agreement and Cooperative Boundary Plan, as amended. The proposal also indicated which town properties would be subject to attachment to the village (at the village's sole discretion) prior to January 1, 2015.

Once the village and the town felt comfortable with those conditions, a joint planning group was appointed with three members representing the village and three members representing the town, none of whom was elected. The Revenue-Sharing Agreement and Cooperative Boundary Plan was finished and adopted by both municipalities in September 1999 without any outside consultants, except for review by legal counsels for both entities.

Provisions to extend water and sewer service to town developments would permit greater densities, protect the environment from contaminated wells and failed septic systems, and provide the town with a greater tax base. These provisions included compliance with village utility construction standards for such service. All served properties would be subject to annexation after January 1, 2015, if annexation criteria were met. In addition, water and/or sewer service to town businesses or industrial developments would result in the 50-50 splitting of property taxes (including partial assessments) generated by the



Joint village of Jackson and town of Jackson event provides entertainment for young residents.

development for seven years.

The agreement/plan was updated in September 2005 to require conservation subdivision design in addition to cluster subdivision design for all town developments seeking water and sanitary sewer service from the village. This agreement has paved the way for other cooperative service provisions. For example, a joint recreation department/Boys and Girls Club has grown to accommodate 250 members from the village and the town. The Boys and Girls Club represents a coordinated effort between the village (employees and support), the town (support), Christ Lutheran Church (a setting that accommodates all religions and cultures), and the Boys and Girls Clubs of the United States (sponsorship and support). Additionally, both municipalities are jointly funding a park and recreation department. Other possible joint projects in the near future include building inspection, engineering, and public works departments to minimize the duplication of equipment and staff while still enabling the town to remain separate from the village. The two entities are now also in the process of creating a joint smart growth plan.

To retain local industry and attract businesses that have technology-based

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

Winchester, Virginia

ICMA's 2006 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Winchester, Virginia, and City Manager Edwin C. Daley for Our Health, Inc.



EDWIN C. DALEY

The city of Winchester, Virginia, is in a region where approximately 17 percent of the population has no health insurance.

Within the city,

one of out 10 households earns less than \$10,000; more than 40 percent of babies are born to single mothers; and almost one in five children under age five lives in poverty. In addition, the city's Hispanic population exploded by 597 percent from 1990 to 2000, and many of these new residents have difficulty accessing affordable care. Finally, persons over age 55 are the largest demographic in the area, and the retirement of the baby boomers will put enormous strain on the region's health care capacity.

An extensive needs assessment survey conducted in 1997 revealed the following problems plaguing many of the area's nonprofit health and human service providers:

- Inadequate, hard-to-access facilities, or facilities where high rents and overhead limited the number of low-income and disadvantaged persons that could be served
- Gaps in the regional health service delivery system, allowing many persons needing health-related services to fall through the cracks
- Staffing shortages, high turnover, overreliance on volunteer labor, and few opportunities for the training, technical assistance, and professional development needed to maintain a stable and qualified health care workforce

- Operating deficits and lack of funding, forcing organizations to reduce vital programs and services despite intense community need.

To address these problems, Our Health, Inc. was established in 1999 as a 501(c)3 nonprofit organization serving Winchester and two surrounding counties. The organization is a partnership of the city of Winchester, Frederick and Clarke counties, Valley Health System, the regional hospital, six nonprofit agencies, the state of Virginia, the federal government, and more than 500 community volunteers who have pooled their resources to provide health and human services at little or no cost to area residents at one accessible location. Its mission is to assess health care needs, coordinate services, develop new services and program capacities, develop strategic infrastructure, and evaluate and measure program/service outcomes for underserved and hard-to-treat individuals with acute health care needs.

Through a successful campaign that raised more than \$4.3 million with gifts from about 220 individuals, organizations, and governments, the partnership acquired blighted property in downtown Winchester. A Community Development Block Grant allowed the city to contribute about \$323,000 for new construction and existing structural improvements. After two years of redevelopment, the restoration of several buildings, and the construction of new facilities, Phase I was completed and the Robert G. Kendall Community Services Campus was dedicated on



Our Health serves the residents of Winchester and two surrounding counties.

October 24, 2003. The campus includes two professionally designed buildings that house six nonprofit health and human service organizations, including the Child Parent Center, which has since increased the number of children and families it has helped by 20 percent, and Healthy Families, which has increased that number by 110 percent.

By coordinating its grant-writing efforts, Our Health has acquired grants for the network's service partners valued at more than \$200,000 for 2003–2005, and the cash value of health care services provided at no cost to its target population has increased by 22 percent. In 2005, these services included more than \$4.5 million in "billable" care and more than \$5 million in clinical and health education services. In addition, over the past several years, specialty care visits have increased by 30 percent, and dental clinic visits by 25 percent.

The success of this innovative approach to the provision of health care and human services has inspired state agencies, other local governments, the regional health department, the community college, the four-year university, and others to sign on for Phase II of the project. Phase II will include access to health

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

Aurora, Colorado

ICMA's 2006 Community Partnership Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Asian/Pacific Community Partnership.



RONALD S. MILLER

By the early 1990s, the last of the national and regional retailers had vacated East Colfax Avenue, the original downtown commercial main street in Aurora,

Colorado. Storefronts that had once displayed jewelry, sporting goods, appliances, furniture, and clothing were replaced with pawnshops, rent-to-own stores, and an abundance of foreign-language signs installed by Korean, Vietnamese, and other Asian immigrant merchants.

But most of these new business owners were unaware of licensing, code, land use, and signage regulations. As a result, established business owners perceived a disregard for accepted practices and wondered if the city was holding the newer businesses accountable, while the Asian business owners wondered if they were being singled out as the city tried to enforce existing rules and ordinances. In short, longtime area residents were suspicious of their new neighbors, who in turn became wary of the local government.

The area is home to the largest Korean and Filipino populations in the state as well as significant populations of other Southeast Asian groups. The growing tension prompted the city to reach out to its Asian community and establish the Aurora Asian/Pacific Community Partnership.

Initially, the partnership focused on reaching new businesses and improving communication, but more important was finding a way to integrate the newest immigrants

into the larger business community. A community survey conducted in 1995 revealed not just the needs of the Asian/Pacific American (APA) residents but also their desire to share their culture with the larger community.

To form the partnership, the staff of Aurora's Small Business Development Center recruited about 30 people from APA community organizations, APA-owned businesses, neighborhood groups, and city government, as well as a city council representative. Among the programs they created were

- An open forum for APA business owners to meet with representatives of the Tax and Licensing Division, Code Enforcement, Planning, and other city offices to discuss problems, ask questions, and learn about city rules and procedures
- An educational training program developed by the Aurora police department to help understand cultural differences and how those affect police interactions
- A series of music and dance events at the city's Aurora Fox Arts Center to showcase Asian culture
- A series of panel discussions to help immigrants understand immigration rules and processes.

The partnership was launched with no budget allocation, but it became so successful that the city budgeted \$15,000 annually to provide administrative support. As a designated program under "Spirit of Aurora," the city's nonprofit 501(c)3



Entertainment provided as part of the Asian Film Festival, a component of Aurora's Asian/Pacific Community Partnership.

umbrella organization, the partnership has expanded to include the Aurora Asian Film Festival (AAFF). Begun in 1998 as a collaborative effort with the city of Aurora and the Denver Film Society, the AAFF has become one of the city's premier events, drawing hundreds of attendees each year from throughout the region. The money it generates helps finance the organization's events and activities, while the city continues to staff and provide in-kind support for the partnership and provides financial support for the film festival.

The partnership has become a model for municipal efforts to build relationships with minority communities. In part its sustainability derives from the fact that so many members of the APA community are invested in the process. Those who are leaders in other Asian community organizations around the area provide the city with an extensive network of contacts, enabling Aurora to successfully engage the APA community in its revitalization efforts. Aurora maintains one of the most complete databases of Asian organizations in the state, and the partnership has become a key point of contact and a source for numerous recruitment efforts across the state for boards,

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Windsor Heights, Iowa

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the award in the less-than-10,000 population category to the city of Windsor Heights, Iowa, and to City Administrator Marketa George Oliver for the "New Heights" Community Redevelopment and Promotion.



MARKETA GEORGE OLIVER

Windsor Heights, Iowa, a land-locked community located in the heart of the Des Moines metropolitan area, is primarily a residential community. Not long ago, the city also had some commercial property, much of which was blighted or in disrepair. Demographically, the community had many aging residents and a reputation for a somewhat slower pace of life, as exemplified by the 25-mile-per-hour speed limit on its main arterial. It became clear that without renovation, redevelopment, and revitalization, Windsor Heights could become a faceless small town with empty, dilapidated buildings.

The first step was an aggressive urban renewal effort to upgrade the quality and quantity of commercial properties. Because residential properties in Iowa are taxed at a much lower rate than commercial properties, a better mix of properties was needed to provide the sustainable revenue stream needed to support city services and initiatives. Thus, the next step was to attract a good mix of businesses and the next generation of residents, and that would require quality infrastructure and services.

University Avenue, the main thoroughfare through Windsor Heights, was narrow and crumbling, so the city obtained substantial grant fund-

ing to widen and reconstruct the avenue and improve its streetscapes at a cost of approximately \$2.8 million. It then designated an area on University Avenue as the town center and purchased three of the four corners at the main intersection. It razed the dilapidated buildings, cleaned up the sites (which had housed either a gas station or dry cleaners at one time or another), and offered them for redevelopment. Two of the three corners have already been redeveloped: the base value for the properties was \$1,306,190; the city made a gross investment of \$2,847,491; and the properties are now valued at \$6,140,200. The city's investment in the third corner was \$647,914, and the property is expected to be valued at \$2.8 million.

To redefine and promote the community, the city invited residents and business owners with backgrounds in marketing and media to form an ad hoc committee and develop a comprehensive marketing plan. Presenting its recommendations in April 2003, the group identified the city's strengths as good housing stock, good quality of life, a probusiness local government, a location between urban and suburban areas, a small-town atmosphere, safety, and diversity. The city's weaknesses were its land-locked location, which limits growth; image problems (only elderly/upper- or middle-class people live here); and confusion over the city's boundaries. The overall goal was to modify the city's image by



A main Windsor Heights thoroughfare was widened and reconstructed, as part of efforts to revitalize city.

changing perceptions. To downplay any impression of the city as a speed trap with its 25-mile-per-hour speed limit, Windsor Heights would be promoted for its safe streets; rather than defining it as landlocked, it would be promoted as being "at the heart of it all."

The group then identified target markets—residents, area businesses, and realtors/home buyers/rental agencies—and specific strategies. One major strategy was to form a business alliance. Acting as facilitator, the city brought area businesses together to form a chamber of commerce, which was officially incorporated in 2004 and has since more than doubled its membership. Another strategy was to increase community events in order to promote community, unity, and identity. With the chamber's help, Windsor Heights has since gone from one major annual community event to four, one of which is "Windsor Wonderland," a multiday winter festival.

To help promote the city's identity, the chamber of commerce

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Mosman, New South Wales, Australia

ICMA's 2006 Community Sustainability Award in the 10,000-to-49,999 population category goes to the municipality of Mosman, New South Wales, Australia, and to Vivian H. R. May, general manager of the Mosman Council, for the Community Environmental Contract.



VIVIAN H. R. MAY

Mosman, Australia, sits on a peninsula in the midst of Sydney Harbor. Although an established urban area with relatively high population density, Mosman is blessed with significant open space and a network of remnant bushland. This unique and treasured environment partly explains why residential properties in Mosman are so highly valued, and both Mosman's citizens and their local government authority acknowledge their responsibility to care for and preserve the superb natural resources entrusted to them.

In response to community concerns about degradation of the local environment and to help improve Sydney Harbor, the Mosman Council introduced its Community Environmental Contract (CEC) in 2000. The CEC is a suite of projects dedicated to protecting and improving the local environment, and since its inception, its achievements have been numerous. For example, through the CEC, the council has significantly expanded its existing bushland management program, and the CEC now funds half of all bushland site restoration.

Because stormwater from urban areas can transport high volumes of pollutants into the harbor, the CEC installed stormwater quality improvement devices (SQIDs) on most of Mosman's major stormwater outlets. To date, these SQIDs have removed nearly 1,000 metric tons of pollutants, and residents report cleaner beaches

and a great increase in the number of marine species found in the rocky reefs. The council is also monitoring the performance of the SQIDs over a range of water quality parameters to ensure that their management is as beneficial to the environment as possible.

In addition, the high velocity of stormwater flows erodes the natural creeks within bushland areas, introduces pollutants to bushland, promotes weed growth, and destroys valuable bushland and riparian habitat. To minimize this damage, the CEC has restored nearly a kilometer of natural creek line and consolidated poorly located stormwater outlets. And to guard against environmental problems, the municipality recycles the organic fraction of the waste instead of disposing of it in a landfill.

The construction of seawalls is gradually altering the rocky foreshores around Sydney Harbor. These shores, with their horizontal surfaces, overhangs, rock pools, and crevices, create habitat for various intertidal creatures and provide the basis for thriving ecosystems. While seawalls are very efficient at deflecting wave energy, their featureless vertical walls provide very little habitat. Moreover, several seawalls are over 100 years old, and after a century of exposure to waves and saltwater, their ability to protect foreshores and public recreation areas from erosion have been compromised. To restore seawalls while also improving intertidal habitat, the council partnered with an ecological research institute from the University of Sydney to rebuild the seawalls with boulder fields;



Mosman Council CEC staff at Quakers Hat Bay, the site of habitat restoration, bush regeneration, and walking track construction.

this technique effectively dissipates wave energy while mimicking natural rocky shore habitat and also providing better access to the water than traditional steep-sided seawalls. The recolonization of new seawalls is being monitored, and the council and the university are currently working together on projects to create habitat.

The CEC has allowed the council to incorporate social and heritage issues into its projects. A project combining stormwater, bushland, and creek rehabilitation in a bushland reserve displays the area's European heritage while also highlighting its aboriginal heritage. The CEC has also improved the council's ability to run joint projects with other land managers, such as the National Parks and Wildlife Service, the Sydney Harbor Federation Trust, and neighboring councils. These improved working relationships also ensure that all neighboring agencies have consistent environmental management approaches.

Because the CEC was established in response to community demand for improved environmental management and quality, the council consults directly with residents and other stakeholders in planning projects. It has, for example, relied on the commitment and knowledge of residents

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This year, ICMA presents two Community Sustainability Awards in the greater-than-50,000 population category. The first award goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Home of Our Own program.



RONALD S. MILLER

At one time, East Colfax Avenue in Aurora, Colorado, was a vital economic corridor, but businesses began to decline when new high-

ways gradually drew tourist traffic away, and by the late 1960s, tourist development had effectively ended along the avenue. Over the next two decades, retail trends shifted from pedestrian-oriented “main street” outlets to indoor shopping malls, and the decommissioning of Lowry Air Force Base and the Fitzsimons Army Medical Center in the 1990s stripped the area of two major employment centers and thousands of workers, residents, visitors, and consumers.

Saddled with high vacancy rates as a result of aging properties that no longer attracted middle-income families and growing businesses, many property owners sought out low-rent tenants and businesses that catered to the poor and the fringe economy. Slowly, the area deteriorated: signs of blight appeared, commercial and residential property values declined, and crime increased, all signaling poor prospects for future investment.

When the redevelopment of both military properties and the former Stapleton Airport revitalized the area in the mid- to late 1990s, Aurora implemented a series of capital improvement programs to bring back Colfax Avenue; these included the renovation of commercial façades and the rehabilitation of single-family homes. However, the most vulnerable

population of Aurora—the homeless families with children living in motels along Colfax Avenue—desperately needed help.

That help is provided through Home of Our Own, a rental assistance program established in 1998. The program provides one-time grant assistance to eligible families so they can move into permanent rental housing. To be eligible, clients must have resided in motels for at least 15 days and have an income at or below 80 percent of the area medium income. They must also attend a “tenant education class,” which provides information on landlord/tenant issues and financial literacy. Other program parameters include weekly case reviews, an absence of drug use and criminal behavior, and housing quality inspections. The grant covers the cost of a security deposit, a utility deposit, and 75 percent of the first month’s rent.

The program also assists homeless families participating in the Aurora Housing Corporation’s Families in Transition Program, a two-year transitional housing program; families who have a current Section 8 voucher or certificate; and families living in Aurora’s two homeless shelters. By helping clients find housing and assisting with initial housing costs, Home of Our Own makes it easier for low-income families to afford customary living expenses and the cost of home furnishings so they can put their energy into getting the financial, educational, and strategic guidance they need to get back on their feet.

The program stands out from other tenant-based rental assistance

programs in several ways. First, because it provides rental assistance one time only, the program does not maintain the long-term residency of its clients. Second, it provides a dedicated housing specialist/caseworker, who not only administers the program but also provides clients with additional financial assistance for other expenses, such as furnishings, clothing, utilities, and food on an as-needed, case-by-case basis. Third, the program addressed homelessness by strategically selecting housing near places of employment, social and recreational services, and commerce. And fourth, it makes housing selections throughout the city in order to avoid concentrations of poverty and to better assimilate homeless families into a standard living environment.

To successfully implement Home of Our Own, Aurora partners with local social service providers, apartment managers, local businesses, and grant-funding organizations to provide housing, counseling, and household items. The program is coordinated by the city’s community development division, in cooperation with the Aurora Mental Health Center’s Aurora Family Preservation and Family Support Initiative; the cooperation of both agencies, which pay the salary of the housing specialist/caseworker, ensures high-quality service delivery and redundancy during staffing shortages.

Since 1998, approximately \$250,000 of direct rental assistance has been provided to 192 families at an average cost of \$1,294. Funding comes primarily from Community Development Block Grants and HOME Investment Partnerships grants, which the U.S. Department of Housing and Urban Development provides to the city annually, and from Arapahoe County’s Aurora

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The second of ICMA's Community Sustainability Awards in the greater-than-50,000 population category goes to the city of Waterloo, Ontario, Canada, and City Manager Simon Farbrother for the Environmental Strategic Plan.



SIMON FARBROTHER

Located in Canada's "Technology Triangle," the city of Waterloo, Ontario, has a robust knowledge-based economy that is largely

driven by two major universities, several major insurance companies, and many high-tech firms. As a result, the city has seen significant population and employment growth over the past several years and is, in fact, one of the fastest-growing mid-sized cities in Canada.

Waterloo also has long been committed to livability and sustainability. This commitment is partly due to the fact that 80 percent of the community's drinking water comes from groundwater aquifers, much of which are under existing urbanized areas or areas planned for future urban development. Further, surrounding Waterloo is some of the richest agricultural land in Canada—an important economic asset as well as a key factor in the area's future sustainability.

The challenge facing Waterloo in the future is growth. In the past, the community would accommodate population growth with new development at the edge of the city, but because this type of urban development contributes to poor air quality, threatens groundwater quality, encroaches on agricultural land, causes ecosystem fragmentation, and produces other negative impacts, a new approach was needed. In 2000, Waterloo began a multipronged program to ensure continued economic growth while

maintaining a sustainable and high quality of life. The foundation of this program is "Imagine! Waterloo," the community's vision for the future and the most comprehensive community consultation process ever undertaken by the city.

"Imagine! Waterloo" contains a number of linked initiatives, one of which is the Height and Density Policy, a long-range growth strategy that establishes a plan to accommodate all future growth within the city's existing boundary. This plan anticipates that the remaining undeveloped land within the boundary will be exhausted within the next decade and that all future growth will need to be accommodated through redevelopment and intensification.

As another part of the program articulated in "Imagine! Waterloo," the city consolidated its environmental goals into a strategic plan. This plan, which contains 24 strategic actions with specific implementation timetables up through 2012, has allowed the city to continue to meet growth demands on a limited land base while upholding principles of sustainable development. The Environmental Strategic Plan was initiated to renew the city's environmental commitment and consolidate previous initiatives into one integrated planning framework; guide and prioritize both existing and new environmental initiatives in three specific phases with an implementation schedule; and address the community's vision for the environment as identified in "Imagine! Waterloo."

After formal ratification by the city council, the plan went into effect



Stream rehabilitation is one example of Waterloo's efforts toward achieving environmental sustainability.

in May 2002. A team of key personnel representing various city departments was formed to oversee its implementation and report regularly to the council and the city's corporate management team. The city's development services and public works departments contribute approximately \$5 million annually in operating and capital budgets to fund work identified under the plan.

The first three years of Waterloo's Environmental Strategic Plan have produced significant achievements in sustainable community development, including the following:

- Sustainable buildings: Through solar energy and green rooftop projects, the city is demonstrating options for environmentally responsible energy. It has invested more than \$550,000 to promote the "greening" of city hall and has constructed 10 solar homes at a value of \$3.75 million.
- Brownfield redevelopment: Eighty percent of the city's downtown core, which was once industrial/commercial, has been transformed into retail and residential use. Thirty-five hectares of formerly contaminated land have been remediated, and two treatment systems have been installed to enhance groundwater quality.

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Strategic Leadership and Governance Award

POPULATIONS OF 10,000 TO 49,999

Lewiston, Maine

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Strategic Municipal Image Campaign.



JAMES A. BENNETT



PHIL NADEAU

For many years, the city of Lewiston, Maine, suffered from a lack of confidence and an impending sense of failure. Where the city was once a thriving industrial giant, home to such businesses as the Bates Manufacturing Company employing more than 5,000 people, its economy declined when Bates closed

in 1992 and the shoe and textile industry all but disappeared. By 2000, there were nearly 1.5 million square feet of vacant mill space, other businesses had closed, and unemployment had reached record highs. In addition, old mill housing had spiraled into disrepair and was abandoned, the crime rate was up, and the perils of poverty and decline gripped the city, strangling pride and optimism out of the community.

Recognizing that the community needed to change its image both internally and externally and believe again in its own potential, Lewiston's elected officials proposed the following strategy:

- Identify current perceptions. The community, in cooperation with its twin city Auburn and their nonprofit economic develop-

ment arm, the Lewiston-Auburn Economic Growth Council (LAEGC), hired a professional consultant firm to survey area perceptions. The firm's report, issued in April 2002, confirmed that nonresidents identified rundown areas, crime, poverty, and unkempt appearance as the community's drawbacks.

- Attack the biggest reinforcement of the negative image. Targeting the highest-profile physical areas that created a negative impression, the city began with the "Lower Lisbon Street" corridor, now known as the Southern Gateway.
- Use the media to help tell the story. Beyond physically driving throughout the community, the second most important way that people acquire impressions of a community is through the media, so the city needed the media to join in the effort.

The results have been amazing! Since 2003, private investment has replaced empty blighted buildings with such enterprises as VIP Auto Parts, which renovated a 1906 vintage building and invested \$1.8 million to build a store like no other; Oxford Networks, which created a \$4,200,000 world-class telecommunication headquarters that is committed to providing fiber-optic availability throughout the area within five years; Andover College, which is completing



Before and after shots of Lewiston's Southern Gateway illustrate the success of the city's public-private partnerships.

its \$400,000 expansion since building its brand-new \$1,200,000 Southern Gateway campus; the Public Theatre, an equity theater that is undergoing a \$4,500,000 planned renovation; a \$6,500,000, 400-car municipal parking garage, whose unique design has been featured in national trade journals; and Northeast Bank, which employs 90 people in its 27,800-square-foot, \$3,500,000 headquarters. And renovations are under way for the Central Business Service Center in the historic Pontiac Building, which will house the chamber of commerce, LAEGC, and the Lewiston Development Corporation.

Long thought of as the "bowery" of Lewiston and made the topic of jokes by residents and the media, the Southern Gateway has benefited from more than \$20 million of private and public sector investment and is now a stellar example of public-private partnerships. The city contributed by providing parking, upgrading the streetscape, buying up existing depressed properties, and providing tax incentives in the form of tax increment financing. By declaring the blighted area a slum through a redevelopment district, the community leveraged the potential of its eminent domain power to purchase the

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Strategic Leadership and Governance Award

POPULATIONS GREATER THAN 50,000

Roseville, California

ICMA's 2006 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Roseville, California, City Manager W. Craig Robinson, and Deputy City Manager Julia M. Burrows for the Community Standards and Visioning Project.



W. CRAIG ROBINSON



JULIA M. BURROWS

The city of Roseville, California, was beset by significant fiscal challenges, especially given the loss of the “utility user’s tax” and the state threatening to take more revenue from cities and counties. Faced with the prospect of shrinking revenue sources, the city staff began to evaluate its

operations and revenues in order to restructure and balance Roseville’s budget while maintaining a fiscally sustainable community with a balanced mix of housing, businesses, and public services.

City staff recognized that this restructuring would affect more than just the “bricks and mortar” of programs and services; it would directly affect the community’s vision for itself. Further, for this restructuring effort and the visioning associated with it to succeed, all sectors of the Roseville community would have to be involved. Thus, the city council initiated the Community Standards and Visioning Project, which brought together residents and businesses to assess city services and programs and provide policy-level recommendations to prioritize what they value in the community.

To ensure community participation, the project conducted formal and informal community surveys,

held public forums, and established the Community Standards and Visioning Committee (CSVC) in June 2003. All residents were encouraged to apply to be on the committee; the city council based selection of the 28 at-large members on written applications and videotaped interviews. Once selected, the committee began in August 2003 using the “Guiding Principles” set forth by the council. A team of five city staff, including the city manager, served as project managers and committee liaisons. Working from a thorough and detailed timeline, the team prepared everything for the committee, from white papers to service-level scenarios with associated budget costs.

Because the aggressive size, scope, and timeline for the project created a demand for additional services and expertise, there was a budget adjustment of \$90,000. This amount was to cover one contract for facilitation services; another contract for logistic and administrative support drafting committee meeting agendas, assembling agenda packets, and preparing meeting minutes; and project expenses such as printing, copying, materials, and supplies.

In addition to countless hours spent reading background information and extensive staff reports on city services, the committee spent much time reviewing the results of a comprehensive citywide survey that was conducted as part of the project. A random sample of 7,461 customers (distributed via e-mail and mail) produced 1,506 responses, while a general sample of 39,000 households generated 1,687 responses.



Roseville's Community Standards and Visioning Committee.

Information extrapolated from the detailed survey provided critical information about the community’s expectations and preferences.

The survey also asked for citizen volunteers for the Citizens Online Advisory Panel (OCAP), whose members provide an ongoing sounding board and communications link with the community. The OCAP also encourages public participation in workshops, and through online surveys, residents can weigh in on a variety of issues to help determine changes in various public services and programs.

The committee’s findings, survey results, and draft recommendations were presented at the CSVC’s public forum. With nearly 100 residents in attendance, the committee gained additional insights into the community’s priorities and preferences, addressed questions from the public, and noted new ideas for incorporation into the final recommendations.

After 11 meetings, the CSVC presented its final report and recommendations to the council in March 2004. Once these were approved by the council, departments began using the recommendations to guide budget priorities, programs, and services. For example, staff had been working on a project to develop an indoor pool for the community until the survey results

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Laguna Hills, California, from page 8

Finally, the city included in its capital improvement program a focus on parks renovation and city trail projects to encourage residents to walk, run, or bike to their destinations within city limits rather than drive.

To expand program and educational opportunities, the campaign has collaborated with several nonprofit entities. Working with Saddleback Memorial Foundation, it developed a children's running program to prepare children for participation in the Saddleback Memorial Medical Center's 5K held every Memorial Day weekend. Children interested in training for the race work with community services staff over eight weeks leading up to the event; the foundation allows those who complete the training to participate in the race for free and also provides a reduced family rate for participants' families to compete with them.

The Get Fit Campaign is evidence that local government can play an important role in addressing obesity and its associated health impacts, that community residents will embrace new and creative ideas to help them reach fitness goals, and that collaborations with hospitals, school districts, and foundations are crucial to the success of any community endeavor. Through the various components of the Get Fit Campaign, Laguna Hills is successfully combating the rising obesity rates of children and teens.

Olathe, Kansas, from page 9

nearly 89 percent of respondents rated the service as good or very good. However, only 59 percent expressed satisfaction with the hours of transportation service, so the city is looking into expanding those hours beyond 7:00 PM. The city is also exploring alternative marketing methods to increase the level of participation in the program among low-income families.

The city of Olathe's vision is "Setting the Standard for Excellence in Public Service." The Work Tax Coupon Program is an excellent example of how Olathe looked "outside the box" when trying to address the need for a low-cost transportation system. This highly replicable program fulfills one of the most basic needs that many Americans take for granted, and by providing the mobility needed to sustain employment, it has added immeasurably to the quality of life for Olathe's low-income and disadvantaged citizens.

Polk County, Florida, from page 10

eligibility; and for individuals covered by the state's Medicaid Share of Cost Program, who are often unable to meet their monthly out-of-pocket expenses to secure preventive and primary health care services and life-sustaining pharmaceuticals.

The annual cost to the plan per enrollee is \$2,156, much less than the industry standard. The plan's unique contracting rate secured \$49,340,366 in services at a reduced cost of \$6,085,395 during fiscal year 2004–2005, which is a substantial cost-efficiency measure for taxpayers. The plan offers a comprehensive benefit package, strives for excellence in quality care and customer service, and can be replicated.

The Polk HealthCare Plan is owned and operated by the Polk County Board of County Commissioners and is monitored monthly by an appointed 11-member Citizens Health Care Oversight Committee, which includes local representatives of the business and health care industries, a senior citizen, a school board representative, and a plan enrollee. The plan's management team meets weekly to monitor plan activities, identify areas of improvement, track outcomes in service delivery, and address community education and awareness strategies.

The Polk HealthCare Plan credits its success to the numerous private-public partnerships in which it participates. The partners include hospitals,

physicians, pharmacies, ambulatory surgery centers, cancer treatment centers, pharmacies, federally qualified health centers, public health units, volunteer clinics, volunteer physician services, faith-based groups, and other governmental agencies. With access to health care services becoming almost a luxury for many Americans, Polk County and its community partners have demonstrated an innovative approach to making Polk County a healthier community.

Sonoma, California, from page 11

The document also contains practical, specific action plans for each goal, which are easily replicable by any small community interested in enhancing its economic development activities.

Two additional relationships developed as a result of the partnership. The first is with the Redwood Empire Small Business Development Center. The partnership pays for a professional business counselor to operate once a week out of the chamber office, giving assistance in marketing, business planning, exporting, and other areas. Since February 2005, the counselor has met with more than 100 different businesses and has appointments scheduled two months in advance.

The second relationship is with the Sonoma Valley Unified School District Adult School, which, with the help of the partnership, sent out a brochure to businesses acquainting them with a program that conducts both on-site training for workers in many skill areas and business start-up trainings for workers needing English-as-a-Second-Language classes.

The partnership's accomplishments have been enormous. In addition to providing direct, hands-on outreach to the business community and a direction for the future, it has produced several documents in both English and Spanish, a *Guide to Green Business Practices*, and Web site materials for the city and the chamber. It has also paid for down-

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Sonoma, California, from page 21

town holiday decorations, a welcome reception for new businesses, a restaurant menu guide for all hotels and bed-and-breakfast inns, and “Shop Sonoma” ads during the holiday season (provided by the local paper free of charge). News from the partnership is included in the bimonthly *Business News*, in a quarterly merchant newsletter, and in an expanded newsletter published in both English and Spanish for businesses in the unincorporated area north of the city—a thriving area of Hispanic entrepreneurs. The cost of the two-year program has been \$81,565—far less than the \$75,000 budgeted for each of the two years.

The success of the partnership has underscored the importance of developing clear goals and objectives; involving the community early in program design; and hiring professional staff to implement the programs. Sonoma is still an important tourist area, but there are fewer downtown vacancies, higher sales and transient occupancy taxes, less terrifying regulations, and a far more positive relationship between the city and its business community. In a short period of time, and without adding an economic development department to the city staff, Sonoma has accomplished the change it sought.

Jackson, Wisconsin, from page 12

needs, the village created a telecommunications utility in November 2003 to address its underserved area; a spin-off of this effort was the creation of a wireless Wi-Fi Internet system. With the town’s cooperation, these services will also be made available to town residents, who currently have no cable, no DSL, and no high-speed Internet.

In 1991, the village of Jackson had joined with two other villages and two cities to create a joint municipal court system. This court system, which operates with one judge and one administrative office, now serves 13 municipalities with a combined

population of 123,865. This system has not only increased local general fund revenues because court costs no longer have to be shared with the county, but also saved massive amounts of overtime spent by officers waiting to appear at the circuit court.

These cooperative efforts—all outgrowths of the Revenue-Sharing Agreement and Cooperative Boundary Plan—demonstrate the ability and willingness of the village of Jackson to work with other municipalities to economically, efficiently, and cooperatively provide a broader range of services, which could not be provided unilaterally, while maintaining its uniqueness and individuality.

Winchester, Virginia, from page 13

resources, a new mental health counseling and support system, services for the disabled, and a Compassionate Pharmacy program. Among the new educational services will be a health services training and educational center, an employment training and vocational education program, and access to postsecondary educational and workforce development opportunities. Also added will be a senior volunteer service; an office of the city’s social services department; more public awareness, education, and outreach programs; and more efficient coordination of service delivery and planning.

When Phase II is complete (targeted April 2008), the campus will consist of four buildings with more than 80,000 square feet, enabling partner agencies to serve more than 20,000 individuals each year. Total cost is expected to be \$11.2 million, with funding from grants, city of Winchester bonds issued by the Economic Development Authority (\$7.67 million), and the federal government.

Our Health is just one way that Winchester is partnering with other public and private organizations to help residents in need while also supporting area nonprofit agencies. Since the beginning, the city has been committed to the Our Health concept and

active in its creation and implementation. And as a by-product of this effort, a once-blighted section of Old Town Winchester has been turned into a beautiful and vibrant area that promotes future redevelopment of buildings surrounding the campus.

Aurora, Colorado, from page 14

commissions, and employment opportunities seeking APA representation.

The partnership has also demonstrated its sustainability through the consistent cultural and educational programs it coordinates, such as the AAFF and the Sixth Annual Aurora Asian Education Awards Program. In 2004, the partnership earned a merit award from the Governor’s Awards for Downtown Excellence for its involvement in the AAFF.

Several factors account for the partnership’s success. First, city officials listened to the needs and desires expressed by its various minority communities, and instead of establishing an agenda, they let the partnership guide the way, empowering its members to shape and refine it into what it is today. Second, the city provided the partnership with the staffing needed to manage organizational details and logistics so that members could make meaningful connections with one another. Third, the enthusiastic participation of local political leaders has given the partnership credibility and distinction and enhanced the city’s image among the APA community. Finally, the partnership has enabled members of Aurora’s APA community to showcase their diverse cultures; this has given them an enormous sense of pride that has, in turn, translated into a similar sense of pride for the city.

Currently, no other APA organization in the state compares in structure, organization, and composition with the partnership. With the city’s support, guidance, and staffing, the partnership has shown that individuals and organizations representing a multitude of countries, languages,

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Aurora, Colorado, from page 22

and cultures can work side by side to improve their community. Now, when discussing how to build relationships with local governments and to encourage community members to reach out to their local governments, many leaders in the Asian communities point to Aurora.

Windsor Heights, Iowa, from page 15

organizes joint advertising efforts and constantly encourages its members to use its logo and advertise their location as Windsor Heights rather than Des Moines. It also provides monthly seminars for businesses at its luncheon.

Overall, efforts to revitalize, redevelop, and market the city represent an investment of more than \$6.5 million. For a community with a general fund operating budget of slightly more than \$2 million, this kind of commitment is monumental. Yet the city has already reaped many financial benefits. For example, tax increment financing (TIF) revenues generated from the commercial developments are outpacing initial estimates at more than 20 percent annually and this year will reach \$1.69 million. The better mix of commercial and residential properties helps to stabilize the tax rate and makes it easier for people to shop and recreate in their home community; the improved aesthetics have increased the area's attraction for pedestrians and shoppers; and the active business community has meant a more reliable and productive revenue stream.

Because Windsor Heights is an older community with older homes, it could easily suffer from neglect and lack of interest and, ultimately, urban decay. However, the city partnered with other area suburbs to create a housing rehabilitation program, and nine houses have been rehabilitated. In addition, its housing market is brisk, with many young families moving into the area.

No longer viewed as a sleepy little town, Windsor Heights is now seen as a thriving, "hip" community with

outstanding dining and shopping opportunities. The city's efforts to create economic opportunity, enhance revenue streams, and promote a positive image for both residents and the surrounding communities will ensure the sustainability and vitality of Windsor Heights far into the future.

Mosman, New South Wales, Australia, from page 16

to adopt stormwater-friendly behaviors. The council and the community have also worked together in forums such as the Balmoral Environment Network.

To fund the CEC, the council imposed a residential rate increase of 5 percent, which the community accepted. Although the CEC is planned to run for just one more year, this levy will be collected until 2012 so as to limit the year-to-year financial burden on ratepayers while allowing the council to take advantage of economies of scale with staff employment and project management. Over this 12-year period, the council expects to raise more than A\$7 million.

Mosman Council was one of the first councils in the Sydney area to introduce a levy to raise funds specifically for environmental improvement projects. Because the council is using ratepayers' money on the CEC, it must be accountable to the community. Therefore, no money raised through the levy can be applied to the council's recurrent budget. Moreover, the council visits CEC sites regularly and keeps in touch with residents through e-mail, letters, and its Web site to explain what improvements the CEC projects are making.

Since the CEC was introduced, the council has developed its first comprehensive environmental management plan, which includes guidelines for tendering, purchasing, environmental impact assessment, and report writing. This plan has enabled the council to improve its sustainable management of the local environment, increase stakeholder participation in natural resource management,

obtain grant funding from other levels of government, and thus invest significantly in local management without straining its budget. And these successes have enabled the council to expand the scope of CEC projects, boost its environmental achievements, and educate the community about local resource management.

Now in its sixth year, the CEC clearly demonstrates how a local authority and its residents can work together in an innovative way to balance the community's environmental, economic, social, and cultural needs.

Aurora, Colorado, from page 17

Preservation Family Grant. And each year, despite decreases in the city's federal grant entitlements and Aurora's lack of general fund revenues, Home of Our Own manages to secure more funding to assist more families.

Staff attribute the program's continual ability to obtain funding to its ever-increasing popularity, coupled with its 95 percent success rate and low administrative cost. Other external factors, such as Aurora's surplus rental housing market, high foreclosure rate, and desirable climate, have also established the program as a high priority. But perhaps the greatest mark of accomplishment has been the program's impact on children: no longer exposed to crime- and drug-infested motel environments, child participants now enjoy a stable environment within the same home, the same school, and the same community.

By creatively addressing some of Aurora's homeless transitional housing needs in a low-cost way that other communities could easily replicate, Home of Our Own has dramatically improved the lives of its clients and proven itself to be a win-win program for Aurora and its residents.

- Trails master plan: Beyond the economic advantages of increased tourism and recreational activities, an expanded network of trails supports a more dense urban form and a smaller urban footprint as well as providing a way to promote environmental education and awareness.
- Watershed monitoring and environmental lands acquisition strategy: The city has purchased more than 140 hectares of mature woodland. Under its Urban Forestry and Laurel Creek Watershed Monitoring Program, the lands will be protected over the long term through public ownership and management. Approximately 26 percent of Waterloo's entire land base is being maintained as greenspace, which enhances property value.
- Transportation initiatives: As part of its effort to demonstrate ways to reduce pollution and provide fuel-efficient alternatives, the city requires biodiesel to be used in all off-road diesel-equipped vehicles, and it is applying traffic demand management concepts. Other initiatives have included an anti-idling campaign, hybrid cars, and smart-car parking.
- Urban intensification policies: To achieve better air quality, reduce automotive/energy use, lessen pressure on greenfield lands, and increase live/work opportunities, city policies and rezoning regulations require intensification while minimizing the impacts on adjacent residential neighborhoods. Eight hundred new apartment units have been constructed in targeted areas, and another 800 are being planned.

Waterloo's achievements have largely been due to the city's willingness to take a leadership role in consolidating the desires of the community into a plan and establishing a timeline by which to establish priorities, measure progress, and keep the

community motivated. Beyond that, the involvement of participants from all sectors of the community was crucial in scoping the environmental initiatives and promoting buy-in. Finally, the plan provided a vehicle for collaboration among various disparate groups and enabled the city to harness the talents of the community.

Because of the Environmental Strategic Plan, the city of Waterloo has received the Canadian Association of Municipal Administrators' Award for Environmental Excellence and has been endorsed by Ontario's minister of the environment. Such recognition has helped the city demonstrate the value of municipally based environmental efforts for all concerned.

Lewiston, Maine, from page 19

properties at a price that generously exceeded the fair market value of the sellers. Today, pigeons, prostitution, and drug dealing no longer characterize Lower Lisbon Street. Instead, it's where people want to be and do business—truly a key aspect of a community that is "setting the pace" statewide.

The successes in its Southern Gateway exemplify Lewiston's renaissance. In the past few years, more than \$297 million in public-private sector money has been invested in the city, making it the most successful economic development community in Maine within that period of time. Such investment includes the Gendron Business Park, with four buildings either completed or under construction, and an 850,000-square-foot Wal-Mart distribution center, with more than 500 well-paying jobs—the largest economic development project in Lewiston within the last 30 years. And TD Banknorth plans a \$7 million expansion at the Bates Mill Complex—once a vacant mill site and now a diversified business spot.

Lewiston is now considered the safest of Maine's four largest cities, with a 24 percent crime rate decline in just the last three years. Youth in particular are reaping the benefits:

the Lewiston Youth Advisory Council facilitated the nomination of Lewiston as a 2006 All-America City.

The changes have brought numerous awards and recognitions. In 2005, the Maine Development Foundation bestowed on Lewiston and Auburn its Champions for Economic Development Award; the Maine State Chamber of Commerce, lauding the economic partnership that has produced impressive growth, gave the two cities its President's Award, and Governor John Baldacci praised them in his State-of-the-State address as the epitome of collaboration and effective partnerships; *Inc. Magazine* cited Lewiston as one of the top 50 cities in America to do business; and the Paralyzed Veterans of America selected Lewiston as the "Most Patriotic City."

Lewiston had to make a conscious, active decision not to remain stagnant. It is now a city no longer beset by self doubt. Lewiston's enhanced statewide reputation, growth, and economic development leadership are well documented, the community is confident of continued success, and its citizens will never again settle for an image any less than one of excellence.

Roseville, California, from page 20

indicated that such a facility was the lowest priority. However, police and fire services ranked at the top of the priority list, so more police officers were approved for and hired in the next budget. Another outcome was a creative solution to lease a building for a temporary fire station facility and meet an immediate need for better response times. A follow-up report on implementation of the CSVSC recommendations was compiled and distributed in September 2005.

Several key components were critical to the project's success:

- Complete commitment of the entire city of Roseville organization, from the city council down to each department

(Continued on page 25)

Roseville, California, from page 24

- Recognition that a successful visioning project must have citizen participation
- A clear and concise time frame for completion, clear definitions of the issues to be addressed, and clear expectations as provided in the city council's Guiding Principles
- A qualified, experienced, and dedicated facilitator to help deal with controversial issues

- Allocation of resources and staff with the necessary skills
- Detailed, yet succinct information provided to committee members in a timely manner to facilitate well-informed decisions
- Belief that with extensive orientation and education, those community residents selected to serve on the committee would gain the necessary working understanding of the city's operations, mission, vision, and values to be quali-

fied to make realistic and feasible decisions in the best interest of the community.

The Community Standards and Visioning Project provided a strategic direction for the city of Roseville and was so successful that the model has already been used for other issues, such as growth management.



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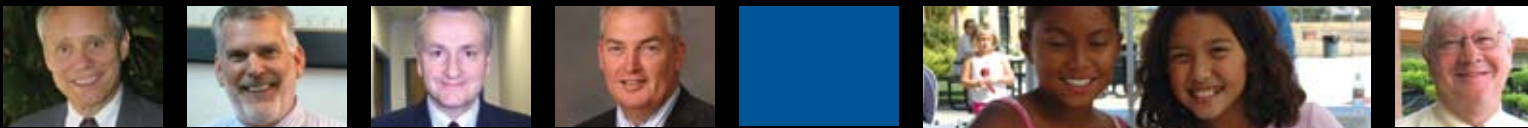


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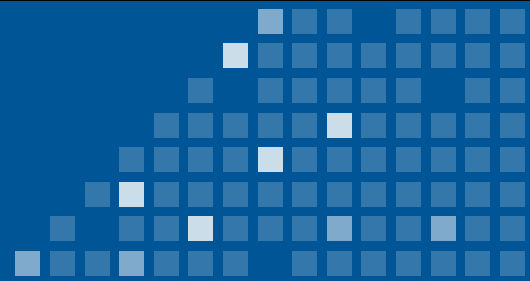


2007 ICMA AWARDS



CELEBRATING THE DIFFERENCE
PROFESSIONAL LOCAL GOVERNMENT
MANAGEMENT MAKES

Booklet sponsored by





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

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

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

Completing their terms at ICMA's 93rd Annual Conference

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

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

Debra Kurita, city manager, Alameda, California

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

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

Completed his term at ICMA's 92nd Annual Conference

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

This awards booklet was developed by:

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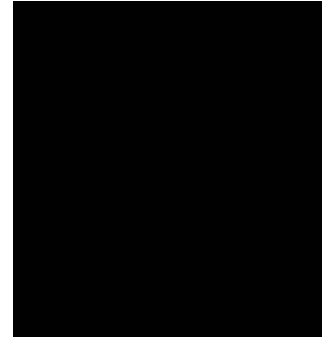
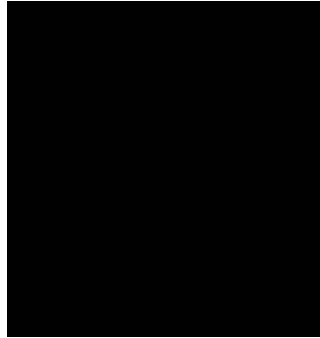
Amanda Relyea
Service Awards Program Manager

Kira Hasbargen
Performance Measurement Associate



Leaders at the Core of Better Communities

DISTINGUISHED SERVICE AWARD



THOMAS C. KELLY

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

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

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

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

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

2007 ICMA ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

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

Other Nominees:

Edward Beasley, city manager, Glendale, Arizona

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

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

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

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

David B. Elder, city manager, Worthington, Ohio

Terrence L. Ellis, city manager, Peoria, Arizona

Thomas O. Forslund, city manager, Casper, Wyoming

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

William T. Lichter, village manager, Lombard, Illinois

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

Gerald R. Miller, Long Beach, California

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

David M. Morgan, city manager, Anaheim, California

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

Raymond R. Patchett, city manager, Carlsbad, California

Gordon L. Pedrow, city manager, Longmont, Colorado

Valerie L. Salmons, village administrator, Bartlett, Illinois

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

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

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

Other Nominees:

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

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

Eric J. Levitt, city manager, Sedona, Arizona

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

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

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

Joyce Wilson, city manager, El Paso, Texas

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

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

Other Nominees:

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

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

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

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

Academic Award in Memory of Stephen B. Sweeney

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

Other Nominee:

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

PROGRAM EXCELLENCE AWARDS

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

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

Other Nominees:

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

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

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

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

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

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

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

Other Nominees:

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

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

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

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

CQT Program—Aurora, Colorado, and Ronald S. Miller, city manager

Disability Advisory Commission—Surprise, Arizona, and James C. Rumpeltes, city manager

Lead-Based Paint Hazard Reduction Program—Dubuque, Iowa, and Michael C. Van Milligen, city manager

Mission Domestic Hope—Roanoke, Virginia, and Darlene L. Burcham, city manager

Public Health Advisor—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

Residential Home Care Program—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

Response during the Moondarra Fires—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Sexual Offender Accountability Program—Port Orange, Florida, and Kenneth W. Parker, city manager

Weed & Seed Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

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

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

Other Nominees:

Affordable Housing Program—Montevideo, Minnesota, and Steven C. Jones, city manager

Beautify Meredith Program—Meredith, New Hampshire, and Carol M. Granfield, town manager

NCK Wellness Center, Inc.—Beloit, Kansas, and Douglas E. Gerber, city administrator

Public Visioning Program for Comprehensive Plan Update—Spring Hill, Kansas, and Jonathan S. Roberts, city administrator

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

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

Other Nominees:

Community Bulletin Board—Monroe, North Carolina, and F. Craig Meadows, city manager

Entrance Initiative Task Force—Midland, Michigan, and Jon J. Lynch, city manager

GIS Mosquito Control Program—Valdosta, Georgia, and Larry H. Hanson, city manager

Highway 179 Needs-Based Implementation Program—Sedona, Arizona, and Eric J. Levitt, city manager

I35/Park Avenue Corridor—Faribault, Minnesota, and Timothy Madigan, city administrator

Innovative Partnerships for Progress—Upper Merion, Pennsylvania, and Ronald G. Wagenmann, township manager

Local Government Academy—Culpeper, Virginia, and J. Brannon Godfrey Jr., town manager, and Noah A. Simon, assistant town manager

NAWA Water Treatment Plant—Tipp City, Ohio, and David A. Collinworth, city manager; and Vandalia, Ohio, and Jeffrey C. Hoagland, city manager

Neighborhood Services—Kingman, Arizona, and Paul Beecher, city manager

Office of Housing & Neighborhood Development—Winchester, Virginia, and Edwin C. Daley, former city manager (now city manager, Hopewell, Virginia)

Public/Private Partnership for Adult Recreation—Portsmouth, New Hampshire, and John P. Bohenko, city manager

Spring Hill Community Redevelopment Agency—DeLand, Florida, and Michael L. Abels, city manager, and Michael P. Pleus, assistant city manager

“Take the Money; You’ve Earned It”—Lewiston, Maine, and James A. Bennett, city administrator

Together against Graffiti—El Mirage, Arizona, and William J. Cornwall, city manager

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

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

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

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

Other Nominees:

800 Megahertz Public Safety Radio System—Anoka County, Minnesota, and Terry L. Johnson, county administrator

Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager, and Bryan M. Day, assistant city manager

The Art of Community: Annual Performance Report—Des Moines, Iowa, and Richard A. Clark, city manager, and Michael E. Matthes, assistant city manager

Beacon Center at Village Academy—Delray Beach, Florida, and David T. Harden, city manager

Block Leader Program—Cupertino, California, and David W. Knapp, city manager

BusinessFirst! For a Greater Dayton Region—Tipp City, Ohio, and Bradley C. Vath, assistant city manager; West Carrollton, Ohio, and Glen Tracy Williams, city manager; and Clayton, Ohio, and David W. Rowlands, city manager

Centre Region Council of Governments—Centre Region Council of Governments, Pennsylvania, and James C. Steff, executive director; College Township, Pennsylvania, and Adam T. Brumbaugh, township manager; Ferguson Township, Pennsylvania, and Mark A. Kunkle, township manager; Halfmoon Township, Pennsylvania, and Karen J. Brown, township manager; Harris Township, Pennsylvania, and Amy K. Farkas, township manager; State College, Pennsylvania, and Thomas J. Fountaine II, borough manager

Champion Arlington Economic Development Strategy—Arlington, Texas, and James N. Holgersson, city manager

City of Sandy Springs, Georgia—CH2M HILL OMI Partnership—Sandy Springs, Georgia, and John F. McDonough, city manager

City/Schools Partnership—Roseville, California, and W. Craig Robinson, city manager

(Continued on page 4)

(Continued from page 3)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Other Nominees:

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

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

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

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

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

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

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

Other Nominees:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Other Nominees:

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

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

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

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

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

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

Other Nominees:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Award for Career Excellence in Honor of Mark E. Keane



EDWARD EVERETT

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

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

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

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

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

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

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

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

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

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

(Continued on page 27)

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



BYRON JORGENSON

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

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

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

Even while managing Sandy's large and complex organization

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

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

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

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

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

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



ROBERT STULL

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

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

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

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

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

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

income housing—have received national recognition.

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

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

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

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Academic Award in Memory of Stephen B. Sweeney



ROBERT L. BLAND

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

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

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

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

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

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

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

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

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Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

DOVER, NEW HAMPSHIRE

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



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

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

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

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

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

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

- **Community awareness:** Each year, Y2Y students undertake projects to raise the public's awareness of substance abuse issues. For example, they have demonstrated against the tobacco industry's marketing of candy-flavored products to attract youthful customers; protested the redirection of state funds away from prevention efforts; and testified before the state Senate on smoke-free restaurants. They also work with local stores to raise awareness of the dangers of underage drinking.
 - **Legislation:** Over the past seven years, Y2Y students have proposed and passed four city ordinances and three state laws on substance abuse-related issues. This past year, they proposed, testified for, and got passed a state law requiring all cigarettes sold in the state to be self-extinguishing (to prevent fires).
 - **Enforcement:** Since the program began, Y2Y members have
- assisted the police department with tobacco vendor compliance checks. Students try to buy tobacco products to see whether stores are selling to minors. Clerks that sell to minors receive a court summons and a fine; those that refuse to sell receive a gift, such as a t-shirt or mug.
- **Media:** In addition to creating posters and placing ads in local newspapers, Y2Y students have written and produced more than 50 radio public service announcements. Many of these have won awards, and the Centers for Disease Control and Prevention plans to distribute them around the country. The students also have made several videos and a nationally broadcast Internet presentation.
 - **Presentations:** Every year, Y2Y students bring their drug-free message to students across the country. In Dover, they teach an interactive prevention lesson to all second graders; they conduct a fifth-grade assembly; and they recently addressed eighth graders with "Lyndsey's Story: The Truth about Alcohol," a presentation that focuses on the real risks of using alcohol (falls, addiction, depression, violence, teen pregnancy) and on the alcohol industry's deceptive advertising tactics. They also visit other communities to teach students how to be youth advocates; in one trip, they provided three hours of training on media development, project design, and public speaking to students in Stoughton, Massachusetts. Lastly, they hold workshops at national gatherings, such as the Eastern States Prevention Conference and the

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

LITTLE ROCK, ARKANSAS

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



BRUCE T. MOORE

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

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

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

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

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

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

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



Before



After

Hanger Hill Eastview Terrace before and after the criminal abatement program

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

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

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

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

ROSEVILLE, CALIFORNIA

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



W. CRAIG ROBINSON

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

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

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

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

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

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

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

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



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

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

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

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

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Community Partnership Award

POPULATIONS OF LESS THAN 10,000

NEW LONDON AND NEWBURY, NEW HAMPSHIRE

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



Overlooking Lake Sunapee, a popular vacation and retirement destination



JESSIE W. LEVINE

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

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

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

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

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

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

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

TARPON SPRINGS, FLORIDA

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



ELLEN S. POSIVACH

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

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

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

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

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

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

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

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



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

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

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

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

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

LATROBE, VICTORIA, AUSTRALIA

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



PAUL BUCKLEY

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

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

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

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

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

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



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

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

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

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

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



RALPH L. JAECK



CLAYTON L. HOLSTINE



JAMES M. NANTELL



CONNIE JACKSON



ANTHONY CONSTANTOUROS

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

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

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

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

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



**Representatives of the Millbrae San Bruno
Police Task Force**

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

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

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

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WAUNAKEE, WISCONSIN

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



RONALD K. WILDE

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

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

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

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

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

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



Stokely Site Redevelopment: before and after

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

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

(Continued on page 29)

AURORA, COLORADO

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



RONALD S. MILLER

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

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

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

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

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

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

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

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



Accommodating new development, while respecting nature

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

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

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

(Continued on page 29)

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



MARK A. MITTON

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

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

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

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

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

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



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

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

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

Through leadership and strategic planning, the city of Burley has made
(Continued on page 29)

GLADSTONE, MISSOURI

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



KIRK L. DAVIS

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

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

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

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

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

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

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



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

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

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

(Continued on page 29)

YUMA, ARIZONA

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



MARK S. WATSON

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

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

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

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

- **Train:** To develop the necessary thinking skills, individuals must become certified as Master Thinkers™. Certification requires in-depth understanding and use of the comprehensive thinking tools and systems developed by Dr. Edward de Bono, the world's authority on the direct teaching of thinking and creativity. Candidates must participate in six days of classwork followed by one-on-one sessions with a facilitator coach. Within the first two years of the program in Yuma, more than 150 people, including staff, community members, and elected officials, obtained certification.
- **Sustain:** Sustainability is essential to affect a culture change. To remove the fear typically associated with exploration and innovation, a support infrastructure was needed. First, three staff from diverse departments were developed as certified trainers in the Master Thinkers curriculum,



Building thinking skills strategically and systematically

enabling them to conduct training within the community. Second, 11 staff from nine departments, including the city administrator, a fire captain, a court officer, the public works manager, the art center and civic center manager, and the training and development program manager, were educated as accredited facilitators; it was their responsibility to transform the thinking culture and find ways to sustain the transformation. Third, because succession planning is needed for sustainability, certification is required for management. Finally, Master Thinking tools and systems are mandatory within the organization.

- **Share:** The city shares its knowledge and skills generously. Facilitators are available throughout the community and the state to assist anyone with planning agendas, refining focus statements, and facilitating meetings. They share the city's unique approach at regional and national conferences and often consult with other government entities.
- **Model:** Yuma is the only government entity in the world to train citizens and staff in these tools and to apply them comprehensively.

(Continued on page 29)

CELEBRATION OF SERVICE

2007 SERVICE AWARD RECIPIENTS

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

50 Years

GEORGE PATTERSON
R. MARVIN TOWNSEND

45 Years

ROBERT M. HOPKINS

40 Years

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

35 Years

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

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

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

30 Years

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

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

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

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

25 Years

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

GINO C. GRIMALDI
ROBERT T. GRIMM
PALL GUDGEIRSSON
STEPHEN C. HAINS
LLOYD HALVERSON
JEFFREY S. HATCHER
WALLY J. HILL
STEVEN P. HOUCHENS
KAY W. JAMES
VAN JAMES
MICHAEL J. JOHNSON
MICHAEL KENYON
TIM KERR
STEPHEN P. KING
GARY J. KOEHLER
MARK M. KRANE
JAMES LANDON
STEPHANIE J. LARSEN
RICHARD A. LEAHY
ROGER P. LEDUC
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MURRAY A. LEVISON
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W. CHRISTOPHER LOCHNER
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JOHN D. MARQUART
KEN A. MASUDA
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CAROL A. MCLAUGHLIN
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YOUSRY A. ZAKHARY
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20 Years

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

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DANIEL F. BISHOP
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SUSAN R. BOYER
LARRY D. BRADFORD
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JOHN M. COAKLEY
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GARY W. GIBSON
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WILLIAM G. HINCHEY
MICHAEL T. HINNENKAMP
JOHN D. HOBSON
R. ANDREW HOLLIS
WILLIAM A. HOLTBY
SCOTT K. HUEBLER
JEFFREY M. HULL
ALEX R. JENSEN
ALLEN JOHNSON
MICHAEL W. JOHNSON
WILLIAM R. JOHNSON
BRET A. JONES
BRUCE R. JONES
WILLIAM B. JONES
SEAN J. JOYCE
CHARLES R. KELLEY
JOSEPH M. KERNELL
SALLY A. KUZON
SETH T. LAWLESS
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CORBITT T. LOCH
LINDA C. LOWRY
GARY M. LUEBBERS
THOMAS F. MACAULAY
MARI E. MACOMBER
G. K. MAENIUS
JAMES J. MALLOY
JEFFERY MARK
ROBERT T. MARKEL
STEPHANIE J. MASON
REX L. MATHER
ALFRED B. MAURER
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DANA L. MCDANIEL
MARTIN C. MCDANIEL
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GRADY E. MILLER
SCOTT G. MILLER
EDWARD R. MITCHELL
SCOTT W. MITNICK
RICHARD N. MORTON JR.
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 JOYCE A. SHANAHAH
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 M. RAY WIGGINS
 MICHAEL R. WILSON
 CHARLETTE T. WOOLRIDGE
 DIANNA S. WRIGHT
 DAWN L. WUCKI-ROSSBACH
 GRANT YATES
 BUNYAMIN B. YAZICI
 SHANA K. YELVERTON
 JUNE M. YOTSUYA

10 Years

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

GREGORY W. BARNES
 ELIZABETH E. BAUER
 QUINN B. BENNION
 WILLIAM C. BERGQUIST
 MARTIN P. BLACK
 DARRELL W. BLENNISS JR.
 RICHARD B. BOEHM
 SHERRY L. BORGS DORF
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 ARTHUR H. BURGESS
 KERRY E. BURNS
 CHRISTINE R. BUTTERFIELD
 MARIO A. CANIZARES
 CATHY A. CAPRIOLA
 DAVID L. CARDENAS
 FREDERICK C. CARR
 NORBERT M. CASTRO
 JOHN J. CAULFIELD
 JANE M. CHRISTENSON
 CHRISTOPHER CLARK
 EVERETTE TODD CLARK
 BRYAN K. COSGROVE
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 MARK W. LUBERDA
 JAMES M. LUKAS
 DOUGLAS E. LUTHER
 DESMOND P. MAHON
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ICMA CENTER FOR PERFORMANCE MEASUREMENT'S CERTIFICATE PROGRAM

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

Two types of certificates are awarded each year:

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

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

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



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CERTIFICATE OF ACHIEVEMENT

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NORTH LAS VEGAS, NEVADA
ORLANDO, FLORIDA
PEORIA, ARIZONA
SAMMAMISH, WASHINGTON
TACOMA, WASHINGTON

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

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

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

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

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

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

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

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

Little Rock, Arkansas, from page 11

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

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

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

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

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

New London, New Hampshire, from page 13

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

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

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

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

Tarpon Springs, Florida, from page 14

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

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

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

Latrobe, Victoria, from page 15

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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2008 ICMA AWARDS

**Celebrating the Difference
Professional Local Government Management Makes**



ICMA

Leaders at the Core of Better Communities

A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 94th ICMA Annual Conference:

Laura E. Blackmon, county manager, Orange County, North Carolina

Louie Chapman, Jr., town manager, Bloomfield, Connecticut

Brenda Sedlacek Gunn, city administrator, La Vista, Nebraska (2007-08 committee chair)

Leigh Halstead, New Zealand

Richard T. Reed, town manager, Bedford, Massachusetts

Paul Stapleton, city administrator, Fredericton, New Brunswick, Canada

Cynthia M. Steinhauser, assistant city manager, Dubuque, Iowa

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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 retired members who have made outstanding contributions to the management profession and local government.

The Annual Awards program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. The program is divided into the Professional Awards, which recognize individual achievement by chief administrative officers, assistant administrators, and others, and the Program Excellence Awards, which are presented to local governments and their chief administrators in recognition of their creative and successful programs.

Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level.

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

For more information, send an e-mail to awards@icma.org.

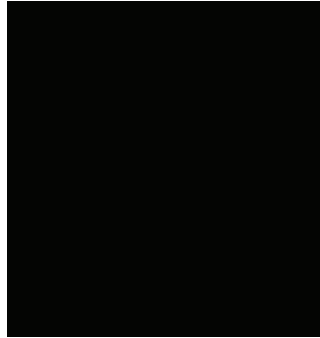
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Leaders at the Core of Better Communities

DISTINGUISHED SERVICE AWARD



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

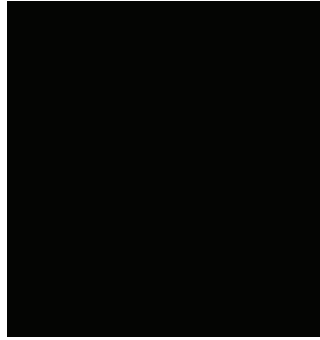
W. CALVIN HORTON

As Chapel Hill's longest-serving town manager, Cal Horton was considered the ultimate professional, personifying the craft of town manager as a noted champion and advocate for town employees, a trusted advisor for the council, and a voice of reason for the community.

After graduating from the University of North Carolina (UNC) at Chapel Hill in 1968, he served as assistant city manager in Decatur, Georgia, while pursuing his MPA. He returned to Chapel Hill in 1989 as director of public safety; a year later, he was appointed town manager. During his tenure, he created an organizational culture that encouraged open communication, and he established several forums for employees. A tireless mentor for both MPA students and town interns, he also helped to initiate the Professional Partners Program of the North Carolina City and County Management Association (NCCCMA).

Mr. Horton was president of the Georgia City and County Management Association, the NCCCMA, and UNC's MPA Alumni Association, which honored him as one of only four recipients of its Distinguished Public Service Award. He also served on the Georgia Municipal Association's board of directors and on numerous committees within ICMA. In 2002 Mr. Horton became an ICMA Credentialed Manager.

When he retired in 2006, the Chapel Hill community established the Annual Cal Horton Municipal Service Award to recognize a town employee dedicated to "the highest ideals of public service." He was also selected as one of "Fifty Who Made a Difference: Chapel Hill-Carrboro's Top Fifty Leaders of the Last Fifty Years." In recognition of his 38 years of service and achievement, ICMA honors W. Cal Horton with the Distinguished Service Award.



BRYCE A. STUART

When he retired in 2006 after 36 years in public management, Bryce (“Bill”) Stuart was the longest-serving manager in Winston-Salem, where he set a standard for local government management through his passion, his ethics, and his commitment to the profession.

He began his career in 1965 in Phoenix, Arizona, as a management assistant and then as assistant budget director. Moving to Charlotte, North Carolina, he spent three years as budget evaluation director before becoming assistant city manager. In 1980 he was appointed city manager of Winston-Salem. During his tenure there, he lowered the tax rate by 33 percent, led the city’s growth, and implemented a managed competition program. Under his leadership, Winston-Salem became the second U.S. city to be rated “AAA” by all three bond-rating agencies; was a pacesetter in implementing market-based pay and a consumer-based health plan; and won national recognition as, among other things, a Top Ten Digital City, Tree City USA, and America’s Most Livable Community.

An ICMA Credentialed Manager since 2003, Mr. Stuart was president of ICMA (1998–1999), regional vice president of ICMA’s Executive Board (1993–1995), and president of the North Carolina City and County Management Association (1988–1989). He has also participated on numerous boards and committees within ICMA, including his current membership on the Technology Management Institute Advisory Board. Always strongly committed to mentoring young professionals, several of whom became local government leaders themselves, Mr. Stuart has earned ICMA’s Distinguished Service Award for his exemplary contributions to the profession of local government management.

2008 ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

George D. Di Ciero, city and county manager, Broomfield City and County, Colorado

Other Nominees:

Paul A. Eckert, city manager, Sioux City, Iowa

Ted A. Gaebler, city manager, Rancho Cordova, California

Larry H. Hanson, city manager, Valdosta, Georgia

Michael D. Johnson, county administrator, Solano County, California

Matthew J. Kridler, city manager, Springfield, Ohio

John F. McDonough, city manager, Sandy Springs, Georgia

Ronald S. Miller, city manager, Aurora, Colorado

John F. Perry, village administrator, Woodridge, Illinois

Sheryl L. Sculley, city manager, San Antonio, Texas

Jackson C. Tuttle, city manager, Williamsburg, Virginia

John Michael Wilkes, city manager, Olathe, Kansas

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

Thomas O. Forslund, city manager, Casper, Wyoming

Other Nominees:

Donald D. Crawford, city manager (retired), Hamtramck, Michigan

Kenneth R. Pulskamp, city manager, Santa Clarita, California

Randall H. Reid, county manager, Alachua County, Florida

Carl R. Rogers, town manager, Barre, Vermont

James V. Thompson, city manager, Casa Grande, Arizona

Glen Tracy Williams, city manager (retired), West Carrollton, Ohio

Shana K. Yelverton, city manager, Southlake, Texas

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

Frances A. Gonzalez, assistant city manager, San Antonio, Texas

Other Nominees:

Bryan C. Beam, assistant administrator, Calcasieu Parish, Louisiana

Renee C. Farmer, assistant city manager, Miami Gardens, Florida

Heather B. Harper, assistant town manager, Falmouth, Massachusetts

Henry P. Schubert Jr., assistant city manager, Largo, Florida

Kenneth Striplin, assistant city manager, Santa Clarita, California

William F. Studer, deputy city manager, El Paso, Texas

Hannes Zacharias, deputy county manager, Johnson County, Kansas

PROGRAM EXCELLENCE AWARDS

Community Health and Safety Program Excellence Award (populations less than 10,000)

Rape Aggression Defense (RAD) Course—Normandy Park, Washington, and Douglas J. Schulze, city manager

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

Ambulance Safety Initiative—Winter Park, Florida, and Randy B. Knight, city manager

Other Nominees:

Enhancing Emergency Services—Warwick Township, Pennsylvania, and Gail V. Weniger, township manager

GIS Mosquito Control Program—Valdosta, Georgia, and Larry H. Hanson, city manager

Housing Task Force and Residential Opportunity Fund—Centralia, Illinois, and Grant A. Kleinhenz, city manager, and J. Scott Sellers, assistant city manager

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

Choppee Regional Resource Center—Georgetown County, South Carolina, and Thomas W. Edwards, county administrator (retired), and Henry Edsel Hemingway Jr., county administrator

Other Nominees:

Citizens Organized to Prepare for Emergencies (COPE)—Santa Rosa, California, and Jeffrey C. Kolin, city manager

Citizens Public Safety Academies—Sugar Land, Texas, and Allen Bogard, city manager; Karen H. Glynn, assistant city manager; and Karen Daly, assistant city manager

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

Fugitive Apprehension and Surveillance Team—Aurora, Colorado, and Ronald S. Miller, city manager

Graffiti Abatement Team Program—Arlington, Texas, and James N. Holgersson, city manager

Innovations in Managing Unconventional Household Hazardous Wastes—Alachua County, Florida, and Randall H. Reid, county manager

Integrating Partners in Emergency Care—Sandy Springs, Georgia, and John F. McDonough, city manager

Mission Domestic Hope—Roanoke, Virginia, and Darlene L. Burcham, city manager

(Continued on page 4)

(Continued from page 3)

Mobile Mapping—Sparks, Nevada, and Shaun D. Carey, city manager, and Stephen W. Driscoll, assistant city manager

Police Department Mental Health Collaborative—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Erik J. Walsh, assistant city manager

Residential Home Care Program—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

Safe Futures Plan—Clark County, Nevada, and Virginia E. Valentine, county manager

Shopping Cart Retrieval Program—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, director, neighborhood services

Sidewalk Program—Alameda County, California, and Susan S. Muranishi, county administrator

SnowBuster Program—Westminster, Colorado, and Rachel Ann Harlow-Schalk, environmental and administrative services officer, and Matthew J. Lutkus, deputy city manager

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

Schreiner Memorial Library—Lancaster, Wisconsin, and Scot E. Simpson, city administrator, and Potosi, Wisconsin

Other Nominees:

Comprehensive Colby Park Recreational Infrastructure Planning Project—Windsor Heights, Iowa, and Marketa George Oliver, city administrator

Comprehensive Safe Schools Plan—Platteville, Colorado, and Nicholas J. Meier, town manager

NCK Wellness Center, Inc.—Beloit, Kansas, and Douglas E. Gerber, city administrator

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

Porch Light Partnership—Ferndale, Michigan, and Robert J. Bruner, city manager, and Lighthouse of Oakland County, Inc., and Judith W. Robinson, executive director

Other Nominees:

Graffiti Removal Program—El Centro, California, and Ruben A. Duran, city manager

Holiday Tour of Lights—Farmers Branch, Texas, and Gary D. Greer, city manager

Intergovernmental Agreements for Future Boundaries—Casa Grande, Arizona, and James V. Thompson, city manager

KidsBuild—Park Ridge, Illinois, and James D. Hock, city manager

Prairie Ridge Youth Sports Complex—Ankeny, Iowa, and Carl M. Metzger, city manager

Southern Hospitality Group Workcamp—Valdosta, Georgia, and Larry H. Hanson, city manager

Southlake and Sabre Holdings Partnership—Southlake, Texas, and Shana K. Yelverton, city manager

Wheat Ridge 2020—Wheat Ridge, Colorado, and G. Randolph Young, city manager

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

Community Mental Health and Substance Abuse Partnership—Fort Collins, Colorado, and Darin A. Atteberry, city manager

Other Nominees:

Apprenticeship Collaborative—Alameda County, California, and Susan S. Muranishi, county administrator

Centennial Hills Master Planned Campus—Las Vegas, Nevada, and Douglas A. Selby, city manager, and Steven P. Houchens, deputy city manager

Chief Administrators Committee—Metropolitan Washington Council of Governments—Washington, DC, Metropolitan Region and Anthony H. Griffin, county executive, Fairfax County, Virginia, on behalf of the COG CAO Committee

City Webcasts and Meeting Management—Kansas City, Missouri, and Wayne A. Cauthen, city manager

Coalition of Small Police Agencies (CSPA)—Algona, Washington; Black Diamond, Washington, and Gwendolyn M. Voelpel, city administrator; Clyde Hill, Washington, and Mitchell Wasserman, city administrator; Duvall, Washington; Enumclaw, Washington; Issaquah, Washington, and Leon Kos, city administrator; Lake Forest Park, Washington, and David M. Cline, city administrator; Medina, Washington; Mercer Island, Washington, and Richard M. Conrad, city manager; Normandy Park, Washington, and Douglas J. Schulze,

city manager; Pacific, Washington; and Snoqualmie, Washington, and Robert J. Larson, city administrator

Community Mental Health & Substance Abuse Partnership—Fort Collins, Colorado, and Darin A. Atteberry, city manager

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

County/School District Intergovernmental Partnership—Georgetown County, South Carolina, and Henry Edsel Hemingway Jr., county administrator, and Thomas W. Edwards, county administrator (retired)

Creek Program—Santa Rosa, California, and Jeffrey C. Kolin, city manager, and Greg D. Scoles, deputy city manager

Crystal Darkness: Meth's Deadly Assault on our Youth—Washoe County, Nevada, and Katy I. Simon, county manager; Reno, Nevada, and Charles E. McNeely, city manager; and Sparks, Nevada, and Shaun D. Carey, city manager

EPayables Initiative—Clearwater, Florida, and William B. Horne II, city manager

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

Fire Services Assistance—Gainesville, Florida, and Russell D. Blackburn, city manager, and Becky L. Rountree, administrative services director; and Alachua County, Florida, and Randall H. Reid, county manager

GIVE Committee—Fishers, Indiana, and Gary A. Huff, town manager

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

Graham Reservoir & Playgrounds—Mountain View, California, and Kevin C. Duggan, city manager, and Nadine P. Levin, assistant city manager

Green Business Partnership—Sarasota County, Florida, and James L. Ley, county administrator

Joining Hands for Special Populations—Olathe, Kansas, and John Michael Wilkes, city manager

Keeping Our Kids Safe—Newport News, Virginia, and Randy W. Hildebrandt, city manager

Neighborhood Resource Center—Delray Beach, Florida, and David T. Harden, city manager

Outsourced Recruiting—Polk County, Florida, and Robert M. Herr, county manager, and Lea Ann Thomas, assistant county manager

Partners for Youth—Tyler, Texas, and Robert M. Turner, city manager, and Mark McDaniel, city manager designate

Post-News Colorado Colfax Marathon—Lakewood, Colorado, and Michael J. Rock, city manager; Aurora, Colorado, and Ronald S. Miller, city manager; and Denver, Colorado

Regional Communication System—Yuma, Arizona, and Mark S. Watson, city administrator

Regional Economic Development Corporation—El Paso, Texas, and Joyce A. Wilson, city manager

Reusable Grocery Bag Program—Westminster, Colorado, and Rachel Ann Harlow-Schalk, environmental and administrative services officer, and Matthew J. Lutkus, deputy city manager

Strategic Partnership Agreements Policy Project—Sugar Land, Texas, and Allen Bogard, city manager; Karen H. Glynn, assistant city manager; and Karen Daly, assistant city manager

Web GIS Building Permit Tracker—Alachua County, Florida, and Randall H. Reid, county manager

Westcom Dispatch Center—West Des Moines, Iowa, and Jeffrey A. Pomeranz, city manager; Urbandale, Iowa, and Robert L. Layton, city manager; and Clive, Iowa, and Dennis T. Henderson, city manager

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

Centralia Opportunity Fund—Centralia, Illinois; Grant A. Kleinhenz, city manager, and J. Scott Sellers, assistant city manager

Other Nominees:

Community Center—East Grand Rapids, Michigan, and Brian D. Donovan, city manager

Neighborhood Improvement Program (NIP)—Monterey, California, and Fred E. Meurer, city manager

School Environmental Sustainability Program—Charlottesville, Virginia, and Gary B. O'Connell, city manager, and Lance A. Stewart, facilities maintenance manager

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

Davenport Green City—Davenport, Iowa and Craig Malin, city administrator, and Dee F. Bruemmer, assistant city administrator

Other Nominees:

Addressing Global Warming—Roanoke, Virginia, and Darlene L. Burcham, city manager

AWQUA Lounge—Aurora, Colorado, and Ronald S. Miller, city manager

Ball Field Innovation—Phoenix, Arizona, and Frank A. Fairbanks, city manager

City Mitigation Bank Program—Port Orange, Florida, and Kenneth W. Parker, city manager

City South Management Authority—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Pasquale DiGiovanni, deputy city manager

Fresh AIRE—Arlington County, Virginia, and Ron Carlee, county manager

Green Infrastructure Investment Program—Alachua County, Florida, and Randall H. Reid, county manager

Neighborhood Sustainability—Sugar Land, Texas, and Allen Bogard, city manager, and Michael W. Goodrum, community and environmental director

Roadmap to Sustainability—Sarasota County, Florida, and James L. Ley, county administrator

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

Health Care Management System by Prevention—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Other Nominees:

Citywide Computer Coaching Network—Englewood, Colorado and Gary L. Sears, city manager

Hotel Convention Center—Lombard, Illinois, and David A. Hulseberg, village manager, and William T. Lichter, village manager (retired)

Strategic Budgeting Using Public Opinion Polling—Tarpon Springs, Florida, and Ellen S. Posivach, former city manager

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

Organization and Employee

Development—Polk County, Florida, and Robert M. Herr, county manager

Other Nominations:

2012 Bond Community Committee Process—San Antonio, Texas, and Sheryl L. Sculley, city manager; Pasquale DiGiovanni, deputy city manager; and Edward A. Benavides, executive assistant to the city manager

Disability Awareness Activities—Olathe, Kansas, and John Michael Wilkes, city manager

Employee Relations Program—Aurora, Colorado, and Ronald S. Miller, city manager

Liquid De-Icing Blending System—McHenry County, Illinois, and Peter B. Austin, county administrator

Neighborhood Alert Centers—Little Rock, Arkansas, and Bruce T. Moore, city manager

Organizational Improvement Effort—Gresham, Oregon, and Erik V. Kvarsten, city manager

Performance Plus—Las Vegas, Nevada, and Elizabeth M. Fretwell, deputy city manager

Police Leadership Team—Broken Arrow, Oklahoma, and James M. Twombly, city manager

Public Health Advisor—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen Tempesta, senior assistant to the village manager

Quality Initiative—West Des Moines, Iowa, and Jeffrey A. Pomeranz, city manager

Award for Career Excellence in Honor of Mark E. Keane



GEORGE D. DI CIERO

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

In 1968, George Di Ciero came to a small, newly incorporated, statutory city of 6,500 people and 1.5 square miles, and took the reins as its manager. With effective administrative management, he successfully guided Broomfield as it grew into one of the most exciting, livable, safe, well-planned, and well-managed communities in Colorado, if not the nation. Now at over 33 square miles and a population over 50,000, Broomfield is a home-rule, council-manager, combined city and county government with a remarkable manager at its helm.

Until November 2001, portions of Broomfield lay in four different counties. Throughout the 1990s, backed by overwhelming support from citizens and elected officials, Mr. Di Ciero pursued efforts to consolidate in order to more effectively and efficiently serve the community. After state legislative approval in 1998 and a three-year transition period, the county government functions were successfully incorporated into a combined—and reformed—city and county organization. Under Mr. Di Ciero's guidance and energy, Broomfield has established an integrated system of health and human service delivery that allows access at any point, a Central Records Office that avoids duplication of resources and provides a one-stop counter for residents seeking information on properties and voter services;

combined municipal, county, and state courts in a single location, and a police department that fulfills sheriff's detention and civil responsibilities while working to coordinate human services cases under the single umbrella of the city and county manager's office.

Balanced growth has always been a key component of Broomfield's master plan. With Mr. Di Ciero's help, Broomfield has achieved retail development to bolster sales tax revenues that pay for residents' amenities; commercial and industrial development to bolster job opportunities; housing development to ensure a reliable workforce; transportation improvements to ensure a safe and healthy environment; acquisition of open space, greenbelts, and park areas through development agreements; and new entertainment opportunities for the region. Broomfield's strong and diversified economic base places the community near the top of every revenue-producing category.

Mr. Di Ciero's accomplishments in Broomfield are legion. In the early 1990s, with residents' approval of a sales tax to purchase open space and parks, he and elected officials led collaborative efforts to acquire over 6,760 acres of publicly owned open land and easements and to set aside 901 acres of privately owned, permanently open land. Today, Broomfield has one of the highest ratios of open

land to development in Colorado and is well on its way to meeting its target of 40 percent open land at build-out.

And the list goes on. Mr. Di Ciero implemented a home-rule charter; established development review policies to ensure high-quality residential and commercial neighborhoods; oversaw the administration of budgets that grew from a few hundred thousand dollars to over \$253 million; oversaw a growing asset base; and authored a critical *Long Range Financial Plan* to guide Broomfield's policies and development into the future. Under his management, annual budgets have had surpluses and reserves to protect against economic downturns, and his recommendations have helped community and elected officials manage future land use designations to achieve a positive ratio of revenues to expenditures at build out.

Throughout his career, Mr. Di Ciero has remained responsive to the community's desires and willing to educate, coach, and support successive mayors and city council members. He instituted a customer-service model—what the staff refers to as “the Broomfield Way”—that represents his own friendly, inquisitive, “can-do” attitude. He recruits and empowers high-quality staff members, encouraging innovation, creativity, fiscal responsibility, and personal accountability, and taking pride in their awards, recognition, and eventual accession to leadership positions in both the public and private sectors. He values people who can connect with others and embraces the concept of teamwork.

Understanding the importance of citizen input into the workings of government, Mr. Di Ciero structured the city's decision-making processes to include the public on citizen

(Continued on page 25)

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



THOMAS O. FORSLUND

Each year, ICMA presents the Award for Career Development to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. The award commemorates former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship. Candidates must be voting members of ICMA. This year, ICMA presents the Career Development Award to Thomas O. Forslund, city manager of Casper, Wyoming.

With 20 years as city manager of Casper, Thomas Forslund is now the longest-serving city manager—and the most widely recognized leader among city managers—in Wyoming. He is the most ardent supporter of them as a group, the most ardent promoter of the profession, and the state’s most ardent advocate for professionalism in municipal government.

Those whose careers have been most directly influenced by Mr. Forslund are his many interns and analysts. For decades, he has always had an administrative analyst in his office—typically a young person with a freshly earned MPA and the desire to someday become a city manager. The analysts write speeches, produce newsletters, analyze data, and generally are given as much exposure as possible to the intricate processes of a modern municipality. Mr. Forslund always makes sure that his new hires understand that the position is meant to be a stepping stone. They are warned: “I will be disappointed if you stay here for less than 18 months. But in five years, I expect you to be leaving.” He wants them to become city managers, and in general, he gets his wish. Jeff Jones, hired as an administrative analyst in 1996, is now the assistant city manager of Hurst, Texas; Carter Napier hired as the analyst in 1998, later became the city administrator of Riverton, Wyoming.

Mr. Forslund also created an internship program in the city

manager’s office. The first intern, an MPA graduate student, was hired for the summer of 2004; over the next three years she was followed by more MPA interns. In 2008, the summer internship was expanded into a yearlong experience modeled after the ICMA Local Government Management Fellowship program. Laurie Kadrich, city manager of Grand Junction, Colorado, recalls that even while Mr. Forslund was getting started with Casper’s internship program, he was working to convince other city managers throughout the region to follow suit, and in the past few years, many have.

Like most governments, Casper’s workforce contains a large number of baby boomers, one-fifth of whom have been with the city for 20 years or more. Usually, these seasoned employees are leaders in their work areas, and when they retire, they will take with them not only their institutional knowledge but also their leadership and supervisory experience. Understanding that a great organization does not just support its operations for today but throws its energy back into itself in order to remain strong for long into the future, Mr. Forslund saw the importance of having his department heads become personally involved in the effort to train the next generation of Casper’s leaders. The city’s Leadership Training Program was designed to ensure that the city always has a

pipeline of qualified applicants for its leadership positions.

The program, which began in January 2007 with 30 students, represented a major commitment for all concerned. For the students—firefighters, mechanics, wastewater treatment plant operators, and accountants—the commitment was to attend eight hours of class each month for 15 months to learn the basics of management: budget writing, the essentials of employment law, and tactics for being an effective supervisor. For the eight department heads, the assistant city manager, and Mr. Forslund himself, the commitment was to teach at least one of the eight-hour classes, thereby ensuring that the students received practical management knowledge as well as real-life examples drawn directly from Casper experience.

Mr. Forslund also reaches out beyond the Casper organization to new managers in the region, many of whom have come to depend on him as their careers progress. Carter Napier of Riverton can rattle off a long list of managers who regularly seek Mr. Forslund’s advice. To Bobbe Fitzhugh, city manager of Douglas, Wyoming, he is an outstanding mentor because he is deliberate, thoughtful, and ethically above reproach. During a contentious election last year, when several city council candidates ran on an anti-manager platform, Ms. Fitzhugh and Mr. Forslund were in frequent contact, and after several of those candidates took office, he advised her on how to win them over. In his dealings with elected officials, he is politically astute, his demeanor both humble and appropriately assertive. “We call him Elder Tom,” Laurie Kadrich of Grand Junction says of the 56-year-old manager. Noting how he has a

(Continued on page 25)

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



FRANCES A. GONZALEZ

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

As assistant city manager in San Antonio, Texas, Frances Gonzalez is responsible for those city departments most directly involved with human development efforts—the Metropolitan Health District, the Department of Community Initiatives, the Department of Parks and Recreation, and the library system. In this capacity, she has been a formidable leader for innovative change to benefit the community and a steadfast advocate for health and human services.

As an example of her solid record of achievement, in 2008 Ms. Gonzalez spearheaded one of the most significant city/county consolidation efforts in recent history, integrating city and county health services to establish a high-performing public health system. Under her leadership, health system roles and responsibilities were changed to enhance the quality of services, reduce duplication, use resources more efficiently, and provide a seamless system of care for patients. This restructuring of clinical, preventive health services will allow the city's health department to focus on its core competency: protecting the public through immunizations, environmental monitoring, communicable disease control, public health

emergency preparedness, health code enforcement, and food inspections.

In addition, Ms. Gonzalez led a team of city staff to plan and develop a state-of-the-art homeless campus known as Haven for Hope. Designed to be a transformation center, this \$80 million project, which involved both the private and public sectors, will include a comprehensive program of services for men, women, and families. Recognizing the significant role the campus will play in delivering services to this population, the city initiated the effort to garner financial support for the project while Ms. Gonzalez used the expertise of a multidisciplinary team to help negotiate the site development and lease agreement. Over time, the city will realize the benefits of providing services to this population through streamlined and seamless programs.

Her leadership qualities and advocacy efforts were also in evidence when Ms. Gonzalez helped to create a state-of-the-art clearinghouse for senior services and information. The result of a collaborative effort by three different departments, the Bob Ross Senior Multi-Service Health and Resource Center opened in April 2007 to provide health and wellness activities and services, education, social

and cultural activities, and volunteer opportunities for seniors 60 and older.

Committed to excellence and the long-term success of the city organization, Ms. Gonzalez was influential last year in the creation, development, and implementation of the city's Executive Leadership Program. Identifying executives from the city's leadership team who will work closely with executive coaches toward enhanced professional development outcomes, the program provides participants with strategies that are designed to enhance their leadership skills, communication techniques, and approaches to change management, all with a focus on continuous improvement.

Before becoming assistant city manager, Ms. Gonzalez served as assistant to the city manager, in which capacity she was responsible for staffing and coordinating the activities of the Housing and Neighborhood Action Team, which was developed to facilitate and expand existing housing policies and programs. She also managed the Organizational Review Office, which conducts comprehensive organizational studies and performance reviews of all city departments with the objectives of improving organizational efficiency and effectiveness, and finding new and better ways to deliver public services. And she coordinated the city's Better Jobs efforts, which link education, economic development, and workforce development programs and initiatives.

Ms. Gonzalez was also director of the city's Neighborhood Action Department, responsible for developing housing policy and implementing housing programs. During her tenure, the department created the nationally recognized *Neighborhood Sweep* program, which employs a

(Continued on page 25)

Community Health and Safety Award

POPULATIONS OF LESS THAN 10,000

NORMANDY PARK, WASHINGTON

ICMA's Community Health and Safety Award recognizes the innovative local government programs or processes that demonstrate improvement in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark Keane, and in memory of Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell. This year, ICMA presents the award in the less-than-10,000 population category to the city of Normandy Park, Washington, and City Manager Douglas J. Schulze for the Rape Aggression Defense (RAD) course.



Learning the basics of hands-on self-defense



DOUGLAS J. SCHULZE

In an effort to teach women how to take steps to prevent an assault or rape through risk reduction and avoidance as well as basics of hands-on

self-defense, the Normandy Park, Washington, police department offers a course in the Rape Aggression Defense (RAD) System. The course involves 12 hours of training broken into four sessions. Taught by city police officers who are certified instructors in the area of women's self-defense, this training is offered for free through public and private grants and funding.

The RAD System is a detailed and comprehensive course for women that begins with crime prevention, and risk reduction and avoidance, and progresses on to the basics of hands-on self-defense. The training includes lectures and discussions on assertiveness and verbal confrontation skills followed by safety strategies. This program is dedicated to teaching easy, effective, and proven self-defense tactics that women can use to protect themselves against various types of assault

What makes the RAD course so effective is that following the training,

participants can practice using the learned physical defense techniques—striking and kicking—on stationary targets (padded bags) and then on the instructors who wear protective gear.

This program has produced the most positive feedback of any prevention program in the history of the agency. In addition to testimony from a young woman who actually had the opportunity to use her training to defend against an attacker—and did so successfully, the following communication is typical of the feedback received from RAD graduates:

I am a 55-year-old woman who has always been safety conscious. I have taken women's safety courses before that were helpful, but none gave the practical training in self-defense that I desired until I took the RAD course. . . .

These two officers teaching the RAD course finally made me not only safety conscious but safety educated. This course is specific, well demonstrated, and effective. [The officers] taught the various self-defense techniques with clarity, precision, and encouragement. I came away from the course not just learning self-defense techniques but with a base of understanding to build upon for my personal safety. The in-class

drills and final scenarios built my confidence in my ability to defend myself and gave me an enthusiasm to continue to improve in the techniques taught.

The RAD Program was implemented in 2003, and more than 400 female students have completed the training since then. With annual program costs of less than \$2,000, which comes primarily from public and private grants, the RAD program is highly cost-effective.

The positive feedback from participants and success of the program have led to a recent decision to expand the training to youngsters aged 5–12. The officers who conduct the training for adults have completed certification in RAD Kids and will be teaching prevention techniques as well as hands-on self-defense skills.

The RAD System course provides effective and useful crime prevention training to a vulnerable population. As an additional advantage, women and children participating in the training develop positive relationships with Normandy Park police officers, which contributes to community support and trust. ■

Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

WINTER PARK, FLORIDA

ICMA's 2008 Community Health and Safety Award in the 10,000-to-49,999 population category goes to the city of Winter Park, Florida, and to City Manager Randy B. Knight for the Ambulance Safety Initiative.



RANDY B. KNIGHT

The 1990s saw more than 300 fatal ambulance accidents in the United States, most of which involved emergency medical service (EMS)

personnel who were sitting unrestrained on a bench facing the patient. In addition to rendering care during transport to the medical facility, they had to communicate via radio, reach necessary medical equipment, and perform other patient care functions, all of which required them to routinely move about the ambulance and thus made it impossible for them to use the standard lap-type seat belts provided.

Despite an era of improved seating restraints for almost all passenger vehicles, the Winter Park Fire-Rescue Department (WPFDR) discovered in 2004, while seeking to purchase new ambulances, that the new passenger safety initiatives did not account for ambulance attendants. Yet studies on ambulance safety from the National Institute of Occupational Safety and Health, along with historical facts and crash-test videos, confirmed the inherent dangers to medical attendants working in the patient compartments of American ambulances. Thus, to address the basic safety needs of paramedics, WPFDR established what is now referred to as the Ambulance Safety Initiative (ASI) project.

The ASI project was initiated in 2004 by Lt. Andrew Isaacs of WPFDR: told that there was no design on the market like the one he envisioned, he began to draft his thoughts for the

redesign. The project began with an assessment of the passenger restraint system that paramedics need to travel safely, as well as of the basic ergonomics of emergency medical care itself. To ensure that the environment and activities of first responders is as safe as possible, it thoroughly researched the entire patient care continuum, from vehicle markings to equipment accessibility. This comprehensive approach led to several conclusions for the design of the system, not the least of which was the importance of developing a seating and restraint system that was very user-friendly because attendants would reject a cumbersome harness design. Ultimately, a five-point restraint was devised that offered greater security in all circumstances, while also allowing for the continued mobility necessary to treat patients.

The city of Winter Park funds all activities of the fire-rescue department, and its Vehicle Replacement Fund (VRF) serves as a type of internal leasing function for each city department. After specifications were drafted, the ASI units were placed for competitive bid adhering to the city's purchasing policies and procedures, as well as to Florida state law. Two manufacturers responded and accepted the challenge to change the design of the standard American ambulance (there are currently five manufacturers producing similarly designed units). Within two years of the project's inception, a purchase order was initiated, and a contract was signed to produce units meeting all specifications. The total cost for each unit was about \$170,000, and all units were budgeted under the VRF program.



Increasing safety for paramedics through a restraint system

The single most important achievement of the ASI project is the increased level of safety for paramedics. Combined with all other safety improvements made to the units, the WPFDR's attention to ergonomic design yielded what the industry is referring to as America's safest ambulance.

Three important measures are being used to evaluate the success of the ASI project:

1. *Personal compliance:* Personal compliance has been measured through spot checks and supervisor observations. During the first three months of implementation, a compliance rate of about 75 percent was observed, which eventually improved to a rate of 90 percent.
2. *Reduction in workers' compensation:* Before the ASI features were introduced, the department

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Community Health and Safety Award

POPULATIONS OF 50,000 AND GREATER

GEORGETOWN COUNTY, SOUTH CAROLINA

ICMA's 2008 Community Health and Safety Award in the 50,000-and-greater population category goes to Georgetown County, South Carolina, retired County Administrator Thomas W. Edwards, and County Administrator Henry Edsel Hemingway Jr. for the Choppee Regional Resource Center.



THOMAS W. EDWARDS



HENRY EDESEL HEMINGWAY

Improving the health of low- to moderate-income individuals has long been a major challenge in rural Georgetown County, South Carolina, just as it is in many rural counties throughout the South. A 2000 health assessment reported that African Americans in the county were more than twice

as likely as whites to stop requesting health care, cease taking medications, and die prematurely; and both the diabetes rate and the mortality rate from HIV/AIDS among this population were five times higher than among whites. Moreover, 45 percent of all children under age two in public health clinics were inadequately immunized against such preventable diseases as polio, measles, diphtheria, tetanus, haemophilus influenza B, and whooping cough.

In the Choppee region in rural southwestern Georgetown County, 56 percent of the 6,900 residents live 200 percent below the poverty level. Besides poverty, barriers to medical care in 2000 included inadequate transportation, poor health education, cultural restrictions, lack of health insurance, lack of preventive health services, and lack of primary care providers willing to serve the low-income and indigent populations—a factor that led the

South Carolina Department of Health and Environmental Control (DHEC) to list the region as a “Medically Underserved Health Professional Area.” Because poor health was acknowledged to be a root cause of many of the county’s other challenges, improving the health of Choppee’s residents would certainly be instrumental in addressing employment and educational deficiencies.

The federal government’s decision to consolidate the schools provided the needed spark that ignited the community to organize to attack its most pressing problem: lack of basic health care. With the now-empty school buildings identified as a feasible place to house a regional health and wellness center, residents went to work to obtain support for the project.

It was at this time that the South Carolina Primary Health Care Association introduced “Health Access for All,” a community-based initiative to improve access to primary care. Participants in the initiative—the South Carolina DHEC, the St. James-Santee Family Health Center, the Waccamaw Center for Mental Health, the Georgetown County Drug and Alcohol Abuse Commission, and the Georgetown Diabetes CORE Group—ultimately joined forces to develop a “one-stop” regional health care facility to serve the region’s needs.

Although the county council recognized the crucial need for a health care and wellness center, the county government had only \$255,000 to apply toward it. In late 2001, it received a Community Development Block Grant, from which it dedicated



Serving the region's needs through a one-stop health care facility

\$713,000 to the project; meanwhile, the St. James-Santee Family Health Center obtained \$550,000 in federal funding. Because the other partners were initially unable to contribute their share of renovation and operation costs, the council agreed to advance these agencies the necessary funds through an innovative funding arrangement that allowed them to eventually commit \$249,000 to capital improvements, plus an additional \$183,000 to renovate an adjoining wing for the establishment of a crisis stabilization center. The state of South Carolina then awarded the county \$31,000 for exterior landscaping, and the county school district, faced with maintenance or demolition costs for the vacant buildings, agreed to transfer the property to county government for reuse.

The citizens and health partners provided the enthusiasm and certain types of expertise, but it was up to the county to provide the coordination, organization, leadership, and project management expertise to ensure that the project became a reality. A key factor in this effort was the contribution of more than 30,000 hours of labor—valued in excess of \$500,000—from inmates of the county detention center to transform the former high school building into

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Community Partnership Award

POPULATIONS OF LESS THAN 10,000

POTOSI AND LANCASTER, WISCONSIN

ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents the Community Partnership Award in the less-than-10,000 population category to the city of Lancaster, Wisconsin, and City Administrator Scot E. Simpson, and the village of Potosi, Wisconsin, for the Schreiner Memorial Library.



SCOT E. SIMPSON

Not long ago, the residents of Potosi, Wisconsin (2008 pop. 726), had access to library services when a bookmobile regularly visited their community.

When that service was discontinued, residents were left without library services. For those who had access to transportation, the closest library was almost 15 miles away. But local schoolteachers had limited resources with which to plan curriculum, and those residents who benefit most from public libraries—youth, the elderly, and disabled residents—were left with no access to books, computers, or the other valuable tools that libraries provide.

With a small operating budget and limited savings for capital projects, Potosi was unable to open its own library. So its leaders worked with community leaders and library staff in nearby Lancaster and formed a partnership with the town to construct and operate a small branch of Lancaster's Schreiner Memorial Library in Potosi. This partnership, one of only a handful in the state, has produced one of the state's smallest yet most highly used facilities.

After about a year of planning, the Potosi Branch Library opened to the public. For \$40,000, the former

kitchen and meeting room of the Potosi fire station had been transformed into an intimate, functional public library. Civic leaders, Lancaster library staff, and members from both communities contributed to the planning and construction process, donated books and other materials to establish the branch library collection, and dedicated volunteer hours to make operations a success. Each magazine subscription that the library currently holds is donated by a member of the village. Many surrounding libraries and organizations have donated materials as well, and in return, residents of the surrounding area now have access to both the Lancaster Schreiner Memorial Library and the Potosi Branch Library.

Total annual operating expenses, which the two communities share, are approximately \$26,000. Estimated costs to operate a stand-alone library would be significantly higher—and prohibitively so for Potosi. Potosi's contribution of \$15,000 per year gives its residents access to a part-time librarian, who operates the library for 15 hours per week and, in addition to book checkout, provides reference assistance, Internet access, copying and fax service, and interlibrary loans, as well as Story Hour and other children's programs. The library is managed by the director of Schreiner Library.

According to Potosi Village President Frank Fiorenza, "What



Fire station kitchen and meeting room transformed into public library

started out as an experiment between two communities, separated by approximately 13 miles, has, after the first year, proved a success beyond our loftiest expectations." In 2007 alone,

- Library cards were issued to 240 residents who had never before owned one.
- Nearly 5,100 materials were circulated, and use of Lancaster's library also increased.
- The two computers in the Potosi library served 718 users.
- Circulation to the village of Potosi increased by 763 percent, and by 342 percent to the surrounding rural area.

But numbers alone cannot tell the complete story. The librarian tells about the homebound residents she has gotten to know as she delivers books to them weekly or about elementary-school teachers bringing their entire classes to sign up for their first library cards. While other small communities struggle to keep existing houses occupied, new homes are being built annually in Potosi—a testament to how assets like a library are vital to making a community attractive to families.

Both Potosi and Lancaster leadership can attest to the power of partnerships, especially in small

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

FERNDALE, MICHIGAN

ICMA's 2008 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Ferndale, Michigan, City Manager Robert J. Bruner, and The Lighthouse of Oakland County, Inc., and Judith Robinson, executive director for the Porch Light Partnership.



ROBERT J. BRUNER

As a first-ring Detroit suburb, Ferndale, Michigan, was experiencing the effects of urban sprawl: people had moved out of what were once solid, middle-class neighborhoods, leaving empty houses behind. Because an abandoned or boarded-up house is clearly a blight on a neighborhood and negatively affects property values, the city of Ferndale, Oakland County, Lighthouse Community Development (LCD), and Paramount Bank formed a unique residential rejuvenation initiative called "The Porch Light Partnership" dedicated to improving neighborhoods one home at a time. The challenge was twofold: to provide affordable housing in quality housing stock and to prevent further neighborhood deterioration—two goals that are crucial to preserving, enhancing, and diversifying a community.

The Porch Light Partnership is an ongoing initiative that relies on numerous state, local, public, and private sources—a county-awarded \$415,000 HOME grant received by LCD, financing from Paramount Bank, and the assistance of local trades—to purchase and renovate city-identified homes in specific Ferndale neighborhoods. The partnership kicked off the project in January 2007 by investigating neighborhoods and possible properties; the first house was purchased, and renovations began in the spring. The city was called upon for additional Community Development Block Grant (CDBG) funding to assist with

lead abatement. LCD then purchased two additional houses, and renovations on all three houses were complete by late November. The goal was to have six totally renovated homes by the end of 2008.

Once renovated, the homes are offered at affordable prices to first-time home buyers. As an important component of the program, potential buyers can receive free financial education on how to purchase and maintain a home. The low- to moderate-income buyers who benefited from this program, and would not have been able to purchase a home otherwise, are now able to give their families a stable home environment that is part of a community, a school district, and a neighborhood where their children can grow up.

It is a recognized fact in home improvement that renovations on one house in an area will encourage renovations on other properties in the same area. Since March 2007, 15 permits were issued for work on other houses in the three neighborhoods where the Porch Light project homes are located. More than 20 candidates have participated in the home-buyer seminars conducted with LCD and Paramount Bank, and businesses are being approached to encourage their low- to moderate-income employees to participate in this program.

Because the partnership is a cooperative group of local and county government, private sector businesses, and nonprofits, it has the talents required to make this project a success. Each partner brings unique resources to the project. When additional funding was required, Oakland



Renovated homes offered to first-time home buyers at affordable prices

County brokered the deal to permit CDBG funds to be released through the city of Ferndale to complete the project. The open houses held to showcase the properties for potential buyers were advertised on the city's Web site and local cable TV channel. By cooperating and focusing on the goal of providing affordable housing to low- and moderate-income families, the partners were able to work through any minor difficulties quickly. It's the kind of program that other cities could easily benefit from—as Pontiac, Michigan, has done, building more than 110 new homes, rehabilitating 25, and using more than 180 grants and loans to facilitate repairs to owner-occupied homes in low- to moderate-income neighborhoods.

The Porch Light Partnership project is a win-win situation for all concerned, as it will improve neighborhoods, strengthen housing stock and values, and attract new residents to Ferndale. Future plans include increasing the number of community partners involved in the partnership, securing additional funding for further rejuvenation efforts, and developing additional projects—all with the goal of improving Ferndale neighborhoods one home at a time. ■

Community Partnership Award

POPULATIONS OF 50,000 AND GREATER

FORT COLLINS, COLORADO

ICMA's 2008 Community Partnership Award in the 50,000-and-greater population category goes to the city of Fort Collins, Colorado, and City Manager Darin A. Atteberry for the Community Mental Health and Substance Abuse Partnership.



DARIN A. ATTEBERRY

By the late 1990s, providing adequate mental health and substance abuse services for Colorado's Fort Collins/Larimer County community had become quite challenging. For years the area's mental health and substance abuse service providers planned and provided their services essentially independently from one another; no mechanism existed to evaluate the total mental health and substance abuse needs of the community, review the services available, and implement a community plan; people with mental illness or substance use disorders had difficulty finding and accessing needed services; and police staff typically lacked training to work with this population. In short, the existing system was inadequately meeting the needs of the people it was meant to serve.

Case studies revealed four common problem themes:

1. Overloaded and fragmented services were driven by the crisis at hand, with little time for prevention or early intervention.
2. Consumers and families felt "punted," or shuffled, from service to service.
3. Providers rarely knew a client's treatment history, if there was one.
4. Insurance with mental health coverage did not guarantee access to adequate and appropriate mental health services.

After an intensive system assessment, the Community Mental Health and Substance Abuse Partnership was launched. Committed to systematically restructuring and improving service provision, the partnership was created to offer a well-coordinated, well-funded continuum of mental health and substance abuse services that meets citizens' needs and promotes a healthier community. To date, 35 organizations have joined in the partnership, including the city of Fort Collins, Larimer County, state offices, the health district, the hospital system, the criminal justice system, mental health and substance abuse service agencies, cognitive disability service providers, consumer advocates, schools, the faith community, housing agencies, private therapists, and Colorado State University.

A steering committee was appointed and defined a three-phase implementation process: (1) clarify the key issues and identify potential next steps; (2) develop a structure to address key issues; and (3) focus on implementing solutions. Partnership priorities were identified to include

- Ensuring adequate connections to services
- Maximizing capacity for diagnosis, prescriptions, and treatment
- Creating and re-creating essential services
- Improving information sharing
- Advocating policy changes.

Locating the oversight, administration, and functions of the partnership within the Health District of Northern Larimer County, the



Reengineered crisis response system involves 22 organizations

steering committee, which includes a representative from the Fort Collins city manager's office, assumed responsibility for overall program direction. It determined that two things were essential to the program's effectiveness: a base of funding from which to keep the work organized, and the commitment of each person involved. Over the years, the partnership has been funded by more than 43 organizations and foundations, as well as by several individuals.

In 2002, Connections was established to provide comprehensive, specialized mental health and substance abuse information, referral, and assistance. On average, more than 3,700 people visit the office each year; to date, more than 50,000 people have sought its services. In 2006, client satisfaction with the Connections process, ranging from intake, to referral to appropriate services, to the helpfulness of those services, was 89 percent or better, and therapists reported that 88 percent of clients improved their ability to function. Service providers who work with the program report a 100 percent satisfaction rate as well. In particular, clergy and school personnel appreciate having one source for comprehensive information when trying to help

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Community Sustainability Award

POPULATIONS OF 10,000 TO 49,999

CENTRALIA, ILLINOIS

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the 2008 Community Sustainability Award in the 10,000-to-49,999 population category to the city of Centralia, Illinois, City Manager Grant A. Kleinhenz, and Assistant City Manager J. Scott Sellers for the Centralia Opportunity Fund.



GRANT A. KLEINHENZ



J. SCOTT SELLERS

For years the city of Centralia, incorporated in 1859 as a railroad community in the heart of rural South-Central Illinois, benefited from coal mining, oil exploration, and small manufacturing. But in 1947, a coal mine explosion killed 111 miners, heralding the end of the mining era in the city. Soon after,

the oil supply depleted, and Centralia faced some difficult economic times. Fortunately, it was able to attract some light manufacturing, which led to a stable population increase until the 1970s. But when globalization hit the area, many manufacturing jobs were outsourced. Between 1990 and 2004, Centralia documented a population decline of 6 percent and lost thousands of jobs.

Scrambling to retain the industries that remained but were in jeopardy of closing, the city also had to address its many vacant buildings, which created blight and added nothing to the tax rolls. Reevaluating its strategy for business retention and attraction, the city found that it was using the same incentives that it had been using for years, many of which did not address the needs of those industries that were leaving (or had left). While

various economic programs existed in the form of loans, grants, tax credits, and technical assistance, each had its limitations. Tax increment financing (TIF) districts and enterprise zones had district boundaries; Community Development Assistance Program loans and grants had low- to moderate-income requirements; and each had its own project eligibility costs and scheduling restrictions. City staff needed to design a flexible program that could be used either with other programs or on its own.

In November 2006, the city council unanimously adopted the Centralia Opportunity Fund. Established as part of the 2007 budget process to promote, complement, and enhance economic and business development opportunities throughout the city for industrial, commercial, and residential projects, the fund began with a start-up injection of \$100,000 from the general fund reserve, and added 70 percent of all unexpended, unencumbered contingency fund line items at the end of fiscal year 2006; each year thereafter, this same percentage of unexpended, unencumbered contingency fund line items would be transferred into the Opportunity Fund.

Under the terms of the fund, a developer, investor, or business may receive funds in the form of a grant, a forgivable loan, or a low-interest loan for a specific project within the city's corporate limits. The amount and type of funding provided depends on the



Before



After

Opportunity Fund supports a proactive approach to economic development

scope or scale of a project, and the project's economic impact on the community in terms of jobs, investment, and tax-revenue generation. Funds may be used for a variety of purposes, including land acquisition; building demolition, construction, and/or rehabilitation; site preparation; extension of utilities; machinery and equipment; inventory; and working capital. Funds are not to be used for refinancing, for projects having an overall negative impact on the community, or for projects outside the city limits. The funding conditions include evidence of need and project feasibility, evidence of project financing, project schedule, operational/agency approval, and applicant clearance.

The Opportunity Fund is a new instrument in Centralia's economic development "toolbox," greatly enhancing the city's ability to attract development. It has been used nine
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Community Sustainability Award

POPULATIONS OF 50,000 AND GREATER

DAVENPORT, IOWA

ICMA's Community Sustainability Award in the 50,000-and-greater population category goes to the city of Davenport, Iowa, City Administrator Craig Malin, and Assistant City Administrator Dee F. Bruemmer for the Green City initiative.



CRAIG MALIN



DEE F. BRUEMMER

Recycled paper? Check. Hybrid cars in fleet? Yes. LED traffic signals? Years ago. Waterless urinals? Sure, and an internationally recognized sewage treatment plant! Paperless office? Ah, we're trying....

The largest Farm Belt city on the Mississippi, Davenport, Iowa, had a long, proud manufacturing history.

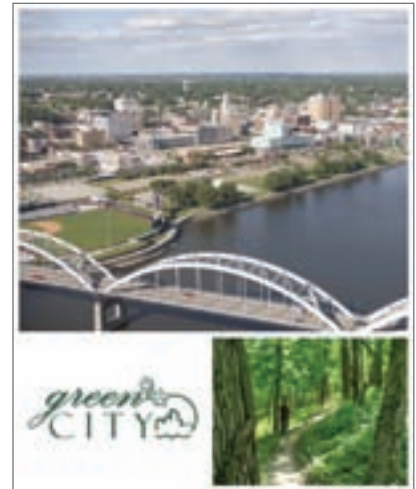
But like many old manufacturing cities, it lost jobs by the thousands and, as globalization hit, suffered double-digit population losses. Some thought it would be another cast-off America city that was once great but no longer.

But Davenport lacks neither resilience nor pluck. Not surprisingly, then, Davenport set out to overcome 50 years of urban disinvestment and its attendant population and job loss—and to do so while ensuring the city's environmental, fiscal, and social sustainability. And it is succeeding! Through its Green City initiative, the city is on the leading edge of nationally significant, comprehensive, and fully integrated revitalization and sustainability strategies. Examples of its recent accomplishments, grouped under four basic headers, are as follows:

- **Reduce global warming pollution and improve air quality:** Built the first LEED city building

in Iowa; added hybrid vehicles as pool cars and replaced all non-emergency V8 vehicles with fuel-efficient models; used recovered methane in its wastewater plant to generate 90 percent of the electricity needed and reduced energy consumption by 33 percent.

- **Create a healthy, livable urban center:** Completed adaptive reuse of vacant warehouses to reduce sprawl and encourage transit-friendly development; invested \$66 million in rehab housing projects; strengthened the curbside recycling program; invested \$3.7 million to transform a former brownfield into a regional park; committed more than \$75 million in downtown public and nonprofit arts and culture capital investments.
- **Enhance the urban forest/increase open space:** Created 12 community gardens in underserved areas, restored 4.5 acres of native prairie, and planted over 800 trees annually on major streets and in neighborhoods; acquired and converted to green space nearly 100 flood-prone homes; significantly reduced pesticide use in parks and on city-maintained properties.
- **Protect the river and streams:** Developed compost product for erosion control; instituted community and neighborhood clean-up activities, including EarthWeek Coalition Programs; identified and implemented opportunities to improve water quality and aquatic habitat;



Green City initiative cultivates extraordinary revitalization and sustainability efforts

installed pet waste stations and signs at 35 locations.

And while compelling stories abound, three merit more than a bullet point:

Regional Model for Community Revitalization. Davenport's "River Renaissance" program, approved by 73 percent of voters in 2001, launched a revitalization of the historic downtown. The countywide vote permitted Davenport's partners in Scott County to contribute \$5 million to match a state grant of \$20 million and the city to contribute \$25 million in order to leverage an initial \$113 million of private-public redevelopment. Revitalization began with two new parking ramps, a move of the city's art museum downtown, an adaptive reuse of long vacant department stores into a mixed-use project including the River Music Experience, expansion of the city-owned art deco theater, and the unique "Skybridge." With the only successful "Vision Iowa" bond referendum in the state, River Renaissance has kick-started a downtown rebirth that now exceeds \$300 million in reinvestment.

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LEWISTON, MAINE

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. ICMA's 2008 Strategic Leadership and Governance Award in the 10,000-to-49,999 population category goes to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Health Care Management System by Prevention.



JAMES A. BENNETT



PHIL NADEAU

The city of Lewiston, Maine, recognized that it had virtually no control or influence over the skyrocketing costs of health care management for its employees and their spouses. But officials knew that the city *could* do something to help curb the development of serious diseases and conditions, which contributed to those costs.

Becoming proactive about the need for preventive care, in 2005 Lewiston entered into an agreement with Central Maine Medical Center (CMMC) to develop and implement Health Care Management System by Prevention, a cutting-edge program that assesses the health risk behaviors of employees and their spouses; educates them as to the risks of such behaviors; provides guidance to help them address at-risk behaviors; and assists them in setting reasonable, sustainable goals. Program participants receive a 15 percent discount on their health insurance premiums. This initiative has proven that, both financially and healthwise, preventive health care is far more effective than disease management.

A key aspect of the program is a city hall-based health educator from

CMMC who provides counseling and follow-up; participants are required to visit the educator at least once a year. Components of the program are a physical examination by personal physician, including prescribed lab and x-rays, and a health risk assessment with the health educator; an exercise program tailored by the health care educator in conjunction with personal physician; nontobacco use; and achievement and maintenance of body fat/waist management goals. To encourage participants, the city, in consultation with the health care educator, provides monthly health-related informational sessions to coincide with confidentially tracked challenges that employees and spouses are experiencing. Lewiston makes quarterly payments of \$5,409 to CMMC for these services.

The partnership also includes a one-year CMMC Wellness Center membership for up to 150 eligible Lewiston participants for a \$7,762 annual fee. Membership includes orientation to CMMC equipment with a personal health counselor, use of all facilities, free admission to aerobic classes, and admission to a six-week smoking cessation program.

Lewiston's health insurance premiums have either remained the same or, in the case of Plan Year 2008, decreased by 4.87 percent from those paid the previous year. And when the program was developed in 2004, health care premiums paid by the city/employees were \$4,472,123



Preventive care keeps people healthy and saves money

in comparison to \$4,118,679 in 2007. Even more importantly, Lewiston employees have become more educated and participatory in their own health so that municipal sick time usage has decreased from 8.18 days in 2006 to 6.75 days in 2007.

Weight loss within Lewiston municipal government has been massive: as of February 1, 2007, 59 percent of employees and spouses lost a total of 1,962 pounds. One year later, 47 percent had lost an additional 1,402 pounds. In addition, since the start of 2007, 42 percent of participants have increased their weekly physical activity.

Other examples of how preventive care has benefited Lewiston participants include an employee who, upon being required to have a physical, was discovered to have cancer—which was promptly treated; a 30-year-old employee who learned that he had hypertension and was put on medication; an employee who is allergic to bee stings and was advised on how best to use an epi pen; an individual who was assisted during a stressful situation; an individual whose high blood pressure was found to be caused by an over-the-counter medication; and a spouse who used the employee assistance program, which helped her deal with

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POLK COUNTY, FLORIDA

ICMA's 2008 Strategic Leadership and Governance Award in the 50,000-and-greater population category goes to Polk County, Florida, and County Manager Robert M. Herr for the Organization and Employment Development program.



ROBERT M. HERR

In 2003, a new administration came to Polk County. Among the several strategic initiatives it identified as critical to the organization's success, one initiative—a renewed commitment to excellence in customer service, both internal and external—identified three challenges:

- Develop a high-performing workforce that delivers top-quality customer service
- Engender a commitment to excellence within that workforce
- Foster a culture that recognizes that achieving these objectives is the key to organizational excellence.

Believing that the only way to successfully attain these goals is to invest in the organization's most valuable resource, its employees, County Manager Herr created an entirely new division, Organization and Employee Development (OED). OED's mission is to achieve organizational excellence through the engagement, development, and recognition of employees, and to stimulate a culture shift that values employees as critical to organizational success. To support its mission, OED developed and implemented the following programs:

Employee Development Program.

Developed from an organization-wide needs assessment, this program offers over 110 classroom sessions within four certificate concentration

programs of study (communications skills, professional development, customer services provider, and supervisory skills) all directly related to the organization's strategic objectives. The courses are taught by both in-house talent and outsourced subject experts. Since the program began, course offerings have increased significantly, with subject matter chosen in response to employee feedback. To date, more than 1,300 employees have participated in the program, and almost 150 certificates have been awarded to those who have completed a program of study.

New Employee Orientation

(NEO). NEO is a two-day program that presents an overview of the county's mission, vision, values, services, strategic objectives, and diversity goals, followed by a half-day course devoted to customer service. An "Information Fair" allows new employees to meet and question various benefit and service providers one-on-one. The program also provides worksite orientation to help employees transition into their new work life. An orientation coordinator is designated for each work division, and each new hire is assigned to a sponsor within his or her work group for a two-week period. The success of the NEO is evident in employee response: nearly 100 percent of employees reported that they felt welcomed to the organization, 97 percent believed that they had made a positive career choice, and after 90 days, 92 percent felt that the orientation had helped them assimilate into their new workplace. NEO won the



Success equals engagement, development, and recognition of employees

National Association of Counties award for Excellence in 2007.

Emerging Leaders Program

(ELP). ELP has three goals: to identify top performers in the organization, to develop and prepare them for leadership roles, and to enable them to qualify for consideration in upcoming supervisory/management vacancies. After top-performing non-supervisory employees are identified through a competitive application process, a select group is given the chance to develop their leadership capabilities and skills by participating in a high-visibility personal and professional development program. Participants are provided with opportunities for organization-wide exposure through a communications package that showcases their talents and abilities.

Succession Planning Program.

Anticipating the possible retirement of up to 37 percent of senior leaders by 2011, this program identifies potential candidates for positions considered critical to organizational success, and ensures that they all have targeted, individual development plans to prepare them for candidacy. This program is the first formal process initiated that aligns strategic career development with future organizational leadership needs.

(Continued on page 28)

Celebration of Service

2008 SERVICE AWARD RECIPIENTS

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

50 Years

ANNE E. HOWANSKI, TOWNSHIP MANAGER OF RIDLEY, PENNSYLVANIA, HAS SERVED THIS COMMUNITY SINCE 1956. AN ICMA MEMBER SINCE 1982, SHE SPENT MANY YEARS AS ASSISTANT SECRETARY AND SECRETARY, AND WAS PROMOTED TO HER CURRENT POSITION OF TOWNSHIP MANAGER IN 1980.

45 Years

DAVID R. SOLLENBERGER, MANAGER OF PLANT CITY, FLORIDA, HAS SERVED LOCAL GOVERNMENTS SINCE 1962. AN ICMA MEMBER SINCE 1961, HE BEGAN HIS CAREER AS AN ADMINISTRATIVE INTERN IN VALLEJO, CALIFORNIA, AND WORKED HIS WAY UP THROUGH THE RANKS UNTIL HE WAS FORMALLY NAMED CITY MANAGER IN 1967. SINCE THAT TIME, HE HAS SERVED AS CITY MANAGER FOR OTHER COMMUNITIES IN CALIFORNIA, MINNESOTA, AND FLORIDA.

AUBREY V. WATTS JR., CHIEF OPERATING OFFICER OF CHARLOTTESVILLE, VIRGINIA, HAS SERVED LOCAL GOVERNMENTS SINCE 1963. AN ICMA MEMBER SINCE 1985, HE BEGAN HIS CAREER AS DEPUTY TREASURER FOR VIRGINIA BEACH AND WORKED HIS WAY UP THROUGH THE RANKS UNTIL HE WAS NAMED CITY MANAGER IN 1987. AFTER THAT, HE SERVED IN GREENVILLE, SOUTH CAROLINA, BEFORE RETURNING HOME TO VIRGINIA.

40 Years

WILLIAM P. BUCHANAN, MANAGER, SEDGWICK COUNTY, KANSAS
HOWARD L. CHAMBERS, CITY MANAGER, LAKEWOOD, CALIFORNIA
JOAN P. ENGLISH, ASSISTANT CITY MANAGER, WEST HOLLYWOOD, CALIFORNIA
DEBRA J. FIGONE, CITY MANAGER, SAN JOSE, CALIFORNIA
JOSEPH E. GRAY JR., CITY MANAGER, PORTLAND, MAINE
COLE HENDRIX, TOWN MANAGER, ORANGE, VIRGINIA
DANIEL A. KLEMAN, DIRECTOR OF FIRE & RESCUE, JACKSONVILLE, FLORIDA
GEORGE W. KLOEPPPEL, EXECUTIVE DIRECTOR, LANE COUNCIL OF GOVERNMENTS, OREGON
PETER G. LOMBARDI, VILLAGE MANAGER, PINECREST, FLORIDA
ROBERT L. SCHOELLE JR., VILLAGE ADMINISTRATOR, GARDEN CITY, NEW YORK
FRANK R. SPENCE, VILLAGE MANAGER, BISCAYNE PARK, FLORIDA
EARL D. WILSON JR., CITY ADMINISTRATOR, WEED, CALIFORNIA

35 Years

CRAIG G. ANDERSON
HAROLD A. ANDERSON
JOHN K. ANDERSON
LARRY N. ARFT
THOMAS E. ATKINS
DON W. BAIRD
LESTER B. BAIRD SR.
PATRICIA G. BEAN
PAUL A. BERG
MAJOR T. BERRY JR.
MICHAEL A. BIERMAN
DAVID I. BLANCHARD
RAY R. BOCKMAN
WAYNE F. BOWERS
FRANCIS F. BOYLES III
STRIBLING P. BOYNTON
STEPHEN R. BURRELL
STEVE CARPENTER
DAVID M. CHILDS
EDWARD J. CIECKA
LARRY M. COMUNALE
JAMES AL CRACE
JOHN N. CRARY
GARRY H. CUBITT
ROBERT CUMLEY
EDWIN C. DALEY
JOHN C. DARRINGTON
KEVIN C. DUGGAN
ROBERT C. DUNEK
MICHAEL H. DYAL
DANIEL L. ELLIOTT
GREGORY FERRESE
DEE A. FREEMAN
A. LEE GALLOWAY
J. RONALD GEORGE
DONALD H. GERRISH
RAYMOND L. GIBBS
BRUCE D. GLASSCOCK
CAROL M. GRANFIELD
PATRICK J. GUILFOYLE
GEORGE D. HAEUBER
DENNIS R. HALLOWAY
TIMOTHY C. HANSLEY
DOUGLAS J. HARMS
WALTER B. HARTMAN JR.
THOMAS J. HAUN
VERDIA L. HAYWOOD
BRUCE E. HENRY
RICHARD J. HIERSTEIN
RODNEY H. IRWIN
DAVID M. JINKENS
LARRY C. KAUFMAN
BERTRAND N. KENDALL
GEORGE R. KOLB
ROBERT A. KUNTZ
ROBERT C. LAWTON JR.
DAVID W. LEWIS
VINCENT L. LONG III
DENNIS M. MADDEN
THOMAS M. MARKUS
CRAIG J. MATTSON
TERRY S. MATZ
BARRY D. MCCLELLAN
RONALD S. MILLER
J. MICHAEL MOORE
JOHN R. OPENLANDER
CECIL W. OSBORN
ANTHONY G. OTTE
ERIC W. OYER
LAWRENCE R. PAINE
GERALD D. PARADISE
DAVID M. PASQUALE
JOHN R. PICK
ARTHUR E. PIZZANO
DAVID H. RAMSAY
DIANNE S. ROBERTSON
TOBY A. ROSS
ABDEL SALEM
MICHAEL C. SCHMIT
CHARLES J. SCHWABE
ROBERT P. SCHWARTZ
JAMES M. SOUTHWORTH
DWIGHT J. STANFORD
SCOTT D. STAPLES
RICHARD GARY STENHOUSE
GEORGE R. SYLVESTRE
ANTHONY JOHN SZERLAG
ALAN E. TANDY
JOSEPH M. TANNER
KENNETH A. TAYLOR
FRANK M. THOMAS III
GORDON D. TIFFANY
DALE M. WALKER
DAVID F. WATKINS
DARRYL K. WICKMAN
JAMES S. WILLIAMS
JAN H. WINTERS
JEFFREY F. WITTE
SOREN WOLFF
ROBERT G. YANDOW
RICHARD A. ZAIS JR.

30 Years

RICHARD F. ALMICH
LARRY E. ARNOLD
GARY A. BACOCK
MICHAEL W. BASQUE
KENNETH LEE BASSETT
RALPH E. BENTLEY
BRUCE E. BENWAY
ALAN H. BERGREN
SUSAN BERNARD
DAVID L. BLACKBURN
CORNELIUS L. BOGANNEY
JOHN P. BOHENKO
HAROLD E. BOLDT
JON BORMET
KEVIN J. BOWENS
KIRBY M. BOWERS
JOSEPH H. BRAUN
LEAMON B. BRICE
DONALD N. BROOKSHIRE
G. F. BROOM JR.
R. DALE BROWN
DEE F. BRUEMMER
PAUL L. BUCKLEY
RANDY J. BUKAS
ROBERT M. BURDETTE
MICHAEL W. BURNS
B. DAVID CANADA
RICHARD A. CARLUCCI
EDDIE L. CARTER
FRED E. COHN
DUANE R. COLE
RICK CONNER
RICHARD M. CONRAD
DANNY O. CREW
ARNE L. CROCE
FRANK L. CROSBY
JENNIFER T. CUNNINGHAM
JAMES D. CURRY
RICHARD M. CZOPP
KENNETH W. DALY
KELLY D. DANIELS
DAN J. DEAN
THOMAS M. DEARMAN III
PATRICK A. DEGRAVE
CHARLES E. DESCHENES
DANIEL R. DIBLE
JAMES T. DINNEEN
GREGORY L. DUNHAM
BILLY EDWARDS
EDWARD W. ELAM
MAURICE S. EVANS
VICTOR R. EWING
GENNARO J. FAIELLA
DUANE FEEKES
JAMES L. FERREE
GRAHAM T. FOSTER
FRANCIS A. FROBEL
TED A. GAEBLER
TIMOTHY J. GAGEN
NANCY T. GALKOWSKI
DAVID R. GARCIA
ERNE V. GARCIA
RICHARD G. GERTSON
RICHARD I. GUILLEN
G. WILLIAM HAMMON JR.
DAVID J. HEIAR
BERTHA W. HENRY
MICHAEL S. HERMAN
LINDA M. HESS
RICHARD N. HICKS
JAMES D. HOCK
STEPHEN L. HOLLISTER
GARY C. HOLMES
JAMES R. HOLT
THOMAS R. HOOVER
GREGORY B. HORN
GORDON M. HOWIE
DIANNE HUNTER
GREGORY J. ISAACKSON
DIANE G. JONES
HARRY L. JONES
BOYD A. KRAEMER
HOWARD D. KUNIK
DOUGLAS B. LAGORE
LYNN A. LANDER
MARK L. LATHAM
SCOTT D. LAZENBY
ROBERT E. LEE
MICHAEL D. LETCHER
MATTHEW J. LUTKUS
MICHAEL G. MAHANAY
F. LEE MANGAN
J. THOMAS MCCARTY
GARY L. MCCONKEY
ROBERT T. MCDANIEL
MICHAEL K. MCGOVERN
STEVE C. MCGRATH
RICHARD A. MCGUIRE
J. RANDY MCKNIGHT
MICHAEL P. MCLAUGHLIN
W. DAVID MCNEILL
RENE L. MENDEZ

30 Years continued

ROBERT C. MIDDAGH JR.	MARK A. SCOTT
DION O. MILLER	STANLEY W. SEITZINGER JR.
MICHAEL G. MILLER	FRANK R. SIFFRINN
KATHLEEN A. MILLISON	MARY JEAN SMITH
GARY A. NAPPER	NELSON E. SMITH
TIM S. NESS	CURTIS H. SNOW
ROB D. NOBLE	ERIC M. SOROKA
PAUL J. NUTTING	JAMES H. SPRADLING
CINDY CAMERON OGLE	THOMAS S. STEELE
DANIEL P. OLPERE	JAMES C. STEFF
DANIEL P. O'NEILL	JAMES A. STEVENS
DAVID W. OWEN	LARRY J. STEVENS
HAROLD T. OWEN	MICHAEL J. STEWART
GUS H. PAPPAS	BRUCE K. STONE
P. MICHAEL PAULES	MARY K. SUHM
ROBERT M. PELLEGRINO	STEVEN J. SZABLEWSKI
DONALD E. PENMAN	EDWARD D. THATCHER
GEORGE A. PETTIT	STEPHEN D. TINDALE
DENISE M. PIERONI	HENRY M. TINGLE
CHARLES H. POTTS	PETER H. VARGAS
BOHDAN J. PROCZKO	JIMMY M. VARNER
GREG A. PURCELL	BENEDICT G. VINZANI JR.
BENJAMIN E. PURITZ	DANIEL J. VOGT
JORGE J. RIFA	CHRISTINA F. VOLEK
D. ALAN RIFFEL	MITCHELL WASSERMAN
JOHN R. RILEY	LINDA E. WELDON
MICHAEL J. ROCK	STEVEN R. WERBNER
DAVID WAYNE SAUNDERS	STEVEN WHEELER
STEVEN L. SCHAIKNER	RICHARD J. WHITE
ROBERT A. SCHAUMLEFFEL JR.	WAYNE D. WILEY
JACK M. SCHLUCKEBIER	BRUCE WILLIAMS
RICHARD C. SCHNAEDTER	GARY L. WORD

25 Years

BENNETT W. ADAMS JR.	JOSEPH E. BREINIG
LURIE F. AHRENS	JAMES T. BRIMBERRY
MARK R. ALGER	JOHN C. BROWN
RANDALL L. ALLEN	TIMOTHY O. BROWN
DOUGLAS M. ANDERSON	DORIS BURGESS BRUCK
GREG L. BALUKONIS	KEVIN M. BRUNNER
BARBARA BARNES-BUCHANAN	JAMES D. BURSICK
JOHN BENNETT	MICHAEL CAIN
ROBERT BENTKOFSKY	PATRICK A. CANNON
RICK BENTON	THOMAS F. CARROLL
JIM C. BLAGG	RYAN D. COTTON
THOMAS R. BOEDEKER	JAY W. CRAVENS
MARSHALL W. BOND	DONALD D. CRAWFORD
RAYMOND G. BOUTWELL	MICHAEL S. DALY
VIVYON V. BOWMAN	PAUL J. DAMINATO

25 Years continued

CANDICE L. DEBUTTS	MARTY K. LAWING
FRANCIS M. DELACH JR.	KAREN R. LEVINE
STEPHEN L. DELANEY	WILLIAM A. LINDSAY
FREDERICK M. DIAZ	JOYCE M. MASON
PASQUALE DIGIOVANNI	ALFRED B. MAURER
ANNA L. DOLL	KIRK C. McDONALD
DAVID L. DOUGLAS	ROBERT A. MERCIER
THOMAS MARTIN DOWLING	PEGGY MERRISS
JOHN J. DRAGO	EUGENE SCOTT MILES
RANDY B. DuBORD	CLIFFORD G. MILLER
BERNICE T. DULETSKI	MARK A. MITTON
MICHAEL G. DZUGAN	ANNE MONTGOMERY
EDWIN A. EDDY	WILLIAM A. MORSE
STEPHEN O. EDDY	THOMAS J. MUIR
WILLIAM H. FINGER	FREDRICK J. MURRY
LINDA FORSBERG	FRANK L. MYERS
BRAD C. FOSTER	SELBY N. MYERS
WILLIAM J. FRASER	JESUS NAVA JR.
NANCY FREED	LINDA A. NERI
KURT P. FRITSCH	MICHAEL NICOLETTI
STEPHEN L. GARMAN	DONATO NIEMAN
JUDITH A. GILLELAND	DAVID J. NIEMEYER
STEVEN B. GOLNAR	LISA G. NOVOTNY
ROBERT GRIEGO	TOM A. ODOM
STEPHEN J. GUNTY	DANIEL J. O'LEARY
MICHAEL M. HACKETT	DANIEL C. OLSON
LARRY D. HANSEN	ARTHUR A. OSTEN JR.
STEPHEN G. HARDING	BEVERLY COLLINS OWENS
DAVID F. HARP	JEFFREY C. PARKER
JAMES E. HAYNES	WAYNE C PARKER
FRED H. HAYS	JEFFREY A. PEDERSON
MICHAEL E. HAYS	JAMES M. PETERSEN JR.
ROBERT D. HERRON JR.	PAUL E. PETERSON
ROBERT W. HITES JR.	CLAYTON PHILLIPS
PAUL A. HOFMANN	JEFFREY A. POMERANZ
DANIEL E. HOINS	DOUGLAS R. PRICHARD
CLAYTON L. HOLSTINE	SU ZANNA K. PROPHET
WILLIAM A. HOLTBY	WAYNE T. PYLE
RICHARD E. HUFF II	DAVID H. READY
JEFFREY M. HULL	KENNETH A. REEDY
RALPH M. HUTCHISON	HUNTER F. RIESEBERG
ROBERT C. HYATT	MARK B. ROATH
MICHAEL A. JAILLET	A. KEITH ROBICHEAU
ALVIN D. JAMES	CARL R. ROGERS
MICHAEL E. JANONIS	CHRISTOPHER L. ROSE
DAVID C. JOHNSTONE	ALLEN E. ROTHERMEL
WILLIAM G. KEEGAN	KATHLEEN F. RUSH
DANIEL E. KEEN	GREG D. SCOLES
KAY JOHNSON KELL	JAMES H. SCURLOCK
SANDRA L. KERL	THOMAS SHORT
GARY J. KOEHLER	ROCHELLE DENISE SMALL-
DALE M. KRAJNIAK	TONEY
ERIK V. KVARSTEN	MARIAN NORRIS STANLEY
SCOT F. LAHRMER	JOHN R. STRUTNER

25 Years continued

CARL R. SWENSON	CARL F. VALENTE
LEE SZYMBORSKI	DONNA S. VANDERLOCK
STEVE H. THACKER	RONALD J. WASSON
DEBORAH A. THALASITIS	MATTHEW U. WATKINS
DOUGLAS B. THOMAS	MARK S. WAYNE
LEA ANN THOMAS	CHRISTOPHER WHELAN
PATRICK J. THOMPSON	DAVID M. WHITE
SUSAN K. THORPE	CATHERYN R. WHITESELL
HOWARD N. TIPTON	DONALD L. WILLARD
NATHANIEL J. TUPPER	ROBERT P. YEHL
ROBERT M. TURNER	

20 Years

TERRI S. ACKERMAN	ANGELA DAWSON COLE
LEROY D. ALSUP	STEPHEN C. COLE
DAVE R. ANDERSON	JOHN A.C. COMRIE
DAVID E. ANDERSON	JERRY W. COOPER
JOHN H. ATKINS JR.	WILLIAM J. CORNWALL
CHARLES P. AUSTIN SR.	IRVIN DAVID CREECH II
THOMAS BAKALY	CHARLES J. CRISTELLO
MARYALICE C. BARNETT	KATHLEEN M. DAILEY
MARK S. BARNHART	JOHN H. DANIELSON
KEVIN S. BARR	DOROTHY ANN DAVID
JAMES E. BASSETT	JOHN H. DAVIS
LARRY J. BAUMAN	KIMBERLY A. DICKENS
FRITZ A. BEHRING	MILTON R. DOHONEY JR.
JAMES H. BENNETT	JOHN J. DUFFY
REBECCA M. BENTLEY	DENNIS G. DURHAM JR.
W. BRUCE BIERMA	JOSEPH K. DURHAM
JEFFREY T BISHOP	JERI M. DUSTIR
DAVID S. BOESCH JR.	GRAEME JOHN EMONSON
GEORGE M. BOSANIC	DEBORAH A. FELDMAN
JAMES F. BOWDEN	MICHAEL A. FLYNN
PAUL J. BRAKE	PERRY M. FRANZOI
JOHN B. BROWN JR.	DAVID J. GALLI
KAREN PLOVER BRUST	DAVID R. GATTIS
JULIA M. BURROWS	LAURA S. GILL
BARRY A BURTON	J. BRANNON GODFREY JR.
JOHN D. BUTZ	KATHLEEN GOTCH
DUNCAN E. CAMPBELL	LYNNE N. GREENE-BELDNER
CORY B. CARRIER	GARY D. GREER
JEROME A. CEVETELLO JR.	STEVEN V. GUTIERREZ
KENNETH L. CHANDLER	SUSAN HANN
COURTNEY W. CHRISTENSEN	ROLAND WESLEY HARE II
R. LEON CHURCHILL JR.	IRENE HART
DAVID A. CLARK	A. KIM HAWS
CRAIG M. COFFEY	DENNIS T. HENDERSON

20 Years continued

ANNE LOUISE HERON	JONI L. PATTILLO
RICK J. HESTER	MARK C. PERKINS
KEITH R. HICKEY	JAMES A. PETERSON
KONRAD J. HILDEBRANDT	JAMES C. PITTS
ROBERT C. HILLARD	JOSEPH S. PORTUGAL
DANIEL C. HOLLER	H. BLAKE PROCTOR
JAMES R. HOWELL JR.	GEORGIA L. RAGLAND
WILLIS S. HUGGINS	DOUGLAS C. RIX
JULIAN L. JACKSON	OSCAR S. RODRIGUEZ
HARLAN L. JEFFERSON	JON R. RUIZ
IRIS B. JESSIE	DAVID A. RULLER
GREG R. JOHNSON	DAVID A. SCHMIDT
SAM A. KARR	DOUGLAS J. SCHULZE
KENT KIRKPATRICK	MARK W. SCHWIETERMAN
DAVID R. KOWAL	WILLIAM R. SHANE
ARTHUR T. LASHER IV	KELLY A. SHOEMAKER
MICHAEL LEAVITT	CURTIS A. SHOOK
TERI L. LEGNER	MARK S. SIEVERT
LAYNE P. LONG	KATY I. SIMON
MARCELO A. LOPEZ	KERMIT W. SKINNER JR.
MARK W. LUBERDA	JOANNE M. SPINA
JOSEPH P. LYNCH	MICHAEL L. SPURGEON
ROBERT J. LYONS	CATHERINE P. STANDIFORD
CRAIG MALIN	SCOTT C. STILES
DEBBIE L. MANNS	THEODORE E. STONE III
JAMES A. MARQUETTE	ZINA M. TEDFORD
ROBERT L. MAXWELL	EVAN TEICH
ALEXANDER D. MCINTYRE	EVERETT W. THOMAS III
PAUL MCKITRICK	CHRISTINE A. THOMPSON
KENNETH LEE MCLAWHON	JAMES V. THOMPSON
MATT J. MCNEILE	PATRICK E. TITTERINGTON
DAVID L. MILLER JR.	JEFFREY R. TOWERY
PHILIP J. MODAFF	MARK R. VAHLSING
PAUL J. MODERACKI	BRYON D. VANA
JOHN MOIR	CHIP L. VANSTEENBERG
GEORGE E. MOON	DAVID S. WAYMAN
ANDREW A. MORRIS	BARBARA E. WEBER
DON A. MORRISON	JACQUELINE I. WEDDING-SCOTT
STEPHEN P. MOUNTAIN	RODERICK L. WENSING
LANNY E. MUMMERT	CURTIS C. WENSON
JUDITH R. MUNRO	ADE A. WILLIAMS
JOHN MURRAY	BETTY J. WILLIAMS
ELI A. NAFFAH	DON F. WILLIAMS
JOHN B. NAGEL	STEPHEN H. WILLIAMS
F. WILLIAM NICKLAS	MALCOLM L. WILSON
ERIC P. NORENBURG	GREGORY M. WINKLER
CHRISTOPHER OAKLEY	GREGORY S. WITHERS
PETER H. OLSON	JACK R. YATES
MANUEL G. ORTIZ	WILLIAM CLAY YOUNG
ROY H. OTTO	LOUIS A. ZULLO
DERWICK L. PAIGE	
JAMES M. PALENICK	

10 Years

ROBERT D. AGEE	ROBERT MICHAEL FOWLER
PAMELA W. ANTIL	MARK B. GARCIA
JAMES M. ARCHAMBO	MANUEL T. GONZALEZ
KEITH R. ASHBY	DWAYNE MIKE GOOD
PETER E. AUGER	ANDREW J. GRANT
HEATHER A. BALSER	CARL G. GREESON
LINDA N. BAMBARY	LEWIS G. GRIFFIN
DAVID BEHEN	TONYA R. HAAS
RUSSELL L. BEHRENS	VANESSA D. HALE
JUDY B. BELL	MARGARET R. HALIK
MATTHEW T. BENOIT	CHARLES A. HAMMOND
KASSANDRA ESPOSITO	JACK M. HARPER II
BLISSETT	BYRON A. HARRIS
KEVIN S. BOGGESS	DONALD W. HARROD
LYNDON L. BONNER	R. SHANE HAYNES
GARY W. BRADLEY	DOUGLAS J. HEWETT
JEFFREY K. BRIDGES JR.	BENJAMIN HIMES
WILLIAM J. BROCK	HOA HOANG
ALTON E. BROWN	CLINTON K. HOLMES
JAMES L. BROWN	KENNETH R. HUNT
T. MICHAEL BROWN	WARREN A. HUTMACHER
RAYMOND J. BURTON	ANDREW HYATT
TODD J. CAMPBELL	RYAN J. HYLAND
GREG L. CATON	TERRELL JACOBS
WAYNE A. CAUTHEN	COLLETTE A. JAMISON
DAVID CAVAZOS	BRUCE L. JOHNSON
JOHN M. CHATTIN	CYNTHIA D. JOHNSON
DAVID T. CHAVEZ	WENDELL JOHNSON
MARK J. CHRISTENSEN	CRANDALL O. JONES
KENT A. CICHON	RYAN JUDY
JOHN W. COFFEY	TORI D. KELLY
J. WAVERLY COGGSDALE III	JOSEPH M. KERBY
RICK COLE	STEPHEN G. KING
TOBY R. COTTER	GRANT A. KLEINHENZ
KEVIN A. COWPER	BRANT KUCERA
SEAN CRONIN	TAMMY A. LABORDE
DOUGLAS M. CUTLER	RICHARD J. LAFOND
LANE DANIELZUK	MICHAEL W. LAMAR
JOEL A. DAVIS	LILLIE J. LATIMORE
MICHAEL K. DAVIS	LORI ANN LAVERRIERE
SCOTT C. DERICKSON	MICHAEL B. LEGG
REBECCA T. DICKSON	GREGORY D. LEWIS
KAREN L. DOYLE	JAMES R. LEWIS
STEPHEN W. DRISCOLL	KAREN E. LEWIS
FRANK R. EDWARDS	SHANNON M. LEWIS
MICHAEL E. FEENEY	DEBORAH R. LOPEZ
GREGORY H. FERGUSON	ALFRED DAVIS LOTT
KEVIN M. FLANNERY	SUZANNE R. LUDLOW
RONALD W. FOGGIN	H.G. LUMBRERAS

10 Years continued

GARY F. MACISAAC	AERIC G. RIPLEY
DARREN C. MADKIN	LINDA P. RITTER
GREGGORY J. MANDSAGER	GLEN ROJAS
TOBIN E. MAPLES	GEORGE W. RUSSELL
CYNTHIA E. MCCORMACK	PHILIP S. SANDERS
AMY J P McEWAN	JOHN J. SANGUINET
MICHAEL S. MERTENS	TODD J. SCHMIDT
TODD K. MICHAELS	JENNIFER H. SCOTT
PAUL D. MILLS	JEFFREY S. SHACKER
MONA MIYASATO	MICHAEL SHALATI
WILLIAM D. MOREFIELD	JOHN E. SHAY
TRACEY A. MULCAHEY	STACY ALBERTS SIGMAN
PHIL NADEAU	HORATIO E. SKEETE
JAMES C. NAPIER	JEFFREY A. SMITH
JOSEPH W. NEEB	PHILLIP D. SMITH-HANES
HEIDI A. NELSON	ANTHONY W. STARR
SHANE P. O'KEEFE	MELISSA A. STEVENSON-DILE
FRANK J. OVIEDO	ROBYN M. STEWART
KIPLING D. PADGETT	ROBERT J. STRAEBEL
HIMANSHU A. PATEL	ANDREA L. SURRATT
STEPHEN J. PAUKEN	LISA L. SUTTERFIELD
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ANDREW K. PEDERSON	CHRISTINE C. TIEN
SHARON L. PETERSON	DEREK C. TODD
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SARAH M. PHILLIPS	MARK E. TYNER
MICHELLE M. POCHE	DAVID L. VELASQUEZ
PAMELA J. POLK	PAT VINCENT
BRYANT POWELL	NANCY L. WATT-COLLINS
TROY CHARLES POWELL	SANDRA L. WILSON
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ROBERT L. RAGER	EDWIN LEE WORSLEY JR.
RICHARD J. READE	PAUL H. WYNTERGREEN
RANDALL R. RECKLAUS	RASHAD M. YOUNG
JACLYN L. REIMER	ED ZUERCHER
TIMOTHY J. RIDDER	

ICMA CENTER FOR PERFORMANCE MEASUREMENT'S CERTIFICATE PROGRAM

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

Two types of certificates are awarded each year:

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

This year, CPM recognizes 31 local governments for their dedication to the principles of performance measurement. Congratulations to the 2008 CPM Certificate Program recipients.



CERTIFICATE OF DISTINCTION

AUSTIN, TEXAS
BELLEVUE, WASHINGTON
CORAL SPRINGS, FLORIDA
DALLAS, TEXAS
DES MOINES, IOWA
EUGENE, OREGON
FAIRFAX COUNTY, VIRGINIA
FISHERS, INDIANA
HENDERSON, NEVADA
LONG BEACH, CALIFORNIA
MESA, ARIZONA
MIAMI-DADE COUNTY, FLORIDA
PALM COAST, FLORIDA
PEARLAND, TEXAS
PHOENIX, ARIZONA
PRINCE WILLIAM COUNTY, VIRGINIA
RENO, NEVADA
SAN JOSE, CALIFORNIA
SANTA BARBARA COUNTY, CALIFORNIA
SARASOTA COUNTY, FLORIDA
VANCOUVER, WASHINGTON
WASHOE COUNTY, NEVADA
WESTMINSTER, COLORADO

CERTIFICATE OF ACHIEVEMENT

HIGHLAND, ILLINOIS
LAS CRUCES, NEW MEXICO
NORTH LAS VEGAS, NEVADA
ORLANDO, FLORIDA
PEORIA, ARIZONA
SAMMAMISH, WASHINGTON
UNIVERSITY PLACE, WASHINGTON
WEST BOYLSTON, MASSACHUSETTS

George D. Di Ciero, from page 6
committees, boards, and commissions. That hundreds of residents apply for positions on Broomfield's advisory boards, commissions, and committees each year is testament to Broomfield's open government.

A firm believer of transparency in government, Mr. Di Ciero has gained and kept the confidence of Broomfield's citizens, as evidenced repeatedly in their approval of such initiatives as a funding package to build a new interchange facilitating access to a new retail district; a financing package to build a new municipal complex; and a lodging tax to finance landscaping improvements and maintenance at key gateways to the city.

Broomfield has been recognized professionally by numerous local, regional, and national entities. The city's newest recreation center received *Recreation Management Magazine's* prestigious Great Expectations Award for innovative architecture. The wastewater treatment plant expansion received the American Public Works Association's environmental Project of the Year Award for medium-sized communities and was also honored by EPA as the best-operated plant for its size in North America. For eight consecutive years, Broomfield has received the Government Finance Officers' Association Distinguished Budget Presentation Award, and for 13 consecutive, its Excellence in Financial Reporting Award. Six times over the past ten years, *Site Selection Magazine* has named Broomfield among the top ten economic development programs in North America for netting the largest relative number of new jobs and capital investments for its size.

And over the years, Mr. Di Ciero himself has been widely recognized for his efforts, receiving the Boulder Valley School District Service Award, the Broomfield Chamber of Commerce Local Government Community Service Award, and the Distinguished Local Government Award from the Denver Federal Executive Board. In 2008, Mr. Di Ciero

celebrates 40 years of creating, planning, managing, and effectively building a masterpiece of a community whose residents call "Hometown USA!" ■

Thomas O. Forslund, from page 7
gift for explaining options and issues without ever telling the other manager what to do, she describes his advice as often coming in the form of a useful "decision-making framework." "After talking to him," she says, "you feel like you've worked out a way to move to the future."

As the second-largest city in the state, Casper's ranks of professional staff tend to be larger than those of other communities. Thus Mr. Forslund is generous not only with his time and advice but with his staff as well, lending them out to other towns in need of technical support. For example, Linda Witko, Casper's assistant city manager, spent several days in Douglas helping to revamp that city's planning and zoning operation.

A year after Mr. Forslund became city manager of Casper, he was elected to lead Wyoming's Great Open Spaces City Management Association, which at the time served all of Wyoming and much of Idaho, Montana, North Dakota, South Dakota, and northern Colorado. Other managers still credit him with fostering the culture of mutual support that is now vibrant in Wyoming's management community.

Expanding the ranks of Wyoming city managers has been one of his personal missions. In 2002, when the Riverton city council was considering creating a city administrator position, Mr. Forslund made several trips to Riverton and met repeatedly with the mayor, several members of council, and Riverton's citizens to explain what an administrator would do and why it would be a good idea to have one. It was not the first time that he had supported the profession in Wyoming. He made a similar effort in Cody a few years earlier and in Sheridan in 2008. Cody and Riverton now have city administrators. In

Sheridan the referendum failed despite strong support from the city council, but if the issue comes up again, it is safe to assume that Tom will be back. ■

Frances A. Gonzalez, from page 8
variety of initiatives to mobilize city departments in a coordinated effort to clean up and improve selected neighborhoods. Under her leadership, Neighborhood Sweep received ICMA's 1999 Award for Program Excellence, Innovations in Local Government, and was a semi-finalist for the 1999 Innovations in American Government Award from the Ford Foundation and the Kennedy School of Government.

Among her other accomplishments, Ms. Gonzalez has served as special projects officer with the San Antonio Office of Dome Development and as planner in the Department of Economic and Employment Development. In addition, she is a member of numerous ICMA committees, including the current Strategic Planning Committee, helping to shape and provide input into the national discussions regarding the profession. She chaired the Host Committee for the 2006 ICMA Annual Conference, and has a strong commitment to the growth of the International Hispanic Network, for which she served as board president for three years. She has also been a longtime supporter and one-time president of the regional assistants' organization, the Urban Management Assistants of South Texas.

With a clear understanding of the importance of professional development and its relationship to the success of an organization, Ms. Gonzalez has been a role model and a mentor for numerous city employees. Modest and unassuming, she is probably unaware of the impact she has had on her fellow employees. However, her positive attitude, patience, compassion, and ability to empower others have set a positive example for others. These qualities not only make Ms. Gonzalez a trusted colleague, but also exemplify her true leadership style. ■

Winter Park, Florida, from page 10
had sustained two serious employee back-related injuries, one of which resulted in a disability retirement, as well as numerous needle-sticks and cross-contamination of attendants' personal protective equipment. Since the ASI features were implemented, however, workers' compensation injuries have dropped to zero.

3. *Reduction in motor vehicle crashes:* The ASI project incorporates features designed to reduce the possibility of a stationary collision while at the scene of an emergency; such features include vehicle markings, lighting, and firefighter equipment strategically incorporated into the ASI vehicles. Compliance for these features is nearly 100 percent.

Despite the dramatically improved safety features of the ASI units, a major obstacle was user compliance as firefighters and paramedics feared that the restraints would not allow them to perform their jobs properly. Getting them to acknowledge the benefits and use the product has required continued training, supervision, and policy enforcement. Complete compliance will take time, but reinforcement of safety policies through the use of ASI restraints, as well as general vehicle safety compliance measures, will help achieve the desired results.

The ASI units designed by and produced for the WPPD are truly a first in the United States. Although other agencies and manufacturers have tried to design various types of restraint systems to keep medical attendants safe, those designs failed to address the ergonomics of the attendant and thus resulted in non-compliance. Winter Park's ASI design, which accommodates the needs of today's EMS personnel, is being considered the standard for change in the industry nationwide. ■

Georgetown County, from page 11
a full-service family medical center. That transformation, as well as

renovation of an auditorium and recreational facility improvements, was completed at a cost of \$1,500,000, or approximately \$56 per square foot for the 26,500-square-foot facility. Construction of a new medical facility alone, not including land, auditorium, and recreational facilities, would have cost \$3.5 to \$4 million!

The Choppee Regional Resource Center officially opened in spring 2005. Today, St. James-Santee Family Health Care operates a full-service family medical facility, complete with a physician, nursing staff, lab, and pharmacy four days a week, as well as mental health services, alcohol and drug counseling, and diabetes education and outreach. The Crisis Stabilization Center, a partnership of SC Mental Health, the Alcohol and Drug Commission, Georgetown County Hospital System, and Georgetown County itself, provides in-patient overnight crisis stabilization and intervention for individuals who would previously have been either triaged in a hospital emergency room or transported to a mental health facility.

Located within the same campus as the medical facility is a county-operated community recreation/education center, which uses the sports fields and gymnasium to offer a variety of activities, including basketball, football, and soccer. Also offered are vocational programs, including adult literacy and computer career development training; senior citizens programs; and after-school and summer youth programs and tutoring. There is also a community food pantry, and HeadStart is renovating an empty school building for a preschool and kindergarten facility.

Rather than focusing solely on a narrow range of typical medical issues, the Choppee Regional Resource Center provides opportunities to nurture children, engage youth, and enable citizens of all ages to better themselves mentally and physically. The aim is to promote the health and wellness of the whole person throughout all phases of a lifetime. ■

Wisconsin, from page 12
communities. Across the country, small rural communities are struggling to provide the most basic services to their residents, let alone access to amenities that improve residents' quality of life. Such issues also affect the sustainability of the community: without basic services and access to cultural and recreational opportunities, these communities have difficulty attracting economic and residential growth. Providing library access was one way for the village of Potosi to remain a viable and attractive rural community.

Partnerships can also offer access to professional management where it might not otherwise be available. Potosi's leaders, who themselves lacked knowledge of library operations, were able to use the technical, managerial, and problem-solving skills of Lancaster's professional staff to create a quality library that will be sustained through professional leadership.

Through partnerships, local governments can share responsibility, achieve efficiency, and make a greater variety of services available. Both Lancaster and Potosi residents are part of a greater network of partnership that extends beyond municipal and even state boundaries, and their residents have benefited from their successful collaboration.

Using the model that was created by the Potosi Branch Library project, both governments are now exploring new partnership opportunities in the area. It is a model that local governments across the country can use as they work to address both small and large needs in their own communities. ■

Fort Collins, Colorado, from page 14
a client or student. School personnel also value the liaison program, which focuses on building relationships with school district personnel and conducting on-site assessments of need with students.

Since the partnership began, about 2,300 people—including law enforcement personnel, primary care physicians, mental health and

substance abuse professionals, and students—have attended educational sessions designed to ensure appropriate referrals and treatment options and to help participants work with the target populations.

A new model for a reengineered crisis response system, involving 22 organizations, was implemented in February 2005. This model includes a 24/7 crisis assessment center in the emergency department of Poudre Valley Hospital, 24/7 transport to detox services when needed, immediate follow-up with the client or family the next day, and training for key personnel. Since its inception, the Crisis Assessment Center has served more than 12,200 people.

The partnership has succeeded largely because of the ongoing commitment of its members—providers, consumers, advocates, and others—to system change. With each system change, additional areas of need are revealed. The partnership continues to address the logistical challenges of combining and coordinating the efforts of so many different agencies and service providers; other priorities have included creating a different approach for those with different levels of need; increasing early identification and intervention to prevent or lessen serious illness; creating a local combined acute treatment unit and detox center; supporting improvements in the criminal justice system to yield better identification and treatment of mental illness and substance use disorders; and continuing to identify and advocate for policy changes. Despite the challenges, consumers, families, and partner organizations are overwhelmingly supportive of the Community Mental Health and Substance Abuse Partnership and of its efforts to improve delivery for those citizens in need of mental health and substance abuse services. ■

Centralia, Illinois, from page 15
times since its inception—for façade improvements to accommodate new businesses, for building renovations, for loans to facilitate business

expansion or renovation, and in all cases for the concomitant creation of new jobs. One loan was for \$56,000, another was for \$25,000, and in four cases staff proposed using \$5,000 for projects located outside the boundaries of the TIF district.

These funds are attractive because they are more flexible to use and can be applied up-front for a given project. The rules and provisions governing their use ensure that they will be used judiciously and in conjunction with other programs.

In the past, the city was unable to meet the needs of many of its existing or potential businesses because those businesses did not meet certain criteria of existing incentive programs. The Centralia Opportunity Fund has eliminated this problem, successfully retaining, attracting, and revitalizing business in Centralia. Now, instead of being considered hostile to business, Centralia is receiving praise from the local business community for its proactive approach to economic development. The program will be used successfully for many years to come, and is sure to be replicated by other communities that are engaged in economic development. ■

Davenport, Iowa, from page 16

International Model for Sewage Treatment and Composting: The Davenport Compost Facility annually processes more than 135,000 cubic yards of mixed yard waste and biosolids from the city's sewage treatment facility. These materials are converted into environmentally beneficial soil amendments using a high-tech, aerated static pile composting system, and finished products are sold to offset the cost of operation. In use since 1995, the composting facility is the nation's oldest and most successful facility of its kind, attracting visitors from around the globe to understand how composting translates into waste management. The facility was selected Composter of the Year by the U.S. Composting Council, and is accredited and listed as a "Model Program" by the American Public Works Association.

The Promise of Davenport's

Future: Tackling workforce development, a key issue in social and fiscal sustainability, the Davenport Promise Task Force is currently researching and refining a breakthrough community revitalization and growth strategy in which post-high school tuition (college, trade apprenticeship, or vocational training) for each Davenport student would be paid for through a community partnership. By year's end, Davenport may be guaranteeing the American dream for all its children.

The overall impact of the city's revitalization and sustainability efforts is extraordinary. Over the past five years, crime is down by more than a third, the tax base has increased by more than a billion dollars, and the population is on the rise. A riverfront that was once an industrial workplace is becoming a public showplace. New office buildings are being built downtown, and long-vacant industrial warehouses are being reborn as loft apartments. Hundred-year-old neighborhoods are attracting new investment while citizens have planned a new, traditional neighborhood that offers the area its first smart-growth, greenfield choice.

No question about it: Davenport is back, and is here to stay! ■

Lewiston, Maine, from page 17

depression and stress after the death of a family member.

Health awareness and preventive care are becoming the norm among Lewiston municipal employees and spouses; from January 2007 to January 2008, the percentage of participants who met their goals in programs targeting blood pressure control, weight reduction/diet, cholesterol reduction, tobacco use, stress, and depression rose between 6 percent and 20 percent.

Which is not to say there were no obstacles to overcome! Although some participants welcomed the opportunity to discuss health education and goal setting, others resisted even blood pressure checks, and for many spouses, the premium-reducing components of the plan were seen

as a personal intrusion. But through information provided by staff and word-of-mouth advocacy by fellow employees and spouses, such reluctance is giving way. People have also been won over by the consistency and flexibility of appointment times; as the health care educator learned, it is critical to “meet them where they are.”

Employers can significantly influence health behavior change among their employees. By stressing prevention, they can sometimes prevent chronic disease. The subsequent decrease in the use of health care resources, absenteeism, and increased productivity will result in significant cost savings. Participating employees and spouses in Lewiston’s health care management program have enjoyed up to a 15 percent discount in their health insurance premiums and, most importantly, better health.

L.L. Bean, Inc., in Freeport, Maine, has adopted some aspects of the program. Praising the program’s “quality and comprehensiveness,” L.L. Bean’s wellness manager has lauded Lewiston as “truly a shining example of what we are all trying to achieve!” ■

Polk County, Florida, from page 18

SHINE Employee Suggestion Program. The SHINE (Suggestions Help Increase & Nurture Excellence) program recognizes that employees represent an unlimited source of ingenuity in developing ideas to reduce costs and improve processes. Adopted ideas can earn the suggester anywhere from \$25 to \$3,000. SHINE has become a part of the county’s work culture, encouraging employee involvement and fostering employee recognition. Since its inception, SHINE has generated almost 1,800 suggestions and saved more than \$6 million through improved county operations and services. The program has been recognized by the Employee Involvement Association, and has received awards for excellence in the performance of an employee suggestion program, for savings per 100 eligible employees in an employee suggestion program, and for an

evaluator’s exceptional performance in evaluating suggestions and promoting employee involvement.

REACHIS/Kudos program. For the first time, employees were given the responsibility for selecting the organizational mission, vision, and values. After more than 60 managers and directors joined together to develop the mission statement (“We enhance the quality of life for people throughout Polk County”); vision statement (“Polk County, where people excel”); and values (Results-oriented, Excellence, Accountability, Collaboration, Honesty, Integrity, Stewardship—REACHIS), a campaign was launched to convey the message to the entire organization of over 2,200 employees. Employees received a REACHIS wallet card with the mission and values defined. A team of OED specialists then visited every work unit, explaining the purpose and meaning of the information, and County Manager Herr followed up, visiting and speaking personally with every group to reinforce the concepts. This highly popular and versatile recognition tool has been incorporated into the award and celebration programs of the various work groups, divisions, and departments.

Employee Survey. An organization-wide employee satisfaction survey was designed as a tool for open communication. For the first time, employees had the opportunity to voice their feelings and to analyze the results of their opinions. Each survey question was tied to an organizational value, and responses were used to identify strengths and weaknesses of each division based on employee opinion. Results were shared with employees, and discussion of problem areas provided the basis for developing strategies for improvement.

Better, Faster, Cheaper. An organization-wide initiative used employee teams to identify and develop process improvement strategies for targeted service areas, such as health care claims processing, e-payment options, capital improvement projects, board agenda, and hiring/on-boarding processes. Participation in the program

developed leadership skills, such as active listening, critical thinking, facilitation, team building, and process improvement methodologies.

In an organization proud of its history, conservative in its spending, and cautious in its decisions, the creation of a new kind of division was a major departure for the executive team.

County Manager Herr knew that to achieve the goals defined by strategic objectives and achieve a high level of performance throughout the organization, employees would have to become a focus for development. To that end, the OED division was placed under the Financial and Strategic Planning Department—an indication that OED programs would have a global effect on the organization and would tie directly to organizational strategies.

At first this small but dedicated team spent a lot of time establishing an identity for the division, whose initial project was a training needs assessment. For the first time, employees were given choices about the skills they wanted to master and the developmental goals they wanted to pursue to improve their performance. Giving employees a real voice in the process established a precedent for OED programs, and sent a powerful message to the entire organization: *employees are the focus and employee development is a priority.*

Over time, the professional diligence that creates a consistent level of quality began to permeate the minds of both management and employees. OED began to establish an identity as a resource for innovation and problem solving. Its hard-won reputation for excellence was borne out by the high level of quality that its programs and staff members exhibited.

OED has made incredible strides in changing the way employees think about themselves, their future, and their workplace. The work that lies ahead for this division remains a challenge, but the foundation of quality and dedication to excellence will serve OED well as it continues to grow and strive toward organizational greatness, one employee at a time. ■



Leaders at the Core of Better Communities

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About ICMA

Founded in 1914, ICMA (International City/County Management Association) is the premier local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. In addition to supporting its nearly 9,000 members, ICMA provides publications, data, information, technical assistance, and training and professional development to thousands of city, town, and county experts and other individuals throughout the world.

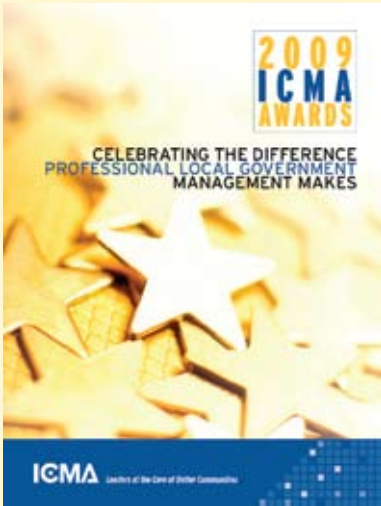


**CELEBRATING THE DIFFERENCE
PROFESSIONAL LOCAL GOVERNMENT
MANAGEMENT MAKES**



Leaders at the Core of Better Communities





2009 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 a retired member who has 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 Annual Awards recognize individual achievement as well as outstanding local government programs.

Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level.

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

This year's booklet has been shortened, both in light of current fiscal realities and to make it more environmentally friendly. The winners' full submissions, as well as a list of all annual award nominees, can be found online at icma.org.

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This awards booklet was developed by:

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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 95th ICMA Annual Conference:

David M. Childs, assistant county manager, Washoe County, Nevada

Frank W. Clifton Jr., interim manager, Orange County, North Carolina

Cameron Davis, village administrator, Cary, Illinois

John Deardoff, city manager, Hutchinson, Kansas (2008-09 committee chair)

Maryann I. Ustick, assistant city manager-development, North Las Vegas, Nevada

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.

Under former City Manager Dennis Beach's leadership, the city of Fort Pierce, Florida, became the redevelopment success story of the New Urbanism. During Mr. Beach's tenure from March 1995 to October 2008, he spearheaded strategies and initiatives to enhance both public and private sector sustainability.

Fort Pierce had good basic elements—historical architecture and a downtown located on the water—on which to build. Mr. Beach guided the design of a \$29 million capital improvement program that upgraded the city's infrastructure, expanded its marina, and built a downtown library, police substation, and visitor's center. He then

led fundraising efforts that brought in another \$36 million for capital improvements, including street reconstruction, a marina park, storm water control, and golf course improvement.

The Fort Pierce Redevelopment Agency was expanded from 20 blocks to four square miles, resulting in new resources for capital improvements. The city implemented a storm water management utility producing in excess of \$2 million per year. And a promotional campaign to showcase the rebirth of Fort Pierce's historic downtown core brought millions of dollars in new private investment and media attention.

Today, the Fort Pierce Redevelopment Agency continues its strong capital

reinvestment in projects that enhance its beach, historic neighborhoods, and commercial districts. Fort Pierce's revitalization has made it a choice meeting location for organizations including the Florida League of Cities, Florida Main Street Program, Florida Redevelopment Agency, and Florida Planning Association.

And, perhaps in the greatest compliment to Dennis Beach's creative vision, other communities use Fort Pierce as a model for their own redevelopment.



Dennis Beach



David B. Elder

David B. Elder's vision and leadership helped guide the city of Worthington, Ohio, for 36 years, through thick and thin.

Mr. Elder began his career with the city as administrative assistant in 1971. Over the next 10 years, he served as assistant to the city manager and assistant city manager. In 1981, he became city manager, the position he held until his retirement in November 2007.

The city of Worthington can thank Mr. Elder for a handsome list of accomplishments, including revitalization of the city's historic downtown; construction of a new municipal administration building, state-of-the-art community center, and senior center; negotiation of the transfer

of the Sharon Township Fire Department to the city of Worthington; and numerous infrastructure improvements.

He hired and mentored numerous interns from master's degree programs, many of whom have gone on to careers in local, state, and federal government. He also enjoyed speaking to graduate-level public administration classes at Ohio State University.

He has received a number of awards, including the Ohio City/County Management Association (OCMA) Career Achievement Award; Mid-Ohio Regional Planning Commission William H. Anderson Award for Public Service; OCMA Career Development and Mentoring Award; and a Distinguished Alumni Award from the John Glenn School of Public Affairs at Ohio State University.

Mr. Elder has been active with ICMA, OCMA (serving as president from 1988 to 1990), Ohio Municipal League, Central Ohio Area Managers Association, Mid-Ohio Regional Planning Commission, Franklin County Emergency Management Association Board, and Franklin County Emergency Management Agency.

David Elder's 36 years with the city of Worthington amply demonstrate his dedication to his community and public service.



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.



Robert B. Denhardt

Dr. Robert B. Denhardt has directed two of the country's leading programs in urban management. He is director of the School of Public Affairs at Arizona State University (ASU) and previously served as director of the graduate program in urban management at the University of Kansas.

Dr. Denhardt is an ASU Regents professor, Coor Presidential chair, Lincoln professor of leadership and ethics, distinguished visiting scholar at the University of Delaware, board member of the Alliance for Innovation, and member of the National Academy of Public Administration. At ASU, he was the driving force for the establishment of the Marvin Andrews Graduate Program

in urban management and the Melikian Distinguished Visiting Scholar in Urban Management endowment.

His research has focused on leadership in local government. He has published a number of books and articles primarily in the areas of public administration theory and organizational behavior, especially leadership and organizational change.

Dr. Denhardt is past president of the American Society for Public Administration (ASPA), and founder and first chair of ASPA's National Campaign for Public Service. He was the 2004 recipient of ASPA's Dwight Waldo Award, celebrating lifetime achievement in scholarship in public administration.

Dr. Denhardt has been a consultant to public and private organizations, primarily in the areas of strategic planning, leadership, organizational development, productivity improvement, and quality service. He was appointed by Governor Kit Bond to chair the Missouri Governor's Advisory Council on Productivity and reappointed by Governor John Ashcroft. He received ICMA's Stephen Sweeney Award in 1983 in recognition of his contributions as an academic to advancing public management, and in 2008, he received the Arizona City/County Management Association Associate Award for Excellence in Leadership.



Jay A. Gershen

Every organization needs a leader who can guide it through periods of change and transition. This is the role Dr. Jay A. Gershen, vice chancellor for external affairs for the University of Colorado at Denver, has carved out for himself.

Dr. Gershen was executive vice chancellor of the University of Colorado Health Sciences Center in 1995 when the Fitzsimons Army Medical Center in Aurora was placed on the Base Realignment and Closure list. An innovative \$3.4 billion public/private partnership of the Health Sciences Center, University of Colorado Hospital, and city of Aurora sought to recreate the decommissioned base as a world-class academic health and life sciences center.

Dr. Gershen played a key role in securing Department of Defense approval for the project, raising public and private funding, creating a master plan, and working closely with city elected and administrative officials.

He has served on Aurora's Blue Ribbon Citizen's Panel to evaluate form of government, which recommended the creation of a city and county of Aurora. He works closely with the mayor, city council, and city manager to foster closer ties between the university and the city.

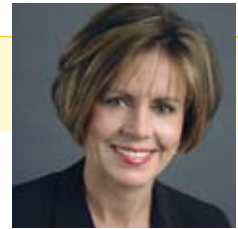
Dr. Gershen has held both academic and administrative positions at the University of Colorado Health Sciences Center and within the University of Colorado system. As the Health Sciences Center liaison for business development, community affairs, and local govern-

ment/external relations, Dr. Gershen worked with the city to improve communication between the university, the city, and the business community.

Dr. Gershen's continued efforts to build a strong partnership between the city of Aurora and the Health Sciences Center have been a real benefit to Aurora and the region.



AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE



Sheryl L. Sculley

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

For 35 years, Sheryl Sculley has been a trailblazer, the first woman in almost every position she held during her first 30 years as a member of ICMA.

Her career has taken her to Kalamazoo, Phoenix, and now San Antonio. She has always been guided by her core values: teamwork, focus on results, working with integrity, and making each city a better place.

Since becoming San Antonio city manager in November 2005, Ms. Sculley

has fostered a more efficient and business-friendly organizational structure, progressive quality-of-life projects, and a commitment to consensus building among local elected officials.

While overseeing San Antonio's annual budget of more than \$2 billion, she increased the city's financial reserves from three percent in 2006 to nine percent in 2008, making it one of only two US cities with a population of one million or more to earn Standard & Poor's AAA rating. In 2008, *Forbes* magazine endorsed the city as the nation's second most recession proof city.

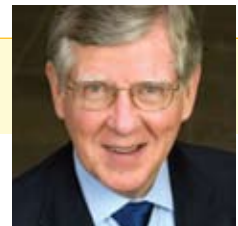
Ms. Sculley has led projects that marry preservation of San Antonio's historic and natural heritage with smart economic development, won voter support for a bond referendum to improve

city infrastructure and services, and more than doubled the city's park space. She worked with the mayor and community leaders to develop a one-stop campus offering services and resources to treat the root causes of chronic homelessness.

She has made it a priority to nurture and retain talented staff members by adjusting salaries to market levels, improving health benefits, offering employee wellness programs, and creating a management intern program.

Ms. Sculley has been active in her state associations and ICMA. She has served on the ICMA board and its task force on ending racism, and has won a number of awards.

AWARD FOR CAREER DEVELOPMENT IN MEMORY OF L. P. COOKINGHAM



Ted Gaebler

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.

Many know Ted Gaebler as the coauthor of the book *Reinventing Government*, an invaluable resource for public sector managers. But he's also known as a forward-thinking city manager who is passionate about invigorating and advancing the profession by inspiring values of entrepreneurialism, innovation, and dynamism in would-be leaders.

Mr. Gaebler's career has taken him from coast to coast; he has had an impact on young leaders at every stop.

He favors the Socratic method of teaching, questioning and challenging, discussing and debating. As a result, more than 30 of his mentees have gone on to careers in local government management.

Gaebler's passion for his profession extends to helping develop positive cultures within governmental organizations. As city manager of Visalia, California, he established training and professional development activities for the entire organization. He also launched a "training of trainers" program to develop staff capabilities for training and development throughout the organization.

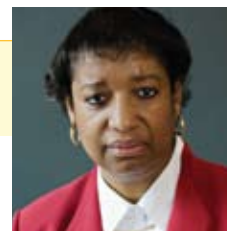
As CEO of Nevada County, California, in the early 2000s, Gaebler introduced a concept called "The Next 100" for mentoring and succession planning. He worked with a group of

assistant department heads, middle managers, and senior staff to create action teams to address important organizational challenges and solve communications issues between management and staff.

Gaebler believes in the untapped potential within each individual. He is taking advantage of being the first city manager of Rancho Cordova, California, by creating a new cutting-edge city government culture, drawing fully on the talents of his diverse staff.

"Some of us are managers; some of us inspire others to manage better," says Mark Scott, city manager of Spartanburg, South Carolina. "Ted does both, and he has had remarkable impacts on generations of managers who might never have considered careers in local government management."

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD
IN MEMORY OF BUFORD M. WATSON JR.



Florentine Miller

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.

Florentine “Flo” Miller has become a management institution in her 20 years with Chapel Hill, North Carolina. She is known as a consummate professional, for mentoring department heads, nurturing staff development, being a good listener and skilled communicator, and upholding the highest professional ethics. She is highly respected for her leadership abilities as well as for the support she gives to the leadership of others.

“I have told Flo that as good as I was as deputy manager, she is better,” says Roger L. Stancil, Chapel Hill town manager.

In fact, former Chapel Hill Town Manager Cal Horton recommended that the city create the deputy manager position in 2003 because of Ms. Miller’s consistently high level of executive leadership. As a woman of color in a field still dominated by white men, she has never made an issue of her gender or race. She has simply provided an example and encouragement for other women and people of color.

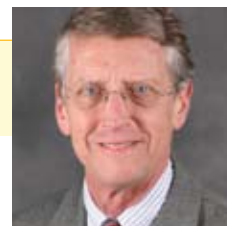
Among her notable accomplishments is helping to shepherd the transit system through a period of dramatic growth during the last five years. Serving the towns of Carrboro and Chapel Hill and

the University of North Carolina, it is the largest fare-free system in the country. She provided continuity, insight, and professional staff work, and led the effort to create a participatory group process to address employee concerns.

Ms. Miller also has been the lead staff member working on technology enhancement, which is a key work improvement objective of the council and manager. She worked with town staff, citizens, consultants, and elected officials to help develop a technology plan that addresses a wide variety of service needs, from connectivity to information dissemination to departmental productivity improvements.

Flo Miller personifies the best qualities of the deputy manager.

ACADEMIC AWARD IN MEMORY OF STEPHEN B. SWEENEY



James H. Svara

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.

James H. Svara, director of the Center for Urban Innovation at Arizona State University and board member of the Alliance for Innovation, has always sought to bring the worlds of public administration and academia closer together.

Dr. Svara has made great contributions to programs at three universities that prepare students for careers in local government. His teaching, research, and

writing have contributed to students’ understanding of the role of administrators and their relationship to elected officials. He has prepared hundreds, perhaps thousands, of students to enter public service. And through his outreach and training, he contributes to the continuing education of local government managers as they advance through their careers.

At Arizona State University, Dr. Svara helped create the Marvin Andrews Graduate Program in Urban Management, already the country’s premier program in innovation in the field. As one of the founding faculty members of the MPA degree at the University of North Carolina at Greensboro, he directed the program for six years. He directed the MPA program at North

Carolina State University for eight years, and fostered the creation of the state’s first doctoral program in public administration.

His teaching has extended to training for elected officials and administrators. In Arizona, he organized a program for mayors and council members on facilitative leadership, as well as leading training seminars for local government administrators.

He is an honorary member of ICMA and serves on the ICMA Strategic Planning Committee. He is a long-time member of the NASPAA-ICMA Task Force on Local Government Education and a National Academy of Public Administration Fellow.

Evans, Colorado | Aden E. Hogan Jr., city manager

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.

The city of Evans has offered youth recreation programs since 1984, using all volunteer coaches. With a limited budget and storage capacity, the city has been unable to give every child a ball. Kids had to wait for a turn to play; coaches frequently asked staff for more balls but ended up buying them with their own money when told there were no funds.

Evans serves a fairly diverse low-income population and many families

can't afford equipment for their kids to practice at home.

In 2007, the city set out to provide a ball for each child who registers for a youth sports program through the Ball for All program. Commercial sponsorships helped offset costs and a community foundation gave a start-up grant. To increase community involvement, staff have initiated youth sports review meetings for parents and coaches.

Although results may be difficult to quantify, staff report that kids are using the balls to practice even after the season ends. As a side benefit, giving families something fun and physical to do together helps the community's fight against rising childhood obesity.

The Ball for All program has been recognized with awards from the Colorado Parks and Recreation Association and the National Alliance of Youth Sports.



A ball for every child

Lessons Learned

- When local groups understand the many benefits of recreation and new opportunities for youth, it's easy to gain their support.
- Local businesses have a lot of interest in making a difference in the lives of children—they just need to be called on.

San Antonio, Texas | Sheryl L. Sculley, city manager

In what is probably the first partnership of its kind, the San Antonio Metropolitan Health District (Metro Health) approached Goodwill Industries to link preventive care and health education to existing Goodwill services.

Their first joint clinic opened in March 2007 at a Goodwill location in an underserved neighborhood on the edge of San Antonio's inner city, offering immunizations and preventive services. At wellness clinics located at seven other Goodwill locations, Metro Health offered blood pressure checks, glucose and cholesterol screening, mammograms, immunizations, and health education.

The goal was to serve 4,000 people annually. In the first year of operation, nearly 5,800 individuals received free or low-cost preventive services.

The collaboration continued to grow. Clients can combine back-to-

school shopping with having their children immunized for school. When they visit for health care, individuals and families can link to other city and county resources. Goodwill Workforce Development participants are trained in health care data entry to assist Metro Health with record-keeping, while Metro Health gains a cost-free labor pool.

Two new Goodwill facilities are now nearing completion that will offer basic primary medical care. Developed under Metro Health's leadership, the services will be offered at no cost to the public health department, taxpayers, or the city.

Lessons Learned

- Partnerships founded on a common goal do not always require major funding.



Free and low-cost immunizations

- Concurrence on goals, objectives, and community need is essential among all of the partners.
- Nontraditional partners can produce creative, innovative solutions.

Creston, BC, Canada | James R. D. Thackray, town manager

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.

The growing physician shortage across Canada is hitting rural areas especially hard. In 2006, emergency services at the Creston Valley Hospital had to be cut to 12 hours a day due to a lack of doctors. Since more than half of Creston's residents are over 55, there was special concern about how the area's senior population would fare.

Local leaders knew they had a role to play. The town, regional district, Creston Valley Development Authority, and local doctors established the Creston Valley Health Group, which launched a two-

year Physician Recruitment Pilot Project in August 2007 with \$45,000 in funding from the town and regional district.

An analysis of the situation found weak points in the referral and hiring process. The health group hired a contract recruiter (reducing the program's overhead), who is the liaison between Health Match BC physician recruiters and local clinics.

In its first two years, the project reached halfway to its goal of recruiting one to two permanent and two to five temporary physicians per year. It's also helping with retention, now that doctors no longer have to recruit on top of all of their other responsibilities. Local partners have already secured funding for an ongoing recruitment program.

Lessons Learned

- With the physician shortage, more



Recruiting physicians to combat shortage

local governments and regions will need to become involved in recruitment.

- Local governments can work within their mandates and make a contribution to health care.
- Partnerships between local government, economic development groups, and health care can develop solutions to what is a growing problem in many rural areas.

Beloit, Wisconsin | Larry N. Arft, city manager

The Fairbanks Flats Apartments were an eyesore in Beloit, in spite of their history. Built during World War I as temporary housing for African-American workers brought from the Deep South to fill manpower shortages, they are Wisconsin's only known existing community housing project built exclusively for black workers.

But by 1999, the Flats sat vacant and deteriorating. The city bought the property at salvage value intending to demolish the buildings and redevelop or land bank the site for future use.

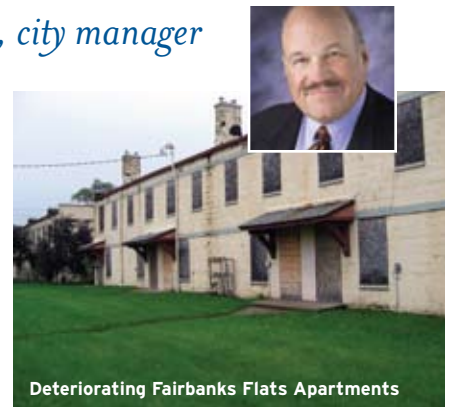
Residents concerned about historic preservation asked the city to give them time to find a way to develop the site while preserving its history. For the next four years, residents and city council members, with staff support from the city manager and assistant manager, explored and rejected numerous alternatives.

In 2006, a developer that specialized in tax credit projects entered the picture and, after obtaining historic preservation and low-income housing tax credits, construction began in 2008.

Today, Fairbanks Flats has the look and feel of the original design, but its 16 rent-to-own row homes for low-to-moderate income families and people with disabilities meet the need for affordable housing in the 21st century.

Lessons Learned

- If governments work with their residents, they can find viable solutions to long-standing problems.
- If a city center property has historic, cultural, or architectural significance, it's worth persevering to find a solution.
- If a project qualifies for property tax credits, it's a great first step in creating an economically viable development.



Deteriorating Fairbanks Flats Apartments



Redevelopment preserves historic significance

Olathe, Kansas | John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

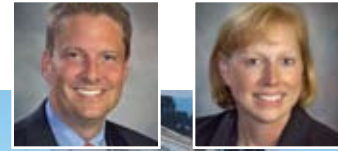
In 2005, the Greater Kansas City Community Foundation commissioned a Blue Ribbon Task Force, which found that metropolitan Kansas City was all but alone in not having a world-class research university in the region.

About 35 percent of the global animal health industry is located between Columbia, Missouri (home of the University of Missouri), and Manhattan, Kansas (home of Kansas State University/KSU), making the area ground zero for animal health, food safety, and agro-terrorism prevention.

Olathe's mayor proposed that KSU, the Kansas Bio-Science Authority (KBA), and the city explore a partnership in which the city would make a land grant of city-owned land to KBA; in exchange, KSU and KBA would develop a research or education facility in Olathe.

The chamber of commerce soon signed on as a partner and the vision grew. The partnership would create a world-class facility for education and research, where educators and researchers would be able to pursue their dreams and have support for marketing their efforts.

Today, the KSU-Olathe Innovation Campus is taking shape on a 92-acre plot in the heart of Johnson County. In November 2008, county voters approved a small sales tax to establish the Johnson County Education Research Triangle, which is expected to bring \$1.4 billion in economic benefit during its first 20 years. Already, Olathe high school students are working on original research with nationally and internationally recognized authorities, graduate students, and faculty.



Lessons Learned

- Success comes from setting aside individual agendas and keeping ultimate goals paramount.
- Partners must compromise for the good of the whole.
- It's not enough to have a grand vision; leaders and decision-makers need to listen to and support their staff members who do the work to make the vision a reality.

High Springs, Florida | James D. Drumm, city manager

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

Attracted by tourist dollars, local farmers had been selling their homegrown produce at stands set up on the city's vacant lots. Problem was, it was against city ordinances.

So High Springs city commissioners, the city manager and his staff, town and civic leaders, farmers, gardeners, and business owners planted the seeds that grew into the High Springs Farmers Market and Community Gardens.

Open Thursday afternoons year-round, the market has 60 registered vendors, who rent booths for \$15 per week or \$45 per month, of which 25 percent goes to the city to cover costs. A non-

profit agency runs the market, which is located in a park behind city hall.

Thanks to an outside grant, the market offers electronic benefit transfer access, allowing recipients of public assistance to shop there.

For residents who want to grow their own, the city and the market run two nearby gardens with plots available for a small fee.

Revenues from the market have increased from \$1,805 in 2001 to \$8,291 in 2008, and residents, especially low-income families and food stamp recipients, have access to nutritious food, not to mention inexpensive cultural and social activities.

Lessons Learned

- Partnerships between local governments, nonprofit agencies, educational institutions, farmers, and



Building a healthy, sustainable community

artists can help small rural cities and towns build healthy, sustainable communities.

- Gardens bring new life to needy neighborhoods, engendering pride and a sense of community.
- Gardens give young people in low-income, high-crime neighborhoods the chance to have fun outdoors while they learn new skills.

Winter Park, Florida | Randy B. Knight, city manager

The Winter Park Community Redevelopment Agency (CRA) has been quite successful in revitalizing its blighted West Winter Park community. But because of this success, West Winter Park became vulnerable to gentrification, displacement of its long-term African-American residents, and the loss of its historical character and culture.

In 2003, the CRA began initiatives to counteract gentrification by establishing sustainable affordable workforce housing for the city's historic African-American community. The CRA and the city commission created the Hannibal Square Community Land Trust (HSCLT), central Florida's first land trust, to safeguard the legacy of resident descendants of the community's pioneers.

These partnerships have produced two affordable housing projects that allow qualified residents to purchase homes at lower prices than if they

also were to purchase the land. The homes were designed and decorated through services donated by the Orlando Regional Realtor Association, the Homebuilders Association of Metro Orlando, and the Orlando Chapter of the American Institute of Architects. They will serve as role models for the HSCLT's upcoming projects, which also will be green certified. The *Orlando Sentinel* has recommended that Orlando use the same model for its own revitalization efforts.

Lessons Learned

- Public/private partnerships that involve industry professionals can create affordable, attractive, and innovative workforce housing.
- Giving ongoing support to new homeowners increases their chances for success.
- The entire community benefits when people can become homeowners.



Establishing sustainable workforce housing



Affordable housing projects revitalize community

Roanoke, Virginia | Darlene L. Burcham, city manager

In 2007, the city of Roanoke, Virginia, partnered with Virginia Tech's Green Engineering Program to develop its carbon emission baseline and discovered that 98.1 percent of the city's carbon emissions come from the residential, commercial, and industrial sectors. That fall, the city launched a multifaceted 18-month campaign to engage the community in sustainable practices and promote environmental stewardship.

The campaign mobilized citizens, civic organizations, businesses, neighborhood groups, and environmental organizations, expanding the city's recycling program and cleanup activities; enhancing public education on environmental issues; developing special programs for schools and businesses; helping businesses to measure and reduce their carbon emissions; and amplifying municipal sustainability efforts.

As the campaign continued into 2008, the numbers spoke for themselves:

- A 9.96 percent increase in city recycling tonnage, saving \$154,657 in tipping fees.
- More than \$30,000 annual savings from replacing incandescent traffic lights with LED lights at 60 major intersections.
- Reduced travel times, delays, and fuel consumption in three high-traffic areas from improved signal coordination.
- A 70 percent increase in the number of volunteer clean-up activities and 8,000 hours of volunteer work provided by community members.

Today, the Citizens Clean & Green Committee, which grew out of the campaign, continues to develop innovative environmental programs for the city.



Volunteers help to clean up the city

Lessons Learned

- Education, public awareness, and outreach efforts are critical to achieving a sustainable community.
- An adequate budget for marketing and outreach for public awareness and education is a must.
- When local governments take the lead on environmental issues, other sectors of the community will follow.

Bedford, Massachusetts | Richard T. Reed, town manager

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

As housing prices soared in the 1990s, many Bedford residents found it difficult to remain in the town. Hardest hit were residents who'd grown up there; long-time residents who had trouble maintaining their homes as they aged; military families from the local Air Force base; and employees of the town and local businesses.

The town had adopted its first affordable housing plan in 1986. Progress had been slow and steady, but now many residents agreed that efforts needed to intensify.

In 1994, the city formed a nonprofit housing trust. It began building homes

for moderate- and lower-income families, helped along by donations from developers. In 2001, voters approved a small surcharge on property taxes, making Bedford eligible for matching state funding for affordable housing, open space acquisition, and historic preservation projects. In 2002, the Massachusetts Housing Partnership awarded the town a \$1 million grant for the development of affordable rental housing.

Since 1995, Bedford has added 284 units to the pre-existing 176 units for a total of 460 affordable units—almost 10 percent of the town's total housing inventory.

Bedford now ranks fourth in the state for affordable housing, with 18.3 percent affordable units. The units are dispersed throughout the town. Bedford has realized its affordable housing goals in a way that preserves its small-town character while increasing its diversity.



Building affordable homes for town residents

Lessons Learned

- Small, early steps may seem insignificant, but they add up to results.
- Appropriating adequate staff resources is essential to success.
- Dispersing diverse affordable housing throughout a city cuts negative impacts and increases chances for success.

Cape Coral, Florida | Terrance E. Stewart, city manager, and Carl L. Schwing, assistant city manager

In 2006, Cape Coral began to look for a way to increase productivity and lower costs without sacrificing morale. The city chose the Lean Government philosophy, which involves all employees in evaluating their work processes to identify problems, eliminate disruptions, and streamline flow to deliver excellent services.

In August 2007, the city put the Lean system in place, working with a consulting group at an initial cost of \$135,800 for 16 events and trainings, which are ongoing.

The city already has realized approximately \$2 million in cost savings and/or cost avoidance, partly because the process encourages collaboration between departments, eliminating duplication. Some specific gains include:

- Time to obtain a construction permit: eight days (previously 21).
- Hiring time for new firefighters: 30 days (previously 66).
- Cycle time for first reviews by site development: five days (previously 28).

Cape Coral is sharing its experience with other governments that want to go lean. In this time of economic crisis, the Lean Government philosophy is proving to be an effective tool to enable Cape Coral to do more with less.

Lessons Learned

- To succeed, all levels of management must support the initiative and work toward the end result.



Putting Lean Government in place

- The effect of external factors, such as reduction in force, buyouts, and employee perceptions, must be taken into account.
- Evaluation is important to ensure that all departments and divisions are following the program and using the tools it provides them.

CELEBRATION OF SERVICE

2009 SERVICE AWARD RECIPIENTS

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 25 years or more of local government service are listed here. See icma.org for a complete list of service award recipients.

50 Years



C. Samuel Kissinger, village manager of Indian Creek, Florida, since 2002, began his

local government career in 1959. He has served communities in Pennsylvania, Connecticut, and New York. Indian Creek is an exclusive community in Miami-Dade County.

45 Years



James D. Crosby, city manager of Yukon, Oklahoma, began his local

government career in 1964. He served Oklahoma City, Norman, and South Oklahoma City before he was hired for his current position in 1994. Yukon is near Oklahoma City.



John W. Rayner, general manager of Sutherland Shire Council, New South

Wales, Australia, began his local government career in 1964. He served Northern Rivers County, Ulmarra Shire, Mudgee, and Greater Lithgow city councils before he was hired for his current position in 1982. Sutherland Shire is in Sydney.

40 Years

Russell E. Abolt, county manager, Chatham County, Georgia

Michael G. Brown, chief administrative officer, Kirkwood, Missouri

John D. Bubier, city manager, Biddeford, Maine

Reid S. Charles, city administrator, Harbor Beach, Michigan

Peter T. Connet, interim manager, Roanoke Rapids, North Carolina

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

John F. Fischbach, city manager, Goodyear, Arizona

Roger W. Fraser, city administrator, Ann Arbor, Michigan

Alfred A. Gatta, village manager, Scarsdale, New York

Daniel G. Hobbs, director of economic development, Redlands, California

Thomas R. Hoover, town manager, Coventry, Rhode Island

Thomas W. Horne, city manager, Lumberton, North Carolina

William S. Jaboor, chief executive officer, Hobsons Bay City Council, Victoria, Australia

Ralph L. Jaeck, retired city manager, Millbrae, California

James E. Martin, county manager, Cumberland County, North Carolina

Thomas G. Mauk, county executive officer, Orange County, California

William R. McDonald, city administrator, Dupont, Washington

J. A. Ojeda Jr., director of international trade & commerce, Miami-Dade County, Florida

Charles W. Pittman III, assistant city manager, Wilson, North Carolina

John H. Schoeberlein, town manager, Vienna, Virginia

Jack M. Schumacher, city manager, Marysville, Michigan

Jack Steele, executive director, Houston-Galveston Area Council, Texas

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

Gregory B. Wellman, city manager, Atwater, California

John T. Wieland, city manager, Paola, Kansas

Stephen L. Wright, city manager, Wheatland, California

Paul M. Ziehler, city administrative officer, West Allis, Wisconsin

35 Years

Edward W. Ahrens

James C. Bacon Jr.

Jerry Bankston

James B. Baugh

John D. Berchtold

Mitchell A. Berkowitz

Michael C. Bestor

Randall L. Billings

Bernard E. Boraten

Dan W. Boroff

Barry M. Brenner

Kurt W. Bressner

Larry E. Brooks

George C. Campbell

Edwin G. Carlstrom

Richard A. Clark

W. Bruce Clark

Joseph L. Cone

Anthony Constantouros

Burton T. Conway

Jack R. Crist

Thomas F. DeGiulio

David J. Deutsch

Joseph Di Giacomo

Frank T. DiGiovanni

James DiPietro

William E. Dollar

Joseph E. Donabed

Lyle H. Dresher

Daniel E. Dubruiel

Kenneth C. Frank

Susan E. George

Robert L. Gill

Timothy P. Gordon

Sue A. Gormley

Bruce T. Haddock

Lloyd R. Hamberger II

Jack S. Hamlett

Thomas E. Hart

Rodney P. Hawthorne

Peter I. Hechenbleikner

James H. Hipp

Ray H. Hodges Sr.

James R. Hogan

Gordon L. Hughes

Steven C. Husemann

Gregory J. Isaackson

Robert W. Jean

Dwight D. Johnson

Leon T. Johnson

Mark L. Johnson

Robert M. Karls

Richard J. Kelliher

Stephen J. Kimbrough

George Korthauer

Thomas S. Kurtz

Richard J. Lee

Mark M. Levin

John C. Litton

T. Robert Livingston

George A. Long

Wayne P. Marquis

Leonard A. Martin

Patrick J. McDonnell

Gary L. Meagher

Thomas M. Melena

Charles W. Meyer

Wayne Moore

David M. Morgan

Robert W. Morgan

Jeffrey V. Morse
A. William Moss
James T. Murphy
Jim R. Myers
James R. O'Connor
Michael J. O'Keefe
Richard L. Osborne Sr.
Harold T. Owen
Gordon L. Pedrow
John C. Phillips
Decker P. Ploehn
Gary D. Plotz
George A. Purefoy
Michael I. Quinn
Scott S. Randall
Dennis D. Redmond
Dana J. Reed
Stanley H. Rickard
Hugh Ridge Riley
James R. Schug
Sheryl L. Sculley
Ira S. Singer
Glenn D. Southard
Maureen A. Stapleton
Steven E. Stewart
John W. Stockton
Ralph E. Stone
John Stunson
Brian F. Sullivan
John A. Swanson
Richard Underkofler
David R. Waffle
William D. Wagoner
William J. Werner
Kenneth L. Westmoreland
Regina V. K. Williams
Robert Lee Wilson
Kenneth N. Windley Jr.
Jerry R. Yarborough
John J. Zech

30 Years

Laurie F. Ahrens
Karl R. Amylon
James W. Antonen
Carolyn S. Armstrong
Richard D. Ash
Jane Bais DiSessa
Linda M. Barton
Dean Bastianini
Gerard J. Bauer
Thomas J. Benton
Keith A. Bergman
John N. Berley

Beth Little Bormann
Jeffrey A. Bremer
William R. Bridgeo
David M. Campbell
Robert G. Campbell
Gary F. Christie
Timothy J. Clifton
Adam R. Collins
Steve A. Commons
Stephen P. Compton
H. Carter Crawford
Kirk L. Davis
Carl G. Dean
Peter A. DeAngelis Jr.
John Deardoff
Larry R. Deetjen
Robert E. Deis
Eric R. Delong
Richard W. Dieterich
Lea R. Dunn
Richard M. Duquette
Ruben A. Duran
Mark E. Durbin
David Edge
Damon B. Edwards
Douglas R. Elliott Jr.
Stephen M. Feller
Bobbe K. Fitzhugh
John L. Fitzwater
Robert F. Flatley
Robert L. Floyd
John D. Franklin
James P. Freeman
Jesse A. Garcia
Allen D. Gill
B. Clayton Goodman III
Mark E. Grams
Henry L. Gray
Robert J. Gregory
Gregg G. Guetschow
Richard A. Haffey
Kent A. Hager
James C. Hardy
Bob Hart
John F. Hendrickson
Frederick L. Hilliard
Peter M. Huber
Robert L. Irvin
Gary W. Jackson
Robert W. Jasper
Laura A. Johnson
Stephani J. Johnson
Daniel W. Keefe
Robert L. Kellogg
Lewis S. Kennedy
Brad L. Kilger

Craig G. Knutson
Steven S. Kubacki
Mark A. Kunkle
Lanny Shane Lambert
Frank T. Lancaster
Robert L. Layton
Timothy Madigan
Samuel D. Mamet
Vicki G. Mayes
Randy E. McCaslin
Charles P. McClendon
Wade G. McKinney
James P. McKnight
David A. Mekarski
Randall Mellinger
Thomas W. Moeller
Frederick S. Moody
R. Scott Morgan
Subir Mukerjee
Kent A. Myers
Gary A. Nace
John M. Nachbar
Richard U. Nienstedt
Anne L. Norris
Nancy E. Novak McMahan
Terence E. O'Connor
Michael A. O'Neal
Robert L. Palmer
Gus H. Pappas
Michael W. Parness
John C. Patterson
Cheryl L. Patton
Joseph S. Paxton
Steven B. Peru
John D. Petrin
John M. Pinch
Sandra K. Powell
Patrick M. Pratt
Kenneth R. Pulskamp
William A. Ray Jr.
Mark H. Rees
W. Craig Robinson
Gary G. Rogers Jr.
William C. Rolfe
Sandra L. Ruyle
Patrick G. Salerno
Joseph H. Salitros
Henry P. Schubert Jr.
Lisa B. Schumacher
John R. Searles
Richard B. Self
Sally A. Sherman
Michael W. Smith
John H. Smithson
Theodore J. Staton
James J.L. Stegmaier

Mary P. Swenson
Marcia L. Taylor
Raymond B. Taylor
Randolph D. Terronez
Marc J. Thompson
Scott J. Ullery
David P. Van Vooren
Cathy L. VanderMeulen
Ellen W. Volmert
W. Hunter Walker
David A. Warm
H. William Watkins
Mark S. Wayne
Randy A. Wetmore
David S. Whitlow
Donald W. Whitman
Lawrence F. Widmer Jr.
Dennis R. Wilberg
Ronald K. Wilde
James B. Williams
Robert L. Wilson Jr.
Michael C. Wood
Yousry A. Zakhary
Tim A. Zisoff

25 Years

Austin S. Abraham
Keith D. Alexander
John H. Atkins Jr.
Janice M. Baker
Jeffrey D. Ball
David D. Benda
Keith Bennett
Paul R. Benoit
David L. Berner
Jane A. Berry
William E. Boerth
Pamela L. Brenner
Steven M. Brock
Steven C. Brown
Chris W. Burkett
Douglas E. Burns
Lorenzo Carmon
June W. Catalano
John W. Condrey
Anthony W. Cox
Christopher G. Davis
Anthony J. DePrima
Debora Peele Diaz
Kimberly A. Dickens
Vince DiPiazza
Richard A. Dlugas
Milton R. Dohoney Jr.
Joseph P. Duff

Jim D. Dunaway
Eric A. Duthie
Michael J. Earl
Frank P. Edmunds
Michael J. Ellis
Gloria Santiago Espino
Kevin P. Evans
Kenneth R. Fields
Nicholas J. Finan
Christopher L. Foss
Bruce E. Fosselman
Elizabeth A. Fox
Raymond W. Gosack
Cedric S. Grant
Julia N. Griffin
Alan L. Grindstaff
George M. Grkovic
Jack C. Haney
Stanley Doyle Hawthorne
Bruce A. Heflin II
Kathleen J. Henry
William D. Higginbotham Jr.
Richard C. Hill
Darrell Hofland
Calvin Hoggard
R. Thomas Homan
Daniel D. Hudson
Isaiah Hugley
Mitchell E. Johnson

Richard P. Johnson
Jere A. Kersnar
Blair F. King
Joseph D. Kiolbasa
Kay Donna Kuhlmann
Scott M. Lambers
Thomas E. Leath
Jasmine L. Lim
Donald C. Lorsung
Bruce D. Loucks
Bernard F. Lynch
Mindy C. Manson
Russell R. Marcoux
John F. Mason
Michael A. McNees
David Meriwether
Joseph Merucci
Douglas R. Miller
Liz R. Miller
John Moir
Michael W. Morgan
Michael J. Mornson
Don A. Morrison
Mark H. Moshea
J. Matthew Mullan
Robert A. Museus
Andrew E. Neiditz
Richard R. Noll
Diane M. Norris

Anne F. Odell
Christopher S. Olson
Peter H. Olson
Shirley Osle
Kevin Paicos
Derwick L. Paige
L. Kimball Payne III
James A. Peterson
Mark R. Peterson
Robert L. Peterson
Robert J. Pilipiszyn
Lowell R. Prange
Steven G. Rabe
Gordon E. Reusink
Randall K. Riggs
Bruce L. Rogers
Mark A. Rohloff
Margie C. Rose
Andrew J. Salerno
Laurel Samson
Michael K. Scannell
Ronald R. Searl
Cynthia Seelhammer
Douglas R. Sell
Christine F. Shippey
Kelly A. Shoemaker
Arthur L. Shufflebarger
Bryan C. Shuler
Christine A. Smeltzer

Patrick F. Sorensen
Charles J. Stahl IV
Susan Ashley Stanton
John J. Stickle
Barry A. Stock
David C. Stuart
Patrick Sullivan
Gregory A. Sundstrom
P. Eric Swanson
Anita Fain Taylor
Robert E. Therres
Keith R. Till
Carolyn P. Titus
Elizabeth Ann Toney-Deal
David J. Torgler
Anthony J. Traxler
Joseph L. Turner
Kurtis G. Ulrich
J. Eric Wade
Andrew M. Wilkison
Stephen H. Williams
Alan Winders
E. Scott Wood
Terry H. Woodman
Wayne P. Wright
Walter T. Wysopal
John Hayden Yow
Hannes Zacharias
Carol S. Zolnerowich

ICMA CENTER FOR PERFORMANCE MEASUREMENT™ CERTIFICATE PROGRAM

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

Three types of certificates were awarded this year: Achievement, Distinction, and Excellence.

CERTIFICATE OF ACHIEVEMENT RECIPIENTS

Arlington, Texas
Aurora, Colorado
Bridgeport, Connecticut
Casper, Wyoming
Centralia, Illinois
Farmers Branch, Texas
Highland Park, Illinois
Howard, Wisconsin
Leawood, Kansas
Loveland, Ohio
Maitland, Florida
Marin County, California
Ogdensburg, New York
Pearland, Texas
Sammamish, Washington
San Diego, California
Sparks, Nevada
Tacoma, Washington
Williamsburg, Virginia
Woodbury, Minnesota

Criteria for Certificate of Achievement:

- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials.
- Verification efforts to ensure the data's reliability.
- Staff training in the principles of performance measurement.

CERTIFICATE OF DISTINCTION RECIPIENTS

Albany, Oregon
Cartersville, Georgia
Corvallis, Oregon
Eugene, Oregon
Fishers, Indiana
Fort Collins, Colorado
Hickory, North Carolina
High Point, North Carolina
Mesa, Arizona
North Las Vegas, Nevada
Palm Bay, Florida
Palm Coast, Florida
Peoria, Arizona
San Francisco, California
Sarasota County, Florida
Shoreline, Washington
Suwanee, Georgia
University Place, Washington

Criteria for Certificate of Distinction:

- Meeting all of the criteria for a Certificate of Achievement.
- Using performance data in strategic planning and management decision-making.
- Sharing of performance measurement knowledge with other local governments through presentations, site visits, and other networking.

CERTIFICATE OF EXCELLENCE RECIPIENTS

Austin, Texas
Bellevue, Washington
Coral Springs, Florida
Dallas, Texas
Fairfax County, Virginia
Henderson, Nevada
Long Beach, California
Miami-Dade County, Florida
Olathe, Kansas
Phoenix, Arizona
San Jose, California
Santa Barbara County, California
Vancouver, Washington
Westminster, Colorado

Criteria for Certificate of Excellence:

- Meeting all of the criteria for Certificates of Achievement and Distinction.
- A commitment to tracking and reporting key outcome measures to the public.
- Surveying residents and local government employees.
- Communicating data via public-focused and timely reports, such as performance dashboards.

Help Spread the Word: Good Local Government Matters



The ICMA Fund
for
Professional
Management

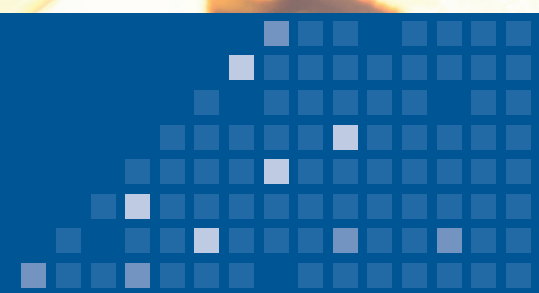
With the generous support of ICMA members, state associations, and other local government stakeholders, the ICMA Fund for Professional Management has contributed more than \$350,000 toward educating citizens about the role and value of professional local government management. Learn more about the Fund's impact and join your colleagues by making a donation today at icma.org/fund.

Grow the profession; give to the Fund.

2010 ICMA AWARDS

Celebrating the Difference

Professional Local Government Management Makes





2010 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. For a complete list of these awards, their descriptions, eligibility criteria, and application dates, as well as access to all previous award booklets since 2001, visit icma.org/memberrecognition.

The Distinguished Service Award annually recognizes a retired member who has made an outstanding contribution to the management profession and local government.

The Annual Awards recognize individual achievement as well as outstanding local government programs. The winners' full submissions, as well as a list of all annual award nominees, can be found online at icma.org.

Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level.

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

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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 96th ICMA Annual Conference:

Michael S. Blau, village administrator, Tarrytown, New York

Barry P. Carroll, chief administrative officer, District of Guysborough, Nova Scotia, Canada

Pamela Caskie, executive director, Northwest Colorado Council of Governments, Silverthorne, Colorado

Kevin L. Helms, city manager, Oak Hill, Tennessee

Maria G. Lara, assistant to the city manager, Pleasanton, California

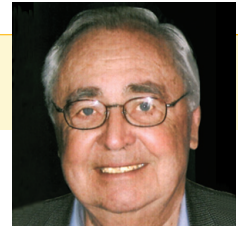
Lauren Palmer (vice-chair), assistant city manager, Manhattan, Kansas

Susan Thorpe, deputy city manager, Peoria, Arizona

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.

Stan E. Kennedy



More than 30 years ago, Stan Kennedy worked with a small group of suburban Chicago city managers to form the groundbreaking “Morrison Group.” The Morrison Group met monthly with Dr. David Morrison, a psychiatrist who assists executives in the private and public sector with work/life balance issues. Today the group continues to provide immeasurable support and training for city managers as they confront challenges in their public and personal lives.

Throughout his career, Mr. Kennedy regularly reached out to colleagues who faced difficulties at work or at home. His warm friendship, sense of humor, willingness to listen, and honest advice and

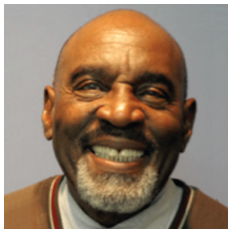
counsel were well received in what is often a lonely time for a city manager.

Mr. Kennedy’s concern for his fellow managers extended to his “family” of assistants, the young people whom he mentored, developed, and prepared for the rigors of management. He has also been an unwavering advocate for the advancement of women and minorities in the city management profession.

His commitment to professionals operating in smaller communities led directly to the creation of the “Small Communities” session track at the ICMA Annual Conference. And as one of the first leaders to openly acknowledge the pressures that the profession

places on one’s family and self, Mr. Kennedy promoted more training and development sessions that would help professionals deal with the rigors of the job and preserve a healthy family life. These “healthy” sessions that have become an integral part of state and annual conferences.

Since his retirement, Mr. Kennedy has continued to preach the importance of ethical, professional management and provide support for managers in transition.



Sylvester Murray

In addition to his long-standing career in local government, Sylvester Murray has made invaluable contributions to the profession through mentoring and teaching.

Mr. Murray has directly mentored 26 people in the public administration profession. He also has contributed to the development of countless individuals by devoting a significant portion of his time teaching at four different universities: University of Cincinnati, Ohio (1982–85); Franklin University, Ohio (1988–90); Cleveland State University, Ohio (1990–2008); and Savannah State University, Georgia (2008–present).

The first minority president of ICMA (1983–84), Mr. Murray also has served

as president of the American Society for Public Administration (ASPA). In addition, he has been on the board of directors for the Conference of Minority Public Administrators, Lincoln Institute of Land Policy, National Academy of Public Administration (NAPA), National Association of Schools of Public Affairs, National Civic League, National Forum for Black Public Administrators (NFBPA), Northeast Midwest Institute, and Public Technology Institute. He has received National Public Service Awards from NAPA and ASPA and from NFBPA, as well as a STAATS Lifetime Achievement Award from ASPA.

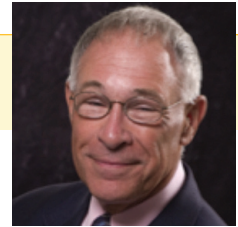
Mr. Murray’s contributions extend to areas outside of the United States. He currently serves as chair of the African Diaspora Governance Group of the World Bank and of the Africa Working

Group of NAPA. In addition, he has chaired the Consortium for International Management, Policy, and Development conferences in Ethiopia, Ghana, Senegal, and Uganda.

Governments throughout the United States and abroad have benefited from Mr. Murray’s expertise in public administration, as have his students and those he has mentored.



DISTINGUISHED SERVICE AWARD



Frank Ollendorff

Frank Ollendorff was a pioneer in actively promoting and working for true diversity in the local government management profession. In the 1970s, along with Sylvester Murray, Mr. Ollendorff cochaired the ICMA Affirmative Action Committee, which developed ICMA's first affirmative action plan with annual goals. He also chaired the Missouri Minority and Women Placement Committee, which promoted diversity through mentoring and education, obtaining excellent results for women in the profession.

Mr. Ollendorff was a member of the African-American city management group, which successfully advocated for ICMA funding for initiatives to promote

women and minorities in the profession. He strongly supported the Hispanic Network for many years, and served one year as the ICMA board liaison to the network.

Throughout his career, Mr. Ollendorff was a leader who truly "walked the talk" of fostering diversity. As city manager in University City, Missouri, he created model programs for diversity and community engagement, enforcing workplace rules pertaining to equal opportunity. He hired women and minorities into key positions as interns, assistant city managers, department heads, and other management positions and mentored them to help them grow and suc-

ceed in the local government management profession.

In 1996 Mr. Ollendorff received the Jay T. Bell Professional Management Award, the highest possible award in the Missouri City Management Association. Given annually to one manager who best demonstrates the ideals of exceptional professional management, the award was presented to Mr. Ollendorff for his leadership and proven ability to create a trusting and harmonious environment within the highly diverse community of University City.

AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE



James K. Spore | City Manager, Virginia Beach, Virginia

Established in honor 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.

When James Spore became city manager of Virginia Beach in 1991, the city had the state's largest population but no identity or vision. It also had no independent water system, no downtown, and a severely eroded beach.

In Mr. Spore's first year in Virginia Beach, the council adopted a coherent vision and set in motion its first strategic plan. Since then, it has held an annual goal-setting retreat, which has greatly helped the city's long-term strategic planning.

Under Mr. Spore's leadership, Virginia Beach developed its own water source; it used tax increment financing to develop a downtown that features a convention center, a world-class performing arts center, office towers, apartments, restaurants, and shops; and it secured federal funding and agreements from residents to pay the taxes needed to restore the beach.

While his conservative temperament is reflected in the city's finances—Virginia Beach enjoys an AAA bond rating and the lowest property tax rate among major cities in the region—Mr. Spore will take short-term risks to realize long-term rewards. In 1994, when a local developer lost 1,200 acres to bankruptcy, Mr. Spore convinced the city to grab the land despite the \$9.5 million price tag. He then forged partnerships with the private sector, nonprofit groups, and other

public entities to develop Princess Anne Commons, a 1,200-acre educational/athletic/medical complex, and the land's value has skyrocketed.

Perhaps his greatest accomplishment came when the federal base closure commission threatened to close the city's largest employer, Naval Air Station Oceana, unless it halted new construction around the base and rolled back existing encroachment. With help from other leaders, Mr. Spore found a creative solution in which, among other things, the city and state would spend \$15 million a year to buy property around Oceana from voluntary sellers and would restrict development rights on other properties. To date, Oceana remains a bedrock of the city's economy.

AWARD FOR CAREER DEVELOPMENT IN MEMORY OF L. P. COOKINGHAM



Eric A. Anderson | City Manager, Tacoma, Washington

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.

A former intern himself, Eric Anderson has always valued the internship experience. As a city manager, he developed formal two-year internship programs in Des Moines, Iowa, and Tacoma, Washington, to provide interns with opportunities that would typically be out of reach and push them to develop the skills necessary to become successful managers in the future. To date, he has mentored 19 postgraduate students through these programs.

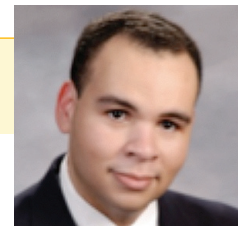
“Mr. Anderson allowed me to sit in when many other managers would have kept the intern out of the most sensitive sessions,” says Mike Matthes, a former intern and now assistant city manager. “He pushed you out of your comfort zone and created a safe place to fail.”

When asked about Mr. Anderson’s management philosophy, former and current employees consistently cited his vigilant adherence to guiding values. All hoped to emulate his commitment to integrity, respect, teamwork, accountability, and public service in their own careers.

Mark Rothert, a former intern and management assistant in Des Moines, attributes much of his philosophy to Mr. Anderson: “First, hire good people who are coachable, eager to learn, want to do good, and will work well on a team.

Second, mentor these people, give them the knowledge, tools, and responsibility necessary to succeed; give them an opportunity to fail, because failure is not a bad thing but rather another learning experience. Third, instill the value to continually learn so that interns continue to improve when you or they move on. Our careers are a process of life-long learning.... Last, encourage interns to pass on the knowledge to future generations when ready.”

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD IN MEMORY OF BUFORD M. WATSON JR.



Douglas J. Hewett | Assistant City Manager, Fayetteville, North Carolina

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.

Douglas Hewett joined the city of Fayetteville in 2004 as senior executive for Strategic Initiatives. Promoted to management services director in 2006, he was primarily responsible for supporting the initiatives of the city manager and city council. Just one year later he was named assistant city manager.

During the past two years, Fayetteville has undergone organizational changes that have posed significant challenges

for upper management, yet Mr. Hewett has never hesitated to assume additional responsibilities. He was instrumental in recognizing the advantages of combining the building inspections, planning, zoning and code enforcement departments under one umbrella to provide a one-stop center for development services. He worked diligently to establish the new position of development services director and to recruit a qualified candidate to lead those combined functions during the critical time of reorganization and transition.

In 2008, Mr. Hewett oversaw the design and implementation of Fayetteville’s curbside recycling initiative, which exceeded all expectations for collection and participation goals in its first year. The department also

received the 2009 Siemens Sustainable Community Award in the mid-size community category for its comprehensive recycling program.

Mr. Hewett consistently brings a unique perspective to every discussion and project in which he takes part. He is a team player who participates actively and willingly in areas both within and outside of his assigned realm of responsibility.

To Dale Iman, Fayetteville’s city manager, Mr. Hewett is “a rare individual who employees migrate to when they reach a dead end on a project, need advice on a politically sensitive issue, or just an ear to listen. Equally important to me is that Mr. Hewett has a way of keeping me grounded and focused on the big picture.”



Marvin K. Hoffman | Professor, Appalachian State University

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.

Since 1990, Marvin Hoffman has directed the MPA program at Appalachian State University (ASU) in Boone, North Carolina, a university known for its city/county management program. Graduates include local government managers and assistant managers, planning directors, code enforcement officers, emergency management directors, budget analysts, and personnel directors.

Dr. Hoffman was instrumental in raising funds to permanently endow nine

scholarships for students pursuing careers in local government management. He also obtained \$764,348 in grant funding to support a unique partnership between ASU and the University of North Carolina at Chapel Hill School of Government. Designed to bring professional management to small communities that cannot afford to hire professional managers, this program will train two MPA students from each school to spend two years as grant writers and management analysts in some of North Carolina's poorest communities.

Between stints as a professor at ASU, Dr. Hoffman has served in various local government management positions, including town manager of Boone and county manager of Chatham, North Carolina.

He has advised several European universities on public administration curricu-

lum development and has pursued cooperative international ventures between ASU and universities in Poland, Macedonia, and Serbia. He recruited, selected, and secured funding for 15 international students to earn an MPA at ASU; so far, 11 graduates have returned to their native countries to work in local government. In fall 2007, Dr. Hoffman was a Fulbright Scholar at the Center for the Studies of the United States at the Faculty of Political Sciences of the University of Belgrade.

Nearly 300 students have earned an MPA at ASU, most of whom were under Dr. Hoffman's supervision. In 2004, ASU's Graduate School Association of Students presented him with their Outstanding Mentor Award. His professionalism and outstanding commitment to students are only two of many qualities for which he has been honored.

Cornelius, Oregon | David R. Waffle, city manager

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.

Cornelius faced a range of problems, including health and safety issues, accessibility barriers to residents with mobility challenges, and city operations that were minimally bilingual and not fully accessible to the Latino population.

In March 2006, faculty and trainees of the Leadership for Neurodevelopmental and Related Disabilities (LEND) program at Oregon Health and Sciences University brought together families with

children with disabilities, the new city manager and planning director, and local service agencies in a community engagement process. After hearing from the families, city representatives formed the Cornelius Committee: A Vision for an Accessible Community/Comité de Cornelius: Una Visión para una Comunidad Accesible. Results to date include

- A video about mobility and infrastructure challenges in the city
- Significant improvements to the city's streets and sidewalks
- A master plan for parks with an Americans with Disabilities Act transition plan
- Expansion of the Day of the Child Celebration/Celebración del Día del Niño, making those with disabilities feel more welcome



"Different Abilities—Equal Rights," the theme of the 2008 Celebración del Día del Niño

- An outline resource book for families with children with disabilities that is also available in hard copy.

Lessons Learned

- Engaged families are valuable partners in city improvement efforts.
- Inclusion means opportunity, not burdens.

Wake County, North Carolina | David C. Cooke, county manager

Emergency medical service (EMS) calls are often made by chronically sick persons, who usually seek treatment and transport once their conditions have deteriorated into full-blown medical crises. The EMS also responds regularly to substance abuse patients and persons in mental health crises—but only to bring them to the hospital for evaluation; patients are often discharged only to require EMS intervention again within hours.

For Wake County, a shortage of well-experienced paramedics, coupled with the need for rapid assessment, intervention decisions, and myriad time-sensitive paramedic-level procedures, often under difficult circumstances, made it a challenge to adequately staff ambulances. To address these issues, the county gave 19 paramedics the opportunity to enter a competitive eight-week academy. Coordinated and operated by two full-

time administrative EMS chief officers, the academy employs about 30 guest instructors at minimal cost.

Now, using 14 full-time field advanced practice paramedic (APP) units divided into two daily shifts, the county has reduced the need for frequent and repetitive ambulance response to target populations. In addition, its APP units regularly assist ambulance crews on critical-level calls and have increased the number of home visits to high-risk populations. By making EMS provision more cost-efficient and improving service delivery, this service has made objective improvements in the wellness of its customers.

Lessons Learned

- APPs are a relatively small, yet highly specialized pool of employees, so planning for vacation requests, sick



Using APPs to expand and improve EMS delivery

days, fill-in staffing, and other functions requires careful consideration.

- Developing and maintaining inter-agency working relationships are vitally important.

Central City, Nebraska | Christopher Anderson, city administrator

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.

In the mid-2000s, Central City had identified a number of seemingly unrelated issues for improvement in the community:

- New residential construction was at a virtual standstill, and the existing housing stock was rapidly aging.
- A trailer park was severely degraded and down to about one-third occupancy; an adjacent property was overgrown with vegetation; and an abandoned pit of water was creating a hazard.
- The introduction of soccer leagues had led to a demand for soccer fields.

- The city's fifty-year-old swimming pool was reaching the end of its useful life.
- Additional open space was needed for recreation and walking areas.

A wide range of community residents and organizations came together to develop a proposal. As it became apparent that all five issues shared a symbiotic relationship, their proposal evolved into the South Recreation Project.

Open public meetings were held to determine what features were desired. Anyone who wished to be involved could present and revise suggestions. School students of various ages provided input on the design, particularly for the swimming pool. The result was the South Recreation Complex, which includes a trailer park, new lake, aquatic center, soccer facilities, residential subdivision, and hiking/biking trail.



The new swimming pool at the South Recreation Complex

Lessons Learned

- Resolving financial issues in advance makes it easier to manage a project and establish buy-in.
- Community involvement provides a wider range of ideas.
- Construction activities can take longer than anticipated.

Needham, Massachusetts | Kate P. Fitzpatrick, town manager, and Christopher T. Coleman, assistant town manager

A common complaint among Needham's citizens was speeding cars on local roads. But the Traffic Management Advisory Committee (TMAC), comprising members of the engineering and police departments, the town manager's office, and the general public, learned that signs that show the speed limit or read "Slow" or "Slow Children" are ineffective; that the proliferation of signs detracts from the town's appearance; and that educational efforts urging patience, courtesy, and attention to road conditions and usage are inadequate.

At the 2007 ICMA Annual Conference, Daniel Pink challenged local government managers to evaluate signage with a critical eye. According to Pink, research reveals that people are more satisfied, less frustrated, and

more willing to comply with "empathetic signs"—those that show concern for the public or trigger their empathy.

Shortly after, Needham's town manager met with eighth-graders as part of a civics curriculum. After explaining the concept of emotionally intelligent signage, she asked them to create signs to get drivers to slow down. Students created over 100 imaginative posters, which were made into 18 × 24-inch signs costing \$41. About 15 signs were installed, primarily in school zones. One sign shows blazing red and orange flames and the slogan "Where's the Fire? Slow Down!" Signs are also available to residents upon request and are rotated among neighborhoods to prevent long-standing signs from becoming "invisible."



Eye-catching, intelligent signage slowing traffic in Needham

Emotional intelligence is now a key consideration for town employees in their daily work!

Lessons Learned

- Kids have great ideas.
- Unusual signs attract the attention of motorists.

Sugar Land, Texas | Allen Bogard, city manager

To meet the community's educational needs, the University of Houston (UH) spent five years planning and constructing a new campus at Sugar Land. The state of Texas donated 248 acres for the university and 428 adjoining acres of parkland for the city, which committed \$3.5 million toward the construction of the \$11 million, 57,000-square-foot building and joined the university in an aggressive campaign to attract additional funding from private donations and foundation grants

The collaboration marked the first time in Texas history that the state legislature donated land to another jurisdiction. It was also the first time a municipality helped to fund a state project, demonstrating the city's commitment to education and workforce development.

The new facility contains general classrooms, a multimedia center, library

resource center, four interactive television rooms, and a community education room for public use. Upon opening in 2002, the campus enrolled 2,300 students and offered 34 graduate and junior- and senior-level undergraduate programs.

In 2005, the city and UH extended their partnership to build a second facility that would offer space to Wharton County Junior College (WCJC) and thus create a full undergraduate curriculum. The city committed another \$3.5 million toward construction and fundraising; in turn, UH leased an adjacent 52 acres to the city for parkland that would include a park and recreation center for the college and the general public.

The new WCJC building is a 145,000-square-foot facility containing 44 classrooms, a performance hall, five computer labs, nine science laboratories, a nursing skills laboratory, and



The University of Houston at Sugar Land

a two-level, 150-seat auditorium and large multipurpose room. It had 2,100 enrollees in its spring 2009 semester, and UH anticipates a 5 percent enrollment growth annually.

Lessons Learned

- Partnering increases the likelihood of success.
- Citizens embrace partnerships.

Bayside, Wisconsin | Andrew K. Pederson, village manager

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

Among several core “green” initiatives that the village of Bayside has implemented, two stand out.

First, to reduce its facility energy consumption, Bayside enrolled in the U.S. Environmental Protection Agency’s Energy Star for Local Government Program; installed an energy-efficient HVAC system in the village hall/police department facility, efficient lighting in public works maintenance facilities, and motion sensor and zone lighting in common and large areas; relocated and adjusted thermostats to reflect building usage patterns; and conducted an audit to identify other conservation measures. By 2009, overall energy

consumption was down by 23 percent, and overall utility costs by 21 percent.

Second, to deliver quality services cost-effectively, Bayside implemented comprehensive collection efficiency measurement. Finding that the number of hours that the public works crews spent annually collecting garbage, recycling, and yard waste left them little time for maintaining village-owned vehicles, machinery, and roadways, the village reprioritized the department’s work allocations, modified its collections schedule, adopted a more demand-based service, and set collections benchmarks. The result was a 30 percent reduction in hours spent on collections and a savings of almost \$97,000.

Now crews have more time for infrastructure maintenance and building and equipment upkeep, and the village has cut nearly 5 percent of its general fund budget without affecting service levels.



Fully automated garbage and recycling collection improves efficiency and saves money

Lessons Learned

- Measurement and accountability can produce significant enhancements without any loss in service.
- Several small changes can make a very large impact.
- Implementation and results may not occur quickly, so patience and resolve are vital.

Hickory, North Carolina | Mick Berry, city manager, and Andrea Surratt, assistant city manager

Between 2000 and 2009, a steep decline in manufacturing left over 3 million square feet of vacant space in commercial buildings within Hickory’s metro area, especially along the city’s two rail corridors.

To address this blight, a council member suggested using an existing list of more than 190 vacant or underused commercial properties and researching the properties for their redevelopment potential. Thus began Operation No Vacancy.

A committee was formed to enhance the vacant building inventory tool, designate a commercial revitalization area, unify existing redevelopment programs, create and review applications for a vacant building revitalization grant program, and reach out to community stakeholders.

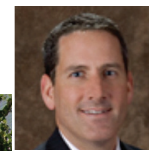
The grant program offers matching funds of up to \$25,000 for projects that

renovate vacant or underused buildings in the designated area, especially brown-field sites. Since the program’s inception, nine grants have been approved, leveraging about \$847,064 in private investment.

Operation No Vacancy is revitalizing Hickory’s distressed commercial and industrial areas by using existing infrastructure, rejuvenating old industrial and rail corridors, increasing property values, and improving community aesthetics.

Lessons Learned

- A streamlined process makes it easier to market vacant commercial and industrial buildings.
- Grant programs encourage renovation of and relocation in vacant and underused buildings.



Before



After

Redevelopment under Operation No Vacancy

Heerhugowaard, Netherlands | Joost G. den Hertog, city manager

With more than 3,000 houses and a broad range of facilities, City of the Sun (*Stad van de Zon*) occupies 304 acres on the south side of Heerhugowaard (30 miles from Amsterdam), surrounded by a spacious 420-acre recreational area.

Until 1629, seawater had free rein in Heerhugowaard. Vegetated sandbanks dominated the landscape. Then the land was reclaimed, and it became an agricultural area.

Development of City of the Sun began in 2002 as new houses and amenities were integrated with existing farmhouses on one of the country's oldest and most picturesque roads. An island was raised, water channels were excavated, higher areas were created in the new wooded region; and a large embankment was constructed with soil that came from digging out the lake.

Many residential roads are traffic free, developed with extra greenery, special paving, and play areas; cars are kept in special areas, in underground car parks, or behind houses. Solar panels create a CO₂-neutral neighborhood, homes are energy-efficient (ISO++), and three wind turbines in the recreational area together produce almost 7 MW of renewable energy.

The development has schools, shops, a café and a restaurant, a medical center, a drugstore, and a community center. There are 99 acres of woods with walking, skating, and mountain biking paths; open spaces for events; sunbathing and picnicking areas; 185 acres of water for boating and swimming; and a real sand beach.

With City of the Sun, Heerhugowaard has shown that sustainable cities are possible goals for future generations.



Sustainable development points to the sun

Lessons Learned

- Plans must be solid enough to survive financial fluctuations and subsidy setbacks.
- Renewable energy goals must be distinct from the measurements by which they are achieved.
- Partners must be prepared for a long-term commitment.

Mission, Kansas | Mike J. Scanlon, city administrator

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

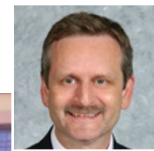
After enjoying enormous growth during the 1960s and 1970s, Mission, a first-ring suburb of Kansas City, Missouri, now has little to no vacant ground available for generating critical new investment in the 21st century. Many residential and commercial buildings are lacking in modern-day amenities; single-story buildings predominate; and large surface parking lots consume valuable acreage. Other challenges include flooding, storm-water drainage, and aging infrastructure.

Over a half dozen planning studies have concluded that Mission needs (1) higher-density housing options (e.g., town homes and condominiums); (2) multistory

commercial opportunities developed in harmony with green space; (3) expanded transportation options, and (4) more transit- and pedestrian-oriented development.

These findings, together with input from staff, the city council, and residents and with the requisite adopting ordinances and policies, led to the Mission Vision redevelopment plan. This plan goes beyond land use questions, tackling issues of sustainability, smart growth, and the financing of future redevelopment.

Some early successes include three new infill developments: two are focused primarily on businesses/commercial redevelopment and reinvestment; the third provides an alternate transportation route while simultaneously helping the city to achieve storm-water best management practices. Each project supports the policies and goals set forth in the Mission Vision document.



Gateway Project, a future \$280,000,000 mixed-use redevelopment project in Mission

Lessons Learned

- Incorporating all relevant studies and policies into one document makes the redevelopment process easier.
- A redevelopment plan is as important as a comprehensive plan.

*Decatur, Georgia | Peggy Merriss, city manager;
Andrea T. Arnold, assistant city manager; and
Meredith M. Roark, assistant to the city manager*

In Decatur's new budget process, department heads develop a city budget that promotes the city's vision while adhering to the city's fiscal constraints. At the regular budget review meeting, each head describes the past year's accomplishments, presents his or her department's proposed budget, and explains how its budget and work plan support the city's vision. The department heads make any needed cuts and then present the budget to the city manager. The manager can still modify this budget document, but any adjustments can now be more strategic.

The budget document incorporates "budget narratives" so that each department can tell its "story," explain how expenditure requests were determined,

and show how they address the larger goals of the organization.

With this new collaborative process, department heads have a deeper knowledge of the operations of other departments, a greater appreciation for how each department strives to achieve the city's vision, and a clearer understanding of how they work together to accomplish that goal. This means increased cooperation, less duplication of effort, and even some unforeseen revenue enhancement opportunities. Rather than focusing on winning as much as they can for their departments, city staff now think collectively about the most efficient way to provide the highest level of service for the least possible cost.



A collaborative budget process supports the vision of Decatur

Lessons Learned

- A collaborative budget process empowers managers to work together for the good of the organization and citizens they serve.
- A narrative helps the city commission understand the numbers.

*Schaumburg, Illinois | Ken J. Fritz, village manager, and
Paula Hewson, senior assistant to the village manager*

To improve the leadership capability of all village staff and develop a pool of high-potential employees, Schaumburg's chief administrative officer selected a team to create a talent management plan (TMP). Using the best research available, the team identified five elements as part of the plan and established specific tasks, tools, courses, and deadlines for each:

1. Attract the right talent with the right competencies for the job
2. Engage talent you already have with innovation and challenges
3. Build talent through assessment and development
4. Promote talent by giving the best performers the biggest opportunities
5. Retain talent by recognizing performance and contribution to the vision.

Two tasks were identified early on as critical to success. First, the TMP needed a competency model to serve as its foundation and provide a common language linking the five elements together. For this purpose, the village selected the 67 research-based competencies developed by Lominger International.

Second, the village needed to convene top performers to create "success profiles" for each of the four main levels of employment: individual contributor, professional, supervisor/manager, and executive. After discussing the strategic purpose of the position, key deliverables, barriers to success, and expected changes in the village over the next decade, participants produced a list of 15 competencies that distinguish "star performers" from average or poor ones. Job-specific success



Identifying, building, and retaining star performers in Schaumburg

profiles are currently being developed for every position in the village for use in hiring, 360-degree feedback assessments, development, and succession planning.

Lessons Learned

- Talent management becomes even more important during tight economic times.
- Be flexible and be patient.

CELEBRATION OF SERVICE

2010 SERVICE AWARD RECIPIENTS

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 30 years or more of local government service will be recognized individually during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference. For a complete list of 2010 Service Award recipients, visit icma.org/serviceawards.

55 Years



John Weichsel, town manager of Southington, Connecticut, began his local government career in 1955.

He served communities in Michigan and New York before coming to his current position in 1966. He was the first nonelected chief administrative officer to become president of the Connecticut Conference of Municipalities.

He says, "It is surreal to be listed as having 55 years' experience in the council-manager profession. When I entered the Fels Institute of Government at the University of Pennsylvania, it certainly was not in my mind that I might achieve such longevity.... Successful management requires teamwork. The councilpersons, department heads, secretaries, and others that have helped me along the way are a very long list and they are greatly appreciated."

45 Years



John P. Applegate, city manager of Union, Ohio, began his local government career in 1965.

He worked in maintenance operations and served as superintendent of water and wastewater before he was hired for his current position in 1982.



Robert J. Ball, general manager of Hornsby Shire Council in New South Wales, Australia, began his local government career in 1964.

He served the communities of

Rockdale and Waverley before he was hired for his current position in 1992.



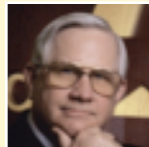
Donald J. Borut, executive director of the National League of Cities, began his local government career in 1964.

He worked in Ann Arbor, Michigan, and at ICMA before he was hired for his current position in 1990.



Richard A. Jentsch, assistant city manager and airport director of Page, Arizona, began his local government career in 1957.

He served communities in Wyoming, Utah, Oregon, Ohio, and Indiana before he was hired by the city of Page in 1989. He received the 2005 Arizona Airport of the Year award from the aeronautics division of the Arizona Department of Transportation.



Thomas Muehlenbeck, city manager of Plano, Texas, began his local government career in 1965.

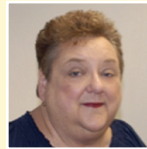
He served communities in Georgia, Kansas, Texas, and Virginia before he was hired for his current position in 1987. He is a 2009 National Academy of Public Administration Fellow.



Donald E. Taylor, city manager of Schertz, Texas, began his local government career in 1962.

He served communities in Oklahoma and Texas before he was hired for his

current position in 2005. He recently received a lifetime achievement award from the Texas City Management Association.



Judith A. Vicchio, assistant township manager of Upper Merion, Pennsylvania, began her local government career in Upper Merion in 1965.

She worked her way up through the ranks and was hired for her current position in 1998.

40 Years

Rodney W. Avery, city manager, Boise City, Oklahoma

Charles G. Blosten, director of public services & community development, Littleton, Colorado

Michael F. Brown, county executive officer, Santa Barbara County, California

Michael DiTullio, district manager, Fort Collins-Loveland Water District, Colorado

Daniel J. Donahue, city administrator, Corcoran, Minnesota

Bruce A. Dorbian, borough manager, Marcus Hook, Pennsylvania
Kenneth C. Frank, city manager, Laguna Beach, California

Charles B. Graham, city manager, Frankenmuth, Michigan

Robert W. Healy, city manager, Cambridge, Massachusetts

Lance A. Hedquist, city administrator, South Sioux City, Nebraska

Peter J. Herlofsky Jr., city administrator, Farmington, Minnesota

William A. Huston, city manager, Tustin, California

Sue Knight, administrative assistant, Troy, Ohio

Stevan E. Kvenvold, city adminis-

trator, Rochester, Minnesota

Kim D. Leinbach, city manager, Temple Terrace, Florida

Kenneth W. Parker, city manager, Port Orange, Florida

Gary F. Pokorny, city manager, Walnut Creek, California

William R. Ross, town manager, Mansfield, Massachusetts

Gerald E. Schapiro, assistant city manager, Rock Hill, South Carolina

William D. Sleeper, county administrator, Pittsylvania County, VA

David L. Smith, chief executive, Society of Local Government Managers, New Zealand

James C. Smith, city manager, Washington, North Carolina

James K. Spore, city manager, Virginia Beach, Virginia

Terrance Stewart, interim town manager, Fort Myers Beach, Florida

George R. Sylvestre, town manager/director of administrative services, Stonington, Connecticut

Linda L. Witko, assistant city manager, Casper, Wyoming

35 Years

Stephen A. Alfred

Michael S. Allison

Ronald C. Anderson Jr.

Edward A. Barrett

Robert J. Bartolotta

Allan R. Bawden

Paul G. Beecher

Rodger L. Bennett

L. Chriswell Bickley Jr.

Brian J. Bowling

Vicky Boyington

James A. Briggs

Gary R. Brown

Glenn D. Brown
Michael B. Brown
Richard M. Brown
Clarence H. Bryant
Julie E. Burch
John E. Carter
W. Douglas Caskey
Clayton W. Chandler
Sterling B. Cheatham
Rickey Childers
Douglas S. Cleland
Michael S. Copp
David A. Crawford
David G. Cressman
McDuffie Cummings
Douglas G. Detling
J. Michael Dornan
Fredrick E. Enderle
Timothy F. Ernster
Gary S. Esplin
Charles Faranda
John R. Flint
David L. Foglesong
Edward A. Geick
Carol E. Giovanatto
Maxwell N. Glyde
James Grassman
Anthony H. Griffin
Joseph M. Gryniewicz Jr.
Jay A. Gsell
Jack Hadge
Dennis M. Hays
Dale E. Helling
Mark R. Henne
David D. Hicks
Richard P. Holmer
Steve Howerton
Michael W. Huggins
Garry G. Hunt
Joyce Hunt
Greg Ingham
James W. Keinath
Steven H. Kendall
Ronald R. Kimble
John G. Kines Jr.
Gary F. Klaphake
Gregory D. Korduner
Harvey Krauss
Gary T. Kubic
Rick W. Kuckkahn
Steven A. Kueny
Thomas R. Lebak
Ronald Lee
Douglas K. Leslie
Huey P. Long
Robert Louiseau

John C. Lovell Jr.
Curtis H. Lunt
John A. MacLean
Dale J. Majerczyk
Mac D. Manning Jr.
Joel R. Mashburn
Vicki G. Mayes
T. Michael McDowell
Ronald W. McLemore
Rene L. Mendez
Carl M. Metzger
J. Scott Miller
Robert H. Moncur
Frederick Nutt
Gary O'Connell
Kevin O'Donnell
Howard D. Partington
Joe Patterson
Donald F. Pauley
Donald E. Penman
Richard J. Ramirez
Stephen W. Raper
Robert J. Regus
Randall Reid
Valerie L. Salmons
Mark W. Sather
Patrick C. Scheidel
Timothy W. Schuenke
Stephen L. Sechriest
Reid Silverboard
Cory L. Smith
Stephen J. Sobers
Lewis J. Steinbrecher
Stephen C. Sultzaberger
Hugh L. Thomas
Frank Turner
Carlos A. Urrutia
Mary L. Watt
G. Craig Weinaug
Robert Wherry
Ronald R. Wood
Thomas J. Wood
Alan J. Young
Gregory E. Young

30 Years

Greg Alexander
J. Russell Allen
Glenn D. Anderson
Stephen L. Anderson
Greg M. Applegate
Mark F. Arbuthnot
Douglas C. Arndt
Louis J. Baltz III

Allen L. Barnes
Perry E. Beck Jr.
John Bennett
Donald E. Berger
Jane A. Berry
Michael J. Bobinsky
Ronald C. Bowman
Paul C. Boyer Jr.
Pamela Brangaccio
George A. Brown
George S. Brown
Richard N. Burdine
John J. Burke
Raymond J. Burton
Stephen R. Casey
Larry D. Cheeves
David Edward Clyne
Barry A. Cook
Christopher J. Cotter
Paul J. Daminato
Charles O. Dobbins Jr.
Randy B. Dubord
John E. Duso
David Edgar
James R. Eldridge
David L. Ellison
John H. Eskilson
Stewart C. Fairburn
Bruce S. Feng
Ronald M. Ferris
Thomas J. Fountaine II
Matthew Fulton
Dan D. Galloway
Sam S. Gaston
Rita L. Geldert
Brian Gramentz
Sam K. Greenwood
Gino C. Grimaldi
Samuel E. Grove
Pall Gudgeirsson
John Howard Guldner
Peter Hames
Scott A. Hancock
Joel R. Hanson
Michael J. Hartman
David L. Harvey
Mir Aref Hassan
Allan J. Heindel
Patrick W. Hentges
Ralph Hester
W. Brian Hiatt
Henry J. Hill III
William A. Holtby
Evelyn Honea
Philip D. Honsey
C. Jack Horton

Edwin J. Hunzeker
James C. Hurm
Daniel G. Jaxel
Steven R. Jepsen
Steven A. Jones
Byron D. Jorgenson
Laurie Kadrich
Pamela Kavanaugh
Suzanne K. Kennedy
Robert R. Kiely Jr.
T. Robert Kindred
Joseph C. King
Cornell F. Knight
Jeffrey C. Kolin
Edward B. Koryzno Jr.
Debra Kurita
Phillip R. Lammers
William P. Lavin
Patrick J. Lawton
Robert Layman
Ronald LeBlanc
Paul A. Leonard
Phyllis C. Lieberman
Barbara W. Lipscomb
Susan M. Loftus
Rocco J. Longo
Sheila Lundt
Gary C. Mahannah
Anthony J. Marryatt
Dennis W. McDuffie
Jeffrey L. Miller
Mark W. Miller
Keith P. Montag
Michael Morrison
Anthony Mortillaro
Jeffrey L. Mueller
James H. Mullen
Edward J. Murphy Jr.
William A. Neron
Michael Nicoletti
Anthony W. Nowicki
Leo E. Ochs Jr.
Thomas P. O'Connor
Craig L. Pedro
Clayton Phillips
James S. Phillips
LeRoy Nate Pierce
John T. Pierpont
Harold J. Porr III
Richard R. Price
W. Alan Reddish
Harry J. Rudberg
John D. Shugart
Bryan C. Shuler
Judith J. Smith
Kenny L. Smith

Greg L. Sparks
Paul Stapleton
Mark C. Stevens
David C. Stuart
William F. Studer Jr.
Thomas A. Sullivan
Curtis W. Sutherland
Bonnie Svrcek
Earlene M. Teaster
Edwin J. Thorne
David R. Tooley
John C. Tracy
David W. Tyson
William F. Underwood II
Maryann I. Ustick
Donna S. VanderClock
Joseph L. Verruni
Paul J. Virgadamo Jr.
Jeannelle B. Wallace
David W. Warrington
William P. Whisnant
Bonilyn F. Wilbanks
Mark M. Williams
Michael Willis
Pamela Windsor
Chris A. Yonker
Nolan K. Young
Alan Zordan

25 Years

Charles R. Abernathy
Steven D. Adams
David Page Adamson
Scott A. Adkins
Randall D. Altimus
Dave R. Anderson
Clark E. Arneson
Kelly E. Arnold
John B. Bahorski
Geraldyn R. Barone
Edward Beasley
Warwick L. Bennett
Nancy L. Benroth
Willie Best
Mark T. Biernacki
Robert Ben Bifoss
Priscilla Jane Blanchard
Norton Bonaparte Jr.

David A. Bovee
Adam T. Brumbaugh
Joseph A. Calabrigo
Kenneth P. Collard
David Cook
David C. Cooke
William J. Cornwall
Mary M. Corriveau
Phillip W. Cortese
Charlotte D. Cotton
Stephen J. Cottrell
Bill Daily
Karen Daly
Mark G. Deven
Erdal Donmez
John R. Dowd
Michael J. Driscoll
Wendy B. DuBord
Rick Dudley
Michelle F. Dugan
Patricia Dwyer
Darnell Earley
Michael E. Embury
Richard B. Englehart
Ryan Scott Evans
Helene V. Fall
Darrell A. Fecho
Lee Feldman
Mark S. Fitzgerald
R. Michael Flaherty
Rodney D. Foster
Janice M. Fransen
Kevin D. Friend
Brenda G. Garton
Thomas C. Gates
James A. Genellie
Thomas P. Genovese
Thomas J. Ginter
Carol King Gonzales
Alfred W. Greene
Clinton P. Gridley
Larry D. Groth
Thomas B. Hadden III
John E. Haldeman
Terri E. Hale
Larry H. Hanson
Carl Harness
Donita M. Harper
James K. Hartmann
Kelly J. Hayworth

Jeffrey A. Hecksel
Joseph A. Helfenberger
Anne Louise Heron
Mark E. Hindman
Kent L. Hixson
Fred E. Hlava
Kurt D. Hodggen
David P. Hodgkins
Jon D. Hohenstein
Curtis L. Holt
Charles R. Horne
Jeffrey J. Howell
Brian P. Humphress
Paul G. Janssen Jr.
Eric R. Johnson
Michael W. Johnson
Ronald S. Johnson
Benjamin W. Jones
John M. Kalmar
Alan C. Kapanicas
William M. Keefer
Janet S. Keeter
William A. Kelly
J. Clay Killian
Jean E. Kitchen
Larry R. Kruse
Robert F. Laing
Keith R. Langdon
M. Thomas Lawell
Steven J. Leblanc
Debi L. Lee
Gerard Lewis
John Lobaito
Corbitt T. Loch
Allen L. Loomis Jr.
Stephen A. Lutz
Brian D. MacRae
William J. Malinen
Richard B. Manning
Mark A. McAnarney
Mark L. McDaniel
Dianne McWethy
Mark Meneray
Joseph A. Menicucci
Ellis E. Mitchell
Catherine A. Mitton
John M. Moosey
Neil Morgan
William J. Morton Jr.
Larry L. Nielsen

Mark R. Oefinger
Steven C. O'Malley
Jeffrey R. O'Neill
Terry B. Parker
Anthony T. Plante
Ricky L. Prill
Craig B. Prosser
Tony Ramos
Jeffrey E. Repp
Jose L. Reyna
David Ridpath
Danny Roberts
David J. Robertson
Susan E. Robertson
Denise M. Rose
Susan C. Schlerf
Robert J. Schrage
Gregory A. Seefeldt
Scott A. Shanley
Albert R. Sharp Jr.
Tom Simonson
Thomas C. Smith
Linda L. Snow
Joanne M. Spina
James R. Stahle
Robert F. Stalker II
J. David Strahl
Mary K. Swanson
Kathleen E. Tempesta
Steven E. Thomas
Lenore K. Toser-Aldaz
Bradley J. Townsend
Stephen A. Truman
Kenneth H. Tsuchiyama
Ann M. Turnquist
Sheila D. Vanderhoef
Bradley C. Vath
Joe Wade
Craig A. Waldron
Robert A. Walker
Jacqueline I. Wedding-Scott
John A. Wells
Martha L. White
Robert L. Whritenour
John Michael Wilkes
Michael B. Williams
Gregory S. Withers
Mark P. Withers
Ramon M. Young

ICMA CENTER FOR PERFORMANCE MEASUREMENT™ CERTIFICATE PROGRAM

The ICMA Center for Performance Measurement's Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices. For more information on the certificate program, visit icma.org/performance.

Three types of certificates were awarded this year: Achievement, Distinction, and Excellence.

CERTIFICATE OF ACHIEVEMENT RECIPIENTS

Dublin, Ohio
Gardner, Kansas
Highland Park, Illinois
Maitland, Florida
Marin County, California
Pearland, Texas
Queen Creek, Arizona
Sammamish, Washington

CERTIFICATE OF DISTINCTION RECIPIENTS

Albany, Oregon
Arlington, Texas
Dallas, Texas
Decatur, Georgia
Deschutes County, Oregon
Eugene, Oregon
Fishers, Indiana
Howard, Wisconsin
Loveland, Ohio
Mecklenburg County, North Carolina
Ogdensburg, New York
Rock Hill, South Carolina
City and County of San Francisco, California
Shoreline, Washington
Suwanee, Georgia
Tacoma, Washington
Williamsburg, Virginia
Woodbury, Minnesota

CERTIFICATE OF EXCELLENCE RECIPIENTS

Austin, Texas
Bellevue, Washington
Cartersville, Georgia
Casper, Wyoming
Centralia, Illinois
Collinsville, Illinois
Coral Springs, Florida
Corvallis, Oregon
Fairfax County, Virginia
Fort Collins, Colorado
Long Beach, California
Mesa, Arizona
Miami-Dade County, Florida
Olathe, Kansas
Peoria, Arizona
Phoenix, Arizona
San José, California
Santa Barbara County, California
Sarasota County, Florida
Vancouver, Washington
Westminster, Colorado

Criteria for Certificate of Achievement:

- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials.
- Verification efforts to ensure the data's reliability.
- Staff training in the principles of performance measurement.

Criteria for Certificate of Distinction:

- Meeting all the criteria for a Certificate of Achievement.
- Using performance data in strategic planning and management decision making.
- Sharing performance measurement knowledge with other local governments through presentations, site visits, and other networking.

Criteria for Certificate of Excellence:

- Meeting all the criteria for Certificates of Achievement and Distinction.
- A commitment to tracking and reporting key outcome measures to the public.
- Surveying residents and local government employees.
- Communicating data via public-focused and timely reports, such as performance dashboards.

Help Spread the Word: Professional Local Government Matters



The ICMA Fund
for
Professional
Management

With the generous support of ICMA members, state associations, and other local government stakeholders, the Fund for Professional Management has contributed more than \$400,000 toward educating citizens about the role and value of professional local government management.

Now we are expanding our efforts to include a coordinated, national awareness campaign to proactively educate thought-leaders, elected officials, and citizens in your community about the role and value of professional local government management. Learn more about the campaign and join your colleagues by offering your support at icma.org/lifewellrun.

Grow the profession; give to the Fund.