



# 2011

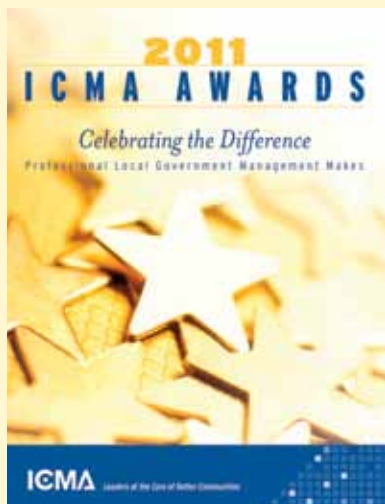
# ICMA AWARDS

*Celebrating the Difference*

Professional Local Government Management Makes



*Leaders at the Core of Better Communities*



*Once again 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](http://icma.org).*

# 2011 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.

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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 97th ICMA Annual Conference:**

**Tanisha R. Briley**, assistant city administrator, Davenport, Iowa

**J. Scott Darrington**, city administrator, Pleasant Grove, Utah

**Mike Goodrich**, director of administration, Arlington County, Virginia

**Robert Harrison**, city administrator, Issaquah, Washington

**Patrick J. Moyle**, chief administrative officer, Region of Halton, Ontario, Canada

**Amanda E. Ostrander-Serock**, administrative assistant, Swarthmore Borough, Pennsylvania



## 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.*

*Frank Benest*



National Academy of Public Administration Fellow Frank Benest, recipient of ICMA's Clarence E. Ridley Award for Employee Training and ICMA's Award for Skill in Intergovernmental Training, is an innovator for the local government management profession.


Throughout his entire career, Dr. Benest has supported young people interested in public service. As Legacy Leader/Coach for ICMA's Emerging Leaders Development Program, Dr. Benest can be found at any time providing one-to-one coaching for five to ten emerging leaders. Through the Silicon Valley Next Generation Committee, which he co-chairs, Dr. Benest helped to develop the Silicon Valley Regional

Internship Program, providing 100 summer internships to university students as well as coaching and learning forums. He also initiated Palo Alto's summer internship program and its Management Fellowship Program. To share his experiences and to encourage students to consider local government careers, he has served as a city/county manager in University Residence (for Stanford, the University of California at Berkeley, and the University of La Verne) and has taught full courses at eight universities in California.

Dr. Benest has also consistently provided support to his colleagues, reaching out to managers in transition and offering career advice. He helped to

create and currently co-chairs the Cal-ICMA Senior Managers/Encore Managers Initiative, through which he provides peer counseling and organizes support network meetings and workshops for senior managers who are about to transition to the next phase or have already started "encore" careers. As a widower and cancer survivor, he has shared his experiences and offered emotional support to managers who have themselves lost a partner or who are undergoing cancer treatment.

Today, having retired after working in communities in California for thirty-seven years, he continues to serve his profession.



## DISTINGUISHED SERVICE AWARD

*Gregory J. Bielawski*



Ever since he retired in 2002 after thirty-five years in local government management, Gregory Bielawski has worked tirelessly as an ICMA Range Rider. And since 2005, when Mr. Bielawski agreed to become coordinator of the Range Rider program as a volunteer senior advisor, the program has grown. Range Riders now participate in monthly member-in-transition (MIT) phone calls. Over the last six years, Greg has averaged over 500 contacts per year and 900 per year over the last two years, many of which have been one-on-one counseling sessions.

In addition to the time he devotes to MITs, Mr. Bielawski advises next-

generation practitioners as they replace their colleagues in management roles. Perhaps the ultimate proof of his impact on the younger generation is that his son Jason is following in his father's professional footsteps, currently serving as an assistant administrator in Illinois.

Mr. Bielawski's contributions include serving as a member of the ICMA International Committee since 2005, an evaluator for National Association of Schools of Public Affairs and Administration accreditation, and a Local Government Knowledge Network leader since 2009 for acting and interim managers and for first-time administrators. The Illinois City/County Management

Association honored Mr. Bielawski with a Robert Morris Lifetime Achievement Award in 2002 and a Special Service Award in 2010.



## DISTINGUISHED SERVICE AWARD

*Sanford B. Wanner*



From a distinguished career with the U.S. Marine Corps, to a stint working for two public school systems in Virginia, to the realm of local government management, developing the talents and abilities of others has been the hallmark of Sanford Wanner's career.

After he became an interim county administrator, leaving the position of assistant county administrator vacant, Mr. Wanner instituted a position for an intern assistant to the county administrator. During their four-month assignment, interns met with Mr. Wanner regularly and spent up to 50 percent of their time

working in his office. They benefited from the opportunity to expand their knowledge base, and the county benefited from fresh perspectives. The program continued even after the assistant county administrator position was filled.

Recognizing that seasoned employees possess a wealth of knowledge, Mr. Wanner established the Succession Management Program in 2003 to prepare for the projected retirement of senior staff. His goal was to capture that knowledge as well as to identify individuals who could lead the organization into the future. As part of the program, a senior staff mem-

ber was given the opportunity serve six months as acting assistant county administrator while the assistant county administrator rotated to the another position. Since the program began, six individuals have served as acting assistant county administrator, five staff members have served as special assistant to the county administrator working on select projects, and fifteen individuals have completed job exchange assignments with other divisions. Mr. Wanner also ensured that all employees had career development action plans and opportunities to participate in other development initiatives offered in the county.

## AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE

*Anthony H. Griffin | County Executive, Fairfax County, 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.*

County Executive Anthony H. Griffin's solid leadership, good fiscal stewardship, and ability to motivate and inspire county employees have distinguished Fairfax County as a world-class center of commerce and trade and the technology hub of the East Coast.

During Mr. Griffin's tenure, Virginia's largest county in population grew to more than 1 million people, and *Governing* magazine, which named Fairfax County "one of the best-managed jurisdictions in America," gave it a #1 rating. The county has consistently received bond ratings of AAA from

Standard & Poor's, Moody's, and Fitch Investors Service.

Mr. Griffin joined Fairfax County in 1989 and has served as county executive since 2000. After the September 11, 2001, attack on the Pentagon, Mr. Griffin, as chair of the Chief Administrative Officers Committee of the Metropolitan Washington Council of Governments (MWCOC), led regional efforts to coordinate local government decisions and responses. Under his leadership, MWCOC established a framework for regional disaster response. This unique structure ensures that the National Capital region—seventeen local jurisdictions, two states, and the District of Columbia—prepares for and responds to disasters collaboratively. This framework was particularly vital during the 2001 anthrax incidents, the 2002 regional sniper attacks, and the historic 2009 Inauguration Day events, as well as dur-

ing last year's H1N1 pandemic and historic snowstorms.

For his commitment to improve inter-governmental cooperation, Mr. Griffin received the Stone Practitioner Award from the American Society of Public Administration in 2003. In April 2010, Department of Homeland Security secretary Janet Napolitano appointed him to the local, state, tribal, and federal Preparedness Task Force—a council of experts charged with assessing the state of the nation's disaster preparedness and recommending ways to build community resiliency.

As he enters retirement, Mr. Griffin leaves behind a legacy that has enriched not only Fairfax County but the region as a whole.

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



## AWARD FOR CAREER DEVELOPMENT IN MEMORY OF L. P. COOKINGHAM



### Craig A. Waldron | City Administrator, Oakdale, Minnesota

*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.*

Craig A. Waldron has been a consistent proponent of providing talented young individuals with the opportunity to enter public service. Upon arriving in Oakdale, he started up a strong internship program, which led to the establishment of Oakdale's administrative intern position. Dr. Waldron has also encouraged Oakdale's department heads to establish internship positions to employ graduate, undergraduate, and high school students.

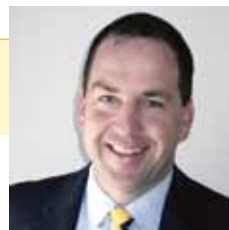
"When the Minnesota City/County Managers Association [MCMA] began specifically focusing on developing the next generation of management in the state four years ago, the obvious and unanimous choice to chair the committee was Craig Waldron," notes Heather Worthington, assistant county administrator of Ramsey County and former MCMA president. The committee established MCMA's Internship Program; now in its third year, the program supplies critical matching funds for jurisdictions to develop and maintain internship programs, even in a tough economy. Under Dr. Waldron's leadership, the committee also strengthened ties with local universities and graduate schools, developed a peer mentoring and coaching program, and sponsored

networking events to attract and engage new talent.

Dr. Waldron has taught courses in public administration, economic development, public finance, and public ethics at five universities. In 2007, the students of the Hamline University Graduate School of Management awarded him "Outstanding Faculty Member of the Year." He is also one of the founding faculty members of Hamline's Center for Public Administration and Leadership, launched in early 2011.

A staunch advocate of ethical and open public leadership, Dr. Waldron pursues the development and promotion of effective new leaders with enthusiasm and determination, producing lasting, tangible benefits not just in Oakdale but in local governments throughout the region.

## ASSISTANT EXCELLENCE IN LEADERSHIP AWARD IN MEMORY OF BUFORD M. WATSON JR.



### James Becklenberg | Deputy City Manager, Pacific Grove, California

*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.*

In 2009, budgetary shortfalls forced the city of Pacific Grove to undertake significant downsizing, eliminating almost all department heads, most management and administrative clerical classifications, and other positions. In addition, the financial audits for some of the three prior years were in limbo. The city manager had just resigned, and the newly elected council was seriously considering declaring bankruptcy. Then the police chief announced his retirement.

Unable to recruit a new city manager, the city faced an uncertain future. As director of management and budget (one of the only two department head positions remaining), James Becklenberg provided the leadership as well as much of the hard work to develop a fiscal forecast showing how the city could get back in the black. He also put together an award-winning budget and achieved a clean audit. Then, as the newly appointed interim deputy city manager, he assumed responsibility for many other city functions. Later, when the assistant city manager retired and no new manager had yet come aboard, Mr. Becklenberg stepped up to serve as interim manager, becoming the point person for both the council and the community on a number of additional issues.

When a new manager was appointed in September 2009, Mr. Becklenberg prepared comprehensive briefings to get him up to speed. During this same month, both the mayor and the mayor pro tem resigned, largely because of the ongoing crises. Early in 2010, as deputy city manager, Mr. Becklenberg was asked to assume oversight of even more functions, including all public works activities and the cemetery.

Mr. Becklenberg has accepted every challenge and created an unbroken string of successes—successes that have put the city back in the black, ended the discussion of bankruptcy, restored citizen trust in the city, and improved staff morale. Through it all, he has maintained full composure, professionalism, and his wonderful sense of humor.



## Veronica Adams-Cooper | Associate Professor, Albany 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.*

As an associate professor of public administration at Albany State University in Georgia, Dr. Veronica Adams-Cooper brings inspiration, professionalism, and passion to the classroom. With teaching methods described as grand and engaging, she expects structure, resilience, dedication, and drive from her students—all of the characteristics that a public servant should have. And most of all, she expects them to care.

Dr. Adams-Cooper believes there are no excuses, only solutions. When the MPA program sought national accreditation from the National Association of Schools of Public Affairs and Administration, she was instrumental in completing the standard that focused on student services and in coordinating student participation in the accreditation process. And when budget cuts requested by the University System of Georgia, Board of Regents, threatened the university's MPA program, she worked diligently with other faculty members to protect its promise and integrity so that the program would continue to thrive.

Among the many hats she wears, Dr. Adams-Cooper is the internship coordinator and heads the community

and economic development concentration. Moreover, she advises the program's chapter of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration, and leads its members in providing professional services for the community. She is also a university advisor for the National Issues Forums, preparing students for public deliberation by teaching them how to facilitate meetings and hearings on public policy.

But what truly sets Dr. Adams-Cooper apart from other professors is that she extends her hand as a professor, mentor, and friend. Students who have graduated under her advisement have become leaders in local government because of her guidance and the example that she sets.



## Carl W. Stenberg III | Director, MPA Program, UNC-Chapel Hill

Carl Stenberg joined the School of Government at University of North Carolina (UNC) at Chapel Hill in 2003. Just two years later, he was named director of the school's Public Executive Leadership Academy, which he had founded. In 2006 he was named director of UNC's MPA program. Dr. Stenberg also serves as faculty liaison to the North Carolina City and County Management Association, where he helped to establish the ICMA University workshops and helps to design summer and winter conferences that promote continuing education for managers and assistants throughout the state.

UNC's School of Government is unusual in that faculty members are not devoted exclusively to the MPA program. Rather, they continue to be rooted in

what is practical, working with city and county managers, assistant managers, and public officials through training, research, and advising. Dr. Stenberg has fully supported both the academic and practical components of local government management. Under his leadership, the UNC MPA program has increased enrollment and expanded its curriculum to coincide with the demands of the contemporary field of public service and the expectations of employers. Even in the current dismal economy, most students have found employment within four months of graduation.

With his understated manner, Dr. Stenberg daily builds connections for students, develops programs to promote lifelong learning for professionals, and

bridges the academic and local government worlds. A tireless ambassador for the local government profession, he will never stop helping new MPA students and midcareer managers realize their full leadership potential.



## Highland Park, Illinois | David M. Limardi, city manager, and Emily Palm, assistant to the 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 Healthy Highland Park Task Force, a collaboration of the city of Highland Park, the Park District of Highland Park, the NorthShore University Health System, the Lake County Health Department, and Highland Park's residents, is aimed at increasing awareness, education, and participation in health and fitness opportunities throughout the community.

Since 2004, the task force has received an annual grant of \$40,000 to \$50,000 from the Healthcare Foundation of Highland Park. With this funding, the task force has implemented

- A community-wide weight loss challenge for Highland Park residents in 2009, 2010, and 2011
- A weekly broadcast on its government-access channel and public-access channel, addressing such topics as cancer, healthy eating, and risks of smoking
- An antismoking campaign to support the state's smoking ban, making Highland Park the first smoke-free city in Lake County
- Programming for diabetes prevention, including community-wide glucose testing and panel discussions on diabetes.



**Promoting a healthy community in Highland Park**

### Lessons Learned

- The city used translators for several of the programs to make sure that its messages reached the Hispanic population.
- It is important to have a detailed budget in order to receive grants.

## Lee County, Florida | Karen B. Hawes, county manager

Lee County, Florida, lacked an integrated entry point where individuals could be screened for mental illness or substance use disorders, and its facilities for detoxification, acute psychiatric crisis, and emergency shelter were inadequate. As a result, law enforcement departments, jails, and emergency rooms had become the de facto service providers for those individuals with mental illnesses or substance use disorders, and local jails were used to house people who commit low-level, nonviolent crimes and could be better served outside of the criminal justice system.

To reduce the number of individuals with mental illness or substance use disorders who are arrested and sent to the county jail for minor offenses, a multiagency collaboration was established in 2006 and funding was

secured in 2008 to open the Bob Janes Triage Center/Low Demand Shelter. Patients are brought to the center either by police or through a referral from one of the four hospitals in the Lee Memorial Health System. Upon arrival, patients are assessed and given appropriate referrals for health and social services rather than arrest and incarceration. The center is staffed by medical and behavioral health professionals from Lee Mental Health Center, Southwest Florida Addiction Services, the Salvation Army, and Lee Memorial Health System.

### Lessons Learned

- It takes less time to admit an individual into the triage center than to process him or her through the criminal justice system.



**Conducting an intake assessment**

- There is a correlation between individuals who successfully complete the triage program and a decrease in arrests or days spent in jail.

## Sonoma, California | Linda Kelly, city 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.*

In late summer 2009, anticipating a severe water shortage, the city of Sonoma urged residents to cut their water use by 30 percent. Because landscaping uses most of the water consumed and grass is especially thirsty, the city launched a program called Cash for Grass: if homeowners would replace their grass with drought-resistant plants, the city, partnering with the Sonoma County Water Agency, would provide up to \$1,000 toward the cost.

The program was not immediately popular, so City Manager Linda Kelly

decided that a demonstration garden was needed. Upon her request, the board of directors of the nonprofit Sonoma Community Center agreed to replace the nearly 5,000 square feet of lawn in front of its Greek Revival building with a garden and in January 2010 began soliciting partners to redesign its frontage.

Sonoma County Master Gardeners volunteered to design four separate garden themes. The city's public works department helped pull out the lawn and prepare the soil; landscaping firms and nurseries donated plants, rocks, and gravel; and volunteers helped with planting. By summer, the garden was abloom.

During its first full year, water usage for the garden was cut by about 70 percent; during 2009 and 2010, over 91,800 square feet of grass had been removed citywide, saving nearly 58,000 gallons



The drought-resistant redesigned gardens at the Sonoma Community Center

of water each time the water is not turned on.

### Lessons Learned

- To get citizen buy-in, it is more effective to “show” than to “tell.”
- Volunteers are willing to help if someone reaches out to them.

## Upper Arlington, Ohio | Virginia L. Barney, city manager

The Upper Arlington Fire Division sought to reduce emergency medical service (EMS) runs of a nonemergency nature while providing elderly and disabled residents with links to affordable, in-home support so they could remain in their homes and avoid premature admission to costly institutionalized care.

In early April 2009, the city partnered with InCare to launch STAY UA (Services to Age in Your Upper Arlington). Made possible through a \$15,000 grant secured by InCare's parent organization, National Church Residences (NCR), the pilot program used a part-time service coordinator trained to assess, counsel, and provide residents with the needed social services and medical care without increasing demands on the fire division's EMS system.

In the six months before the program began, city residents dialed 911 more than 260 times for nonemergency help. Ten months into the program, this number dropped to 8 and the service coordinator logged 184 referrals to various community and social services resources, such as hospice care, the “Meals on Wheels” food program, and a pest control service. There was no charge for the coordinator's services, and while the services to which they were referred might charge fees, clients avoided spending \$800 in EMS transport.

In April 2010 STAY UA became an established program within the fire division to help the community's older population age in place.



STAY UA program includes free installation and maintenance of smoke detectors.

### Lessons Learned

- Sometimes the most important service one can render is simply to listen.
- One key to a program's success is constant communication with the people it serves.



## Mesquite, Texas | Ted Barron, city manager

Addressing Mesquite Day is a Saturday event held each October, organized by the city in partnership with Mesquite's faith-based community, local businesses, and civic groups. On this day, volunteers assist low-income, disabled, and elderly residents with minor home repairs, yard work, and cleanup.

Applications are inserted in the city newsletter, advertised on residential water bills, and mailed to residents receiving disabled or over-65 property tax exemptions. Staff then process and score each application.

Next, building inspectors visit each property to determine its condition, the scope of work, the type and quantity of tools and supplies needed, the number of volunteers needed, and the estimated time and skill level required. Staff take pictures and rank each property by priority before the event coordinator matches

each registered volunteer group with a home. They then meet with designated group leaders to provide them with everything they will need to complete their projects.

What truly sets Addressing Mesquite Day apart from similar efforts elsewhere are the contributions from the community. Volunteers have been known to return on subsequent weekends to perform additional tasks, and some churches "adopt" their work sites for the entire year. Local businesses supply all the necessary funding, which totals between \$10,000 and \$15,000 each year. The 2009 event had three gold-level sponsors (\$5,000 each) and three silver-level sponsors (\$2,500 each).

Since the event began in 2005, 65 community organizations have participated, many returning each year, and 322 homes have been assisted.



Helping neighbors with minor home repairs on Addressing Mesquite Day

### Lessons Learned

- Along with making physical improvements, this neighbor-helping-neighbor event builds deep ties between residents and community organizations.
- The event has built up a sense of community spirit, which keeps residents here and reenergizes the city.

## Asheboro, North Carolina | John N. Ogburn III, city manager

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

In late 2008, Asheboro was struggling with rising fuel costs. At that time, sanitation trucks were collecting garbage and recycling from every household twice weekly, while two bulk trash trucks and two brush/yard waste trucks would drive down every street looking for refuse—routes that could take from one to three weeks. Sanitation department staff realized that if they could identify households that needed bulk trash or yard waste pickup service in advance, those trucks would not need to canvass every street.

Having decided to use mobile devices to collect information, the department contracted with a North Carolina com-

pany to develop software that would tie into the mobile devices it selected. City IT staff emphasized the need for a scalable product because they foresaw how valuable it would be for other departments.

Today, as a sanitation truck travels its route, the operators simply push a button on their mobile devices to mark the location of a bulk item or brush pile. The GPS system stores this information, and the next morning, the bulk or brush truck operator can go directly to the point of pickup rather than covering a complete route. Along with lower fuel costs and vehicle maintenance expenses, this innovation has reduced the sanitation department's operations by 64 percent. No one has been laid off, and staff have more time to work on other projects.

The device is also used for reporting streetlight outages, potholes, and graffiti; tracking water and sewer lines and



Using the mobile technology tool in the field

vehicle/personnel movements; and recording code enforcement issues.

### Lessons Learned

- Users of the device are able to provide valuable input regardless of their technical experience.
- Emerging technology can save money, extend to future applications, and free up staff for other projects.

## Sugar Land, Texas | Allen Bogard, city manager

With an Asian community that represents over 30 percent of the population, Sugar Land is one of the most diverse cities in Texas and the United States. Recognizing this fact, in 2007 the city council identified “inclusive community” as a key principle for the future.

The City Manager’s Multi-Cultural Advisory Team (CMMCAT), created in 2008, had three objectives: (1) enhance the city’s ability to meet the needs of residents of all cultures and ethnicities; (2) promote an understanding of all cultures among all residents; and (3) build opportunities for residents of all backgrounds to share in and be part of Sugar Land and American traditions. The Employee Multi-Cultural Task Force (ETF) was then created to help monitor and assess the organization’s openness and inclusiveness.

To meet their objectives, the staff, the CMMCAT, and the ETF focused on three

goals: (1) hosting “101” sessions on the largest multicultural communities; (2) sharing successes of those sessions with the community; and (3) including the multicultural communities in existing special events, such as the Fourth of July.

The 101 sessions are the cornerstone of the program. The first session, “Chinese 101,” was held in February 2009. It offered slideshows on Chinese history and culture and held a question-and-answer session intended to improve service delivery to the Chinese community. This successful class format, which cost only about \$500 (primarily for lunch for participants), was later replicated with “Asian-Indian 101” and with “South Asian/Pakistani 101.”

Now, city staff better understand the residents they serve; citizens of all races and ethnicities feel confident that their voices are being heard; and Asian participation in city programs has increased.



The Cultural Kite Festival, a city-sponsored special event

### Lessons Learned

- Many non-U.S.-born residents have a different perception of government than people born and raised in the United States.
- By having community leaders serve as de facto liaisons to their broader communities, city staff have built stronger relationships with residents.

## Windsor Heights, Iowa | Marketa George Oliver, city administrator, and Josh Heggen, administrative services director

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

The Windsor Heights city council and city staff wanted to find a systematic and comprehensive effort to improve communications with citizens, educate them about the background of the city’s problems, engage them in finding solutions, and inspire them to be involved. Thus, in 2000 the city developed and implemented the Comprehensive Citizen Engagement Program with the following goals and approaches:

- Improve communications (frequency, quality, and timeliness): The city created an e-newsletter, overhauled and updated its website, conducted citizen surveys, and uses social media.
- Educate citizens: The city held an open house and hosts community events.
- Engage citizens: The Takin’ It to the Streets program, in which the city council holds meetings on the street and serves refreshments, not only promotes citizen involvement but also encourages neighbors to get to know each other. At the Community Coffee Club, held one Saturday each month, the city administrator and a council member invite citizens to join them for coffee at a local coffee shop and encourage them to ask about anything they like.
- Inspire participation: The city involves citizens in planning efforts; showcases volunteer opportunities; and shows appreciation through thank-you notes,



The retiring police chief at a Takin’ It to the Streets meeting.

free tickets to sporting events, and volunteer appreciation lunches.

### Lessons Learned

- The key to success in government is communication, communication, communication.
- Citizens are more likely to be part of the solution if they have all the facts.

## Montgomery, Ohio | Cheryl Hilvert, city manager, and Wayne Davis, assistant city manager

Governments today, regardless of size, location, or services delivered, are facing the same challenges, including increased demands, constrained resources, maximized workloads, top-down management, stovepiped organizations, technological challenges, and disengaged workers.

In 2001, amid such challenges, the city of Montgomery began its journey toward higher performance, focusing on retooling the traditional government employee from delivering simply “technical” expertise to also possessing leadership, management, and team skills, and on developing a broader ownership for the success of the entire organization. It sought to develop the culture of the organization from a departmental approach that focused inward to one in which employees recognize the

importance of the entire organization and treat other employees and citizens well. Lastly, the city sought to build organizational capacity, strengthen individual employee skills and abilities, and enhance the quality of work through the use of employee teams.

The hard work of the Montgomery staff paid off and the benefits of this organizational transformation—as manifested daily in better service delivery, enhanced empowerment of and ownership among employees, and a genuine feeling of camaraderie and support for one another—have been tremendous for the city. The result is a better and higher performing organization, one that dispels the negative perceptions of government and works to reinforce the importance of the city’s work and the profession.



Meeting the high-performance challenge

### Lessons Learned

- Organizational capacity was enhanced when everyone was involved in setting the direction, understood where the organization was heading, and contributed accordingly.
- Solving problems and developing creative approaches to work are better achieved through teams than by management alone.

## St. Lucie County, Florida | Faye W. Outlaw, county administrator

In 2007, St. Lucie County had 4,945 homes in foreclosure for one of the largest foreclosure rates in the country. Over the next two years, almost 18,000 additional homes filed for foreclosure. And the construction industry, one of the hardest hit industries in the county, lost more than 700 jobs in 2007.

St. Lucie County was financially sound, so rather than wait for federal stimulus money to trickle down, county commissioners decided to stimulate the local economy—primarily within the construction industry—by earmarking funds for “shovel-ready” capital projects. In late 2008, county staff began researching the possibility of creating a “local state of emergency”; this would allow the county to forgo awarding contracts to the lowest bidder in order to grant bids to local companies with stipulations that the local contractor be within 5 per-

cent of the lowest bid, that 75 percent of the labor be from St. Lucie County, and that 75 percent of the material used be purchased in the county. Commissioners then held public hearings and received overwhelming support from the general public.

The capital costs to complete 92 projects in nine different departments exceeded \$37 million. Projects ranged from a \$4,000 canoe dock to a \$6.6 million road-widening project. Despite fears that the paperwork required to document the county residency of three-quarters of the workforce would drive up the cost of construction jobs, the first project came in at nearly \$2 million less than what county staff had originally estimated.

### Lessons Learned

- Despite an initially negative response, once the business community under-



Investing local funds to stimulate the local construction industry

stood why the declaration of a local state of emergency was needed, it welcomed the program.

- It is possible to put local residents back to work without waiting for federal stimulus money to trickle down.



# CELEBRATION OF SERVICE

## 2011 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.

### 55 Years



**Ronald J. Neighbors**, general manager, Harris-Galveston Subsidence District,

Texas. Mr. Neighbors started his career in 1956 as a budget officer in Lubbock, Texas. He also served in Snyder, Texas, as assistant city manager; in Arlington, Texas, as director of finance; and in both Carrollton and Odessa, Texas, as city manager.

### 45 Years



**LeRoy J. Jackson**, city manager of Torrance, California, served as an

intern in Pasadena, California, before moving to Torrance, where he has served in various roles since 1966.



**Dennis W. Stepke**, city manager, North Muskegon, Michigan, served as

administrator in Apex, North Carolina; city superintendent in East Jordan, Michigan; and engineering aide, II, in Wyoming, Michigan.

### 40 Years

Eric A. Anderson, city manager, Tacoma, Washington

Major T. Berry Jr., assistant city manager, Oklahoma City, Oklahoma

Russell W. Blake, city manager, Pocomoke City, Maryland

Thomas P. Borchert

G. Curtis Branscome, CEO, Stone Mountain Memorial Association, Georgia

Darlene L. Burcham, town manager, Clifton Forge, Virginia

Vincent J. Capell, city manager, Kingsville, Texas

Steven C. Carter, city manager, Champaign, Illinois

Garry H. Cubitt, chief administrative officer, Durham, Ontario, Canada

William E. Dollar, city manager, Garland, Texas

James C. Hankla, senior vice president, Government Relations, PsomasFMG, LLC, California

Thomas J. Haun, city administrator, Bridgeton, Missouri

Philip L. Hinely, county administrator, Fairfield County, South Carolina

Arthur D. Hunter, director of administrative services, Sandy City, Utah

Russell A. Jones Jr., deputy township manager, Livingston Township, New Jersey

David W. Knapp, city manager, Cupertino, California

Kerry Lacy, city manager, San Augustine, Texas

Jack Lam, city manager, Rancho Cucamonga, California

Glen D. Laubenstein, chief administrative officer, Regional Municipality of Wood Buffalo, Alberta, Canada

Vivian H. R. May, general manager, Mosman Municipal Council, New South Wales, Australia

Thomas C. McSwain, county manager, Moore County, North Carolina

James F. Miller, executive director, League of Minnesota Cities, Minnesota

William P. Mitchell, city manager, Fort Myers, Florida

Dennis K. Morris, executive director, Crater Planning District Commission, Virginia

Jeffrey B. Muzzy, town manager, Culpeper, Virginia

Paul C. Nicholson, city manager, Streator, Illinois

Dennis E. Piendak, town manager, Dracut, Massachusetts

J. Delton Plank, township manager, Lower Salford Township, Pennsylvania

David N. Ream, city manager, Santa Ana, California

Antonio Rivera, city manager, El Reno, Oklahoma

Donald B. Rose, city manager, Wheaton, Illinois

Richard C. Rossi, assistant city manager, Cambridge, Massachusetts

Steven M. Salomon, city manager, Visalia, California

Gary Sears, city manager, Englewood, Colorado

William Sequino Jr., town manager, East Greenwich, Rhode Island

William F. Smith Jr., town manager, Granby, Connecticut

James E. Starbird, city manager, Glendale, California

Rex A. Taylor, town manager, South Palm Beach, Florida

J. Edward Tewes, city manager, Morgan Hill, California

Wallace C. Thiel, village administrator, Hartland, Wisconsin

David W. Treme, city manager, Salisbury, North Carolina

Peter F. Varney, assistant city manager, Rocky Mount, North Carolina

William J. Verwolf, city administrator, Lynden, Washington

Ronald N. Whitehead, city manager, Addison, Texas

### 35 Years

Gary D. Adams

Randy L. Anstine

Robert R. Baldwin

Robert A. Barcinski

Billy P. Beckett

Mark Bernhardson

Russell D. Blackburn

Allen Bogard

Thomas E. Brymer

Kenneth W. Buchanan

Charles W. Burgess

Raymond J. Burton

Randall D. Byrne

James D. Campbell

Ron Carlee

Gary A. Carsten

Larry D. Cheeves

Christopher W. Chinault

Frank V. Ciaccia

Martin J. Corcoran

Christopher J. Cotter

Julie Couch

Sanford W. Daily

Kelly D. Daniels

Paul I. Davis

George Drumwright Jr.

Mark L. Falloon

Anita R. Favors Thompson

Alan M. Fisher

Daniel W. Fitzpatrick

George D. Forbes

Graham T. Foster



Brenda Jones Fox  
 Robert J. Frank  
 Michael J. Fraser  
 Richard L. French  
 James R. Fulcher  
 William J. Ganek  
 Peter T. Gardner  
 Marian T. Gibson  
 Barbara R. Gilbert  
 Larry D. Gilley  
 ML Gordon  
 Ray Griffin Jr.  
 William B. Grile  
 Robert F. Hagemann  
 George L. Hanbury II  
 Jim Hanson  
 Dennis C. Harmon  
 John F. Hendrickson  
 Linda M. Hess  
 Patrick R. Higgins  
 Aden E. Hogan Jr.  
 James Holgersson  
 Dale E. Iman  
 James P. Jeffers  
 Richard J. Johnson  
 A. Edward Jones  
 Jack Kehler  
 David E. Keller  
 Richard I. Kerbel  
 David E. Keller  
 Robert C. Kimrey  
 Robert Knabel  
 Raymond H. Kromer  
 Robert L. Kufrin  
 Michael LeFevre  
 Larry L. Lehman  
 Donald E. Levens  
 James L. Ley  
 Arthur M. Liston  
 Charles Long  
 Anne S. Lyons  
 Samuel D. Mamet  
 Nabar Enrique Martinez  
 Richard L. McAlister  
 Patrick P. McDermott  
 J. Brent McFall  
 J. Randy McKnight  
 Robert W. McLaurin  
 Charles E. McNeely  
 Mark H. McNeill  
 Dennis W. Melvin  
 Kerry L. Miller  
 Michael A. Milone  
 John R. Moore Jr.  
 Subir Mukerjee  
 Edward J. Murphy Jr.  
 Robert M. Murphy

George K. Noe  
 Michael J. Nolan  
 Donald T. Norrell  
 Tim O'Donnell  
 D. Wayne O'Neal  
 Robert J. O'Neill Jr.  
 David A. Oyler  
 James R. Paros  
 Dennis Y. Perlin  
 Gregory E. Prowant  
 Richard T. Reed  
 James M. Reinbold  
 Albert J. Rigoni  
 Thomas B. Robinson  
 Thomas D. Rockovich  
 Max Royle  
 Michael M. Ruffin  
 Mary J. Rupp  
 John L. Salomone  
 Eugene A. Schiller  
 Michael J. Sedell  
 Richard J. Sheola  
 Benjamin T. Shivar  
 Michael A. Silvestri  
 Eric A. Smith  
 Stephen E. Sorrell  
 Jennifer D. Sparacino  
 Reginald S. Stapczynski  
 Julian M. Suso  
 Samuel E. Tapon  
 Karl S. Tomion  
 Ronald D. Trivitt  
 Michael T. Trojan  
 Kenneth F. Vittum  
 David W. Waind  
 Lehman O. Walker  
 Jeannelle B. Wallace  
 Michael D. Wanchick  
 Joseph W. Yarbrough

## 30 Years

David L. Aldrich  
 Raymond I. Allen  
 Mark J. Arentsen  
 Jon R. Austin  
 John J. Backman  
 James M. Bagdonas  
 Ted Barron  
 Thomas W. Barwin  
 Jerry A. Bentrutt  
 Mark T. Biernacki  
 David Boehm  
 Kate Boniface  
 Martin J. Bourke  
 Christine A. Bremer

Roy J. Brideau  
 James Robert Brown Jr.  
 Gregory E. Buckley  
 Thomas D. Burt  
 William D. Cahill  
 David R. Caron  
 Dewey P. Cashwell Jr.  
 Norbert M. Castro  
 Anthony Caudle  
 Kristi A. Chappelle  
 Kenneth R. Coleman  
 Graham C. Collins  
 Thomas M. Combiths III  
 Tobias M. Cordek  
 Cynthia A. Coto  
 Penelope Culbreth-Graft  
 Mark O. Dacombe  
 Frances David  
 Joseph J. DeLegge  
 Mark Deven  
 John V. Doane  
 John W. Downs  
 Eric A. Duthie  
 John A. Elsesser  
 Bruce J. Evilsizor  
 Robert W. Farrar  
 Ron R. Fehr  
 Stephen B. Fitzgibbons  
 R. Flaherty  
 Christopher L. Foss  
 Bruce E. Fosselman  
 Dana W. Foster  
 Janice M. Fransen  
 Deborah L. Frederick  
 Peter J. Freeman  
 Matthew B. Galligan  
 Mark A. Green  
 Lawrence J. Gregan  
 Stephen C. Hains  
 David L. Harding  
 Wes Hare  
 D. James Hart, PhD  
 Curtis E. Hawk  
 David A. Hawker  
 Bruce A. Heflin II  
 Kathleen J. Henry  
 John A. Hier  
 Cheryl A. Hilvert  
 Kristine M. Hinrichs  
 Donald R. Hrynyk  
 Anne W. Hurlburt  
 S. Marcus Jahns  
 AJ Johnson  
 Robert B. Johnston  
 George K. Jones  
 Donna M. Kazia  
 Bruce R. Keiser

William F. Ketcham  
 Blair F. King  
 Joseph D. Kiolbasa  
 Jerome R. Kisscorni  
 Patrick D. Klaers  
 Melvin A. Kleckner  
 Kelvin E. Knauf  
 Evonne L. Kovach  
 David G. Kraynik  
 Dean P. Kruithof  
 Rosemary E. Kulow  
 Mark A. Kutney  
 David A. Landis  
 Ralph A. Lange  
 Edward F. Lavallee  
 David A. Lelko  
 Brenton B. Lewis  
 Steven D. Lewis  
 Willem Joost Licht  
 Ellen G. Liston  
 Charles H. Lynn  
 Joseph A. Mangiamelli  
 Mark S. Mansfield  
 Patricia E. Martel  
 Mark C. Masciola  
 Leonard A. Matarese  
 Richard A. Mays  
 Bryon L. Mazade  
 Michael A. McCarty  
 Pat J. McCourt  
 Douglas Meagher  
 Randall Mellinger  
 Fred E. Meurer  
 Steven C. Mielke  
 Sanford I. Miller  
 Andrew E. Neiditz  
 Jon S. Nelson  
 George W. Nester  
 James H. Norris  
 Linda H. Norris  
 Donald W. Norton  
 Jeffrey R. O'Neill  
 Stephen F. Owen  
 J. Gordon Palmer  
 Johnny B. Parker  
 Dan Parrott  
 Mary Kay Peck  
 Charles W. Penny  
 Martha L. Perego  
 Clay Phillips  
 Lawrence E. Pierce  
 Laurence S. Plaster  
 Michael R. Pollocoff  
 Warren Scott Porter  
 James D. Prosser  
 Joseph A. Racine  
 Tony Ramos

Brian J. Redshaw  
 Norman Risavi  
 David R. Schornack  
 Terry C. Schwerm  
 Jay L. Singleton  
 Roberta R. Smith  
 Eugene C. Smith  
 Kyle R. Sonnenberg  
 Robert A. Stalzer  
 Gary J. Stevenson  
 Ronald Wilfred Stock  
 Frederick C. Stouder  
 Steven S. Stricker  
 Ralph B. Summerlin  
 Andrew J. Takata  
 Jerald P. Taylor  
 Steven Terry Thompson  
 John Lachlan Thrasher  
 A. Kenneth Tollstam  
 Alfred J. Treppeda  
 Nathaniel J. Tupper  
 Henry M. Underhill III  
 Melissa Byrne Vossmer  
 Robert A. Walker  
 Curt Walton  
 Kenneth Wasson  
 Michael F. Weber  
 Jacqueline I. Wedding-Scott  
 Alfred C. Wein Jr.  
 James R. White  
 Erroll G. Williams  
 James S. Wine  
 Steven Wylie  
 Bruce J. Zimmerman  
 Judith Ann Zimomra  
 Louis A. Zullo

## 25 Years

Kevin P. Anderson  
 Stephen A. Arbo  
 B. R. Baker  
 Mark S. Baldwin  
 Robert O. Barber  
 Timothy J. Barth  
 Bruce T. Bender  
 Warwick L. Bennett  
 James A. Bennett  
 Daniel A. Berlowitz  
 John M. Bernal  
 Brian Bingle  
 Daniel F. Bishop  
 David A. Blackburn  
 Michael T. Booker  
 Rebecca Allen Bouska  
 Holly I. Brock-Cohn  
 Edward F. Burchins

George F. Calvi  
 John W. Cater  
 Kevin T. Celarek  
 William P. Charnisky  
 Gerald L. Clausen  
 Jeff W. Clawson  
 David A. Colton  
 D. Ellen Conley  
 Stephen Bradley Corcoran  
 Michael A. Cornell  
 Ricardo T. Cortes  
 Roberta L. Crosbie  
 Kevin D. Crosson  
 Margaret A. Curran  
 Michael J. Czymbor  
 Anton Dahlerbruch  
 Michael S. DeLong  
 Dave M. Derragon  
 Joel D. Dhein  
 Timothy J. Dolehanty  
 John W. Donlevy Jr.  
 Colin E. Donnelly  
 Peter B. Elwell  
 D. Steven Endsley  
 Ernie Epp  
 J. Denise Exton  
 Steven B. Falk  
 Karl P. Frantz  
 Perry M. Franzoi  
 Maureen A. Freaney  
 Brian S. Fritsinger  
 Patti K. Gartland  
 Robert L. Garza  
 Todd R. Gerhardt  
 Lauri Gillam  
 Riccardo F. Ginex  
 Mary K. Giordano  
 John K. Godwin  
 Diane Goodwin  
 Cathleen Gorham  
 Rodney S. Gould  
 Michael G. Gracz  
 George E. Gray  
 Adolf Gusha  
 Steven R. Hall  
 Susan Hann  
 Roy W. Hardy  
 Thomas K. Harmening  
 William Harrell  
 John Doug Harris  
 Bret C. Heitkamp  
 Richard E. Helton  
 David J. Hemze  
 Jack Hobbs  
 Dennis A. Hovenden  
 Kenneth K. Howard  
 Jane E. Mahony Howington  
 Harlan L. Jefferson

Greg R. Johnson  
 John C. Krauss  
 Kenneth D. Krombeen  
 Donald D. Krupp  
 Robert J. Larson  
 Craig W. Lemin  
 Robert W. Lohr Jr.  
 Gary M. Looper  
 Chris MacPherson  
 Merlin G. MacReynold  
 Lynn H. Markland  
 James A. Marquette  
 Barbara Matthews  
 Paul McKittrick  
 Mary L. McKittrick  
 Karen L. McLaughlin  
 Matt J. McNeile  
 Grant McRadu  
 James O. McReynolds  
 Judith L. Miller  
 Faith G. Miller  
 Tim A. Moerman  
 Gwendolyn W. Mungin  
 Richard A. Nahrstadt  
 Janice R. Napper  
 Richard Leo Newbern II  
 John D. Newman  
 David W. Nord  
 Steven P. Norwood  
 Chris MacPherson  
 Merlin G. MacReynold  
 Lynn H. Markland  
 James A. Marquette  
 Barbara Matthews  
 Paul McKittrick  
 Mary L. McKittrick  
 Karen L. McLaughlin  
 Matt J. McNeile  
 Grant McRadu  
 James O. McReynolds  
 Judith L. Miller  
 Faith G. Miller  
 Tim A. Moerman  
 Gwendolyn W. Mungin  
 Richard A. Nahrstadt  
 Janice R. Napper  
 Richard Leo Newbern II  
 John D. Newman  
 David W. Nord  
 Steven P. Norwood  
 Gregory A. Nyhoff  
 Chad C. Olsen Jr.  
 Richard C. Olson  
 Daniel P. O'Malley  
 Penelle M. Paderewski  
 Joseph F. Pantano  
 Vincent D. Pastue

William Patrick Pate  
 Gerald R. Peterson  
 Anthony A. Piasecki  
 Michael P. Podegracz  
 Nathan A. Poore  
 Charles P. Potucek  
 Steven D. Powers  
 Craig R. Rapp  
 Steven R. Rogers  
 Cynthia D. Rohlf  
 Susan Roltsch  
 Frank L. Salvato  
 Scott T. Sauer  
 William H. Schimmel Jr.  
 Darrel P. Schmalzel  
 Marlena A. Schmid  
 John R. Schneider  
 Curtis A. Schrader  
 William R. Shane  
 Wayne C. Shumate  
 Charles S. Simmons III  
 Alan E. Sims  
 John Slaughter  
 Luther M. Smart  
 Mell E. Smigielski  
 Michael B. Smith  
 Dana M. Smith  
 Gerald C. Sprecher  
 Tony C. St. Romaine  
 Richard J. Stadler  
 Dennis W. Stark  
 Craig Stephenson  
 Robert Stowe  
 Kent S. Street  
 M. Chris Swartz  
 Danny E. Taylor  
 Russell P. Taylor  
 Zina M. Tedford  
 Kenneth A. Terrinoni  
 Karen R. Thoreson  
 Kris C. Tierney  
 Sandra E. Tripp-Jones  
 Alan G. Vanderberg  
 David M. Wells  
 Michael K. West  
 Dana R. Whinnery  
 D. Craig Whitehead  
 Charles S. Whiting  
 V. Eugene Williford III  
 William P. Wilson Jr.  
 Joyce A. Wilson  
 John M. Wohlmuth  
 Michael J. Woika  
 Peggy A. Woody  
 Steve F. Worthington  
 Lyle D. Wray  
 Julie Yuan-Miu

# 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: Excellence, Achievement, and Distinction.*

## CERTIFICATE OF EXCELLENCE RECIPIENTS

Alachua County, Florida  
Albany, Oregon  
Arlington, Texas  
Austin, Texas  
Bellevue, Washington  
Cartersville, Georgia  
Casper, Wyoming  
Clayton, Missouri  
Collinsville, Illinois  
Coral Springs, Florida

Corvallis, Oregon  
Decatur, Georgia  
Fairfax County, Virginia  
Fishers, Indiana  
Fort Collins, Colorado  
Mesa, Arizona  
Miami-Dade County, Florida  
Oklahoma City, Oklahoma  
Peoria, Arizona  
Olathe, Kansas

Phoenix, Arizona  
Rock Hill, South Carolina  
San Francisco, California  
San José, California  
Santa Barbara County, California  
Vancouver, Washington  
Westminster, Colorado  
Woodbury, Minnesota

## CERTIFICATE OF DISTINCTION RECIPIENTS

Aurora, Colorado  
Bayside, Wisconsin  
Doral, Florida  
Highland Park, Illinois

Loveland, Ohio  
McAllen, Texas  
North Hempstead, New York  
Purcellville, Virginia

Suwanee, Georgia  
Tacoma, Washington  
Williamsburg, Virginia

## CERTIFICATE OF ACHIEVEMENT RECIPIENTS

Grafton, Wisconsin  
Loudoun County, Virginia  
Marin County, California  
Montgomery, Ohio

Queen Creek, Arizona  
Sammamish, Washington  
Scottsdale, Arizona  
Wichita, Kansas

### Criteria for Certificate of Achievement include

- 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 include

- Meeting all 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.

### Criteria for Certificate of Excellence include

- 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

**W**ith 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](http://icma.org/lifewellrun).

## Grow the profession; give to the Fund.



2012

# ICMA *Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES



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. (No honorary memberships were awarded this year.)
- 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.

The winners' full submissions, as well as a list of all annual award nominees, can be found online at [icma.org](http://icma.org)





CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES



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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 98th ICMA Annual Conference:

**Norton N. Bonaparte Jr.**, city manager, Sanford, Florida

**Paul L. Buckley**, chief executive officer, Latrobe, Victoria, Australia

**Kevin L. Helms**, city manager, Oak Hill, Tennessee

**Marianna Marysheva-Martinez**, assistant town manager, Mammoth Lakes, California

**Wesley Pierson**, assistant city manager, Corpus Christi, Texas

This awards booklet was developed by

**Jane Cotnoir**  
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**Kathleen Karas**  
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**Felicia Littky**  
Annual Awards Program Manager

**Joyce Lee Brown**  
Service Awards Program Manager

**Hannah Wolford**  
Center for Performance Measurement Analyst

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## DISTINGUISHED SERVICE AWARD

*This award is given to a manager who has been retired from the profession for a minimum of three years and has 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.*

### G. Curtis Branscome

Many years ago, Decatur, Georgia, sponsored an internship program with Decatur High School, enabling about two dozen high school juniors and seniors to work with the city on short-term service and research projects. Although the program was initiated before Curtis Branscome was appointed manager in 1973, it would not have continued without his support and participation.

In the late 1970s, in cooperation with the University of Georgia's MPA program, Mr. Branscome recommended funds for a summer intern in the Decatur city manager's office. Committed to the program, he spent a significant amount of time over the years working with the interns. As a strong supporter of women and minorities in the field, he took risks to ensure that employment opportunities were available to diverse groups.

In the early 1970s, as assistant city manager of Charlotte, North Carolina, Mr. Branscome headed an experimental program called MUNIS (municipal information system). Supported by a large, multiyear federal grant, MUNIS sought to bring together the best city governments, university researchers, private sector

software and hardware companies, and federal experts to find new ways of managing information and thereby improve local government operations. Some of the work—done on mainframes and minis—seems elementary now, but then it was cutting edge.

Over the years, Mr. Branscome became the go-to person on matters of ethics in the profession. He regularly led programs or participated on panels for the Georgia City/County Management Association on ethics in the profession and on the ICMA Code of Ethics in particular.

An ICMA Credentialed Manager since 2003, Credentialing Advisory Board member (2002–2006), and chair of the board (2006–present), Mr. Branscome has led by example, staying focused on the importance of learning and its application to quality local government management. His collegial, commonsense style keeps board meetings productive and harmoniously collaborative.



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## DISTINGUISHED SERVICE AWARD

### Arne Croce

Highly ethical, highly engaged, Arne Croce has long been viewed as an exemplary public service professional. Among his valuable contributions to the field, he mentored many young staffers who later became managers, and he participated regularly in Next-Generation programs to help develop aspiring professionals. Often appearing before local civic groups and government classes, he was dedicated to educating young people about civic engagement and recruiting them into the field of local government.

However, Mr. Croce's most meaningful contribution could be his extraordinary and selfless service to the city of Bell, California, during a time of dire need. In July 2010, after the Los Angeles district attorney filed 53 felony counts against eight top officials in that city's government, the recruitment effort to find an interim city manager yielded zero applications. Having just returned from

Kosovo, Mr. Croce was planning a trip to England with his wife. But he heard the call to service in Bell and, after discussing the idea with colleagues, applied for the position. Within a few days, on August 25, 2011, Mr. Croce became Bell's interim city manager, and time with his family, including the trip to England, was postponed for many months.

Mr. Croce turned the city of Bell around by establishing trust between the public and city government, adopting best practice policies and procedures, supporting council efforts, providing training to staff, and initiating recruitment for a long-term city manager.





## AWARD FOR CAREER EXCELLENCE in Honor of Mark E. Keane

*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.*

### Gary D. Milliman | City Manager, Brookings, Oregon

Gary Milliman began his distinguished career in 1971 as an appointed administrative assistant for Bell Gardens, California. In 1976, he became city manager of Cotati, California, where he and five other managers formed the Redwood Empire Municipal Insurance Fund, the nation's first municipal joint risk-sharing pool, for which they received the ICMA Management Innovation Award.

Between 1979 and 1997, Mr. Milliman served as city manager of Fort Bragg, California, where he developed a program to train and employ developmentally disabled persons in municipal jobs; this program received the League of California Cities' Helen Putnam Award for Excellence. He also helped form the North Coast Railroad Authority, a regional agency that acquired over 300 miles of abandoned railroad line and put the railroad back in service.

In 2000, Mr. Milliman began serving the League of California Cities as director of Southern California and executive director of the Los Angeles County Division. There he reorganized the league's field operations and implemented a statewide program to enhance the effectiveness of cities in state legislative affairs.

For six weeks in 2003, Mr. Milliman served as interim city manager for South Gate, California, a community rocked by corruption, mismanagement, and economic turmoil. Five months after leaving—and one week after three council members and a

city treasurer were ousted amid allegations of corruption—he returned as permanent city manager. With a \$26 million budget, an \$8 million deficit, and less than \$200,000 in the bank, the city was facing imminent collapse. Mr. Milliman moved quickly to cut spending and reduce staff. By the end of his tenure in 2007, the city's general fund balance topped \$15 million, and South Gate had secured an AAA bond rating.

As city manager of Brookings, Oregon, Mr. Milliman led the effort to form the Border Coast Regional Airport Authority, the first-ever joint powers agency to include two cities and two counties in two states and two sovereign Native American Tribes.

Mr. Milliman also worked with FEMA for 18 years, and he is the only person to serve on the governor's emergency preparedness advisory panel in two states (California and Oregon).



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

## AWARD FOR CAREER DEVELOPMENT in Memory of L. P. Cookingham

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

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

As manager of Sedgwick County, William Buchanan has striven to develop new talent in local government management by focusing on young professionals and on professionals in new roles.

Since 1991, the county has had an internship program, hiring two or three interns each year and exposing them to all areas of county government management. Many of the 56 interns hired to date have gone on to serve as managers or department heads. In 2008, Mr. Buchanan established an "informal mentoring" program to connect interns with former interns who are in management positions within the organization.

For young professionals, Mr. Buchanan has actively supported the Hugo Wall School of Urban and Public Affairs at Wichita State University, where he is on the faculty, serves on the advisory board, and encourages mentoring and shadowing matches.

Among county employees, Mr. Buchanan has fostered the culture of a "learning organization," creating new opportunities for personal growth and development for all staff. These oppor-

tunities include classes on such topics as leadership, diversity, and conflict resolution; Leadership Wichita, a leadership training program in which one management team member participates each year; customer service training, required for all employees; an Executive Development Institute for division directors and department and assistant department heads; a mini-MPA 12-week program; and a Leadership Academy.

Through these efforts, Mr. Buchanan has impressed upon staff members that they are all on a continuous journey of learning. The programs created under his leadership and guidance are about connecting staff members; strengthening their management skills; and helping them grow into different roles, gain a better understanding of the communities they serve, and flourish as public servants and leaders.





## ASSISTANT EXCELLENCE IN LEADERSHIP AWARD in Memory of Buford M. Watson Jr.

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

### Sarah J. Medary | Assistant City Manager, Eugene, Oregon

Excellence is a habit for Sarah Medary. She asks new questions about old problems, invites all voices into the conversation, and looks into the intersections between different disciplines to find fresh solutions.

When the director of the Planning and Development Department (PDD) moved on, the city manager appointed Ms. Medary, her assistant city manager, as interim director. The PDD is at the epicenter of the city's often tumultuous growth/no-growth debate, a debate that has been exacerbated by a current effort to update the city's 20-year general plan. The community's contentious history of land use had hindered implementation of the plan for years. However, a recently approved regional economic prosperity plan—the first in over three decades—would make possible the long-sought turnaround of the city's downtown area.

The city chose an approach that would not only set out a growth future but also heal the long-standing community rift and foster a culture of working through complex issues constructively. Under Ms. Medary's innovative and steady leadership, the PDD is bringing neighborhood leaders, builders, environmentalists, busi-

nesses, housing advocates, and others together to forge a satisfying conclusion. Leading the PDD requires credibility, sensitivity, and a strong backbone. That Ms. Medary succeeded as interim director while continuing as assistant city manager is a testament to her leadership skills and abilities.

Ms. Medary's natural management style is collaborative and inclusive and committed to team success. This style has been instrumental in her many achievements, including a strengthened town/gown relationship with the University of Oregon, participation in a performance management program, implementation of a sustainability framework, and downtown revitalization.

An assistant county manager's path is fraught with potholes and rocks, but Ms. Medary keeps her focus on the journey and has the spirit, discernment, and wisdom to avoid or overcome the pitfalls. Her refreshing pursuit of and dedication to what's possible has helped Eugene to thrive despite the economic recession.



## ACADEMIC AWARD in Memory of Stephen B. Sweeney

*Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.*

### C. Robert Stripling | Virginia Polytechnic Institute, Blacksburg, Virginia

In 2008, the Center for Public Administration and Policy at Virginia Tech began a partnership with the Virginia Local Government Management Association to educate the next generation of local government professionals through the Local Government Management Certificate Program. Chosen to lead this fledgling program was new professor of practice C. Robert "Bob" Stripling, a retired city manager with over 30 years in local government management who had served as manager of Colonial Beach, Blacksburg, and Staunton, Virginia, as well as of Colleyville, Texas.

Mr. Stripling was instrumental in getting the certificate program off the ground. He created professional partnerships between Virginia Tech, the Virginia Local Government Management Association, the Virginia Municipal League, and the Virginia Association of Counties. He was also able to garner support in the form of financial commitments to the program and scholarships for students.

Four years later, thanks to Mr. Stripling's tireless leadership, the program is thriving. It has nearly tripled in size from its first class of 26 students—all local government employees from 16 communities across the state—to more than 73 students today. A total of 128 individuals, including 18 local government managers, have completed the program, which has been fully integrated into Virginia Tech's MPA program and budget. A number of universities across the state now accept its credits toward their own graduate degrees.

In addition to his role as program administrator, Mr. Stripling is an instructor whose outgoing nature and spirit of engagement has won him tremendous respect from his students. They credit him with creating a classroom environment that is engaging, rigorous, and relevant.





## COMMUNITY HEALTH AND SAFETY AWARD

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

### POPULATIONS OF 10,000 TO 49,999

#### DOYLESTOWN, BUCKINGHAM, AND PLUMSTEAD TOWNSHIPS, PENNSYLVANIA

**Stephanie J. Mason**, township manager, Doylestown Township, Pennsylvania  
**Dana Sime Cozza**, township manager, Buckingham Township, Pennsylvania  
**Carolyn McCreary**, township manager, Plumstead Township, Pennsylvania

Groundwater pollution throughout the Cross Keys neighborhood of Doylestown Township required residents and businesses to maintain carbon filters and rely on bottled water for their daily needs. The contamination affected not only Doylestown but also the adjacent townships of Buckingham and Plumstead. The best solution would be to extend the Doylestown Township Municipal Authority (DTMA) water system; however, running a public water line to the area would cost over \$2 million.

To gain support for the project, Doylestown officials hosted public meetings with stakeholders. They then obtained a \$2 million grant from the Pennsylvania Department of Environmental Protection

(DEP), and the three townships signed intermunicipal agreements naming Doylestown as the lead agency and authorizing the DTMA to acquire the necessary easements, construct the project, and operate the system.

Bidding for the project began in April 2010; by December 2010, most properties were connected to the new system. Water lines were run through backyards to avoid the cost of restoring state roads. The cost was \$2.76 million, with commercial property owners closing the \$800,000 funding gap.

Thanks to the collaborative efforts of the managers and elected officials of the three townships; the executive director and



Preparations are made to extend public water lines to properties.

board of DTMA; commercial property owners; and the state DEP, the Cross Keys Water Project has enabled residents and business owners to enjoy clean water for the first time in 30 years—all at no cost to them.

### POPULATIONS OF 50,000 AND OVER

#### FORT SMITH, ARKANSAS

**Raymond W. Gosack**, city administrator  
**Jeffrey W. Dingman**, deputy city administrator

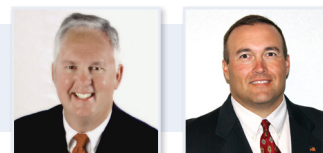
Fort Smith has a property maintenance code requiring property owners and tenants to maintain their properties for the health and safety of the community. Since many residents are physically or financially unable to make the necessary home repairs, the city initiated Good Neighbors Day in 2005, convening community leaders, local businesses, and volunteers to help citizens bring their properties up to code. The program also hosts a weeklong event each summer to provide needs-based home maintenance assistance to qualifying citizens.

In 2010, former mayor Ray Baker introduced a partnership with World Changers, an organization operated through a network of churches. The partnership expanded the program, bringing in

over 300 youth and young adult volunteers who donate their labor on such projects as roof and siding repairs, painting, graffiti removal, and yard cleanup. Homeowners receiving assistance are selected on the basis of income and project criteria determined with the help of World Changers, the Arkansas Institute of Architects, and the program planning committee.

The program is funded by annual Community Development Block Grants (CDBGs) for about \$30,000. CDBG funds are used solely to pay for materials and related repair expenses. Local business donations help with material costs.

The labor donated by World Changers in 2010 alone was estimated at \$68,000. Through the generosity of partnership



Volunteers with World Changers install siding on a Fort Smith residence.

church organizations in the local community, World Changers also provides accommodations and meals for its volunteers. And many city administrators not only work behind the scenes but also get directly involved in the hands-on activities.

## COMMUNITY PARTNERSHIP AWARD

*This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.*

### POPULATIONS OF LESS THAN 10,000

#### BAYSIDE, WISCONSIN

**Andrew K. Pederson**, village manager  
**Alex J. Henderson**, deputy village manager

Bayside, an urban village, has a limited number of sidewalks but a large volume of traffic. Its major thoroughfare is State Highway 32, which many children must cross to go to school. To make this busy road safer for pedestrians and cyclists, residents began working together to find solutions, such as organized bike-to-school days with the police department providing added enforcement and visibility. An e-mail to the village proposed several other improvements: more crossing lines, strobe lights to alert vehicles to slow down, a 15-mile-per-hour zone before and after the crosswalk during peak hours—all great ideas that were already in place!

So the village tried a different tack: it proposed a contest inviting residents to

create attention-getting signage that would force motorists to slow down and stop at crosswalks. The winning designs would be made into actual traffic signs.

Quickly the program garnered media attention. Many local schools incorporated sign design into their classroom syllabi. A local arts and crafts business held a Sign Design Night and provided supplies to children who wanted to participate. The village then spearheaded several community engagement initiatives to evaluate and judge the entries, including displays at each of the three local schools and at Village Hall, online judging, and a community gathering in the park. In the end, 115 signs were submitted, 2,412 votes were cast, and 12 entries were selected



Contest entries are displayed at a local school.

to be turned into traffic signs and placed throughout the village.

Bayside took a problem (pedestrian/bike safety) and turned it into a full-scale community engagement process, encouraging resident stakeholders to become part of the solution.

### POPULATIONS OF 10,000 TO 49,999

#### GLENVIEW, ILLINOIS | LAKE FOREST, ILLINOIS

**Lawrence Todd Hileman**, village manager, Glenview, Illinois  
**Robert R. Kiely Jr.**, city manager, Lake Forest, Illinois

Motivated by the national economic downturn and state's fiscal crisis, management of 18 northern Cook County and Lake County municipalities began meeting in September 2010 to discuss a new business model of purchasing in bulk and working together rather than independently. Their solution, the Municipal Partnering Initiative (MPI), is primarily designed to save tax dollars while preserving product quality and service level.

As they developed the program, MPI partners confronted two potential obstacles. First, the initiative would require significant amounts of staff time to review bid specifications, service-level needs, and current contract costs and to write new bid specifications, so the communities divided up the work, forming committees to evaluate and write specifications for

different services and commodities. Each community assigns staff to work on the committees. Committee members cultivate relationships with and learn from their counterparts in other municipalities.

Second, because 18 communities are likely to have 18 different perspectives on bid specifications, each community is allowed to opt out of a contract with the group's specifications. This process respects each community's unique needs and political sensitivities while still compelling the community to consider different approaches.

To date, the MPI partners have entered into 12 joint contracts, saving their taxpayers \$405,500 to \$545,500 and unearthing savings in their budgets that can be allocated to other projects.



A joint roadway resurfacing project was bid via the MPI.

Completed projects include sealing cracks, painting fire hydrants, and lining sewers. Contracts are currently in the works for water meter testing, roadway pavement testing, and janitorial work. Future opportunities include street sweeping, tree planting, and leaf collection.



POPULATIONS OF 50,000 AND OVER

## TOWNSVILLE, QUEENSLAND, AUSTRALIA

Raymond J. Burton, chief executive officer

Increasing costs associated with a growing population and demand for services led the Townsville Council to look for more efficient ways to serve its citizens. Historically, Townsville has sought corporate sponsorships for various projects and events, but it has done so in an ad hoc manner, with little consistency in formal agreements, assessment criteria, financial coordination, and overall governance. But there has been an identifiable shift in corporate philanthropy: rather than just giving financial support, many organizations are now looking to enhance brand value through active community involvement and the investment of time, personnel, and resources.

Together Townsville, a program for long-term strategic partnerships between the corporate and community sectors, enables Townsville to acquire sponsorships

for council initiatives, standardize the sponsorship process, and facilitate the active involvement of sponsoring organizations in their projects and events. At the heart of the program is the Initiatives Bank, through which sponsors can select projects linked to the council's overall vision for the city. They elect a level of sponsorship, and each tier has set benefits, such as opportunities to actively engage in the project, business and brand acknowledgments, invitations to special events, and support of the council's media team.

Together Townsville is a win-win for all stakeholders. The community can undertake major projects for which funding might not have been available. Beyond their own enhanced brand recognition, partners gain credibility in the community through association with council's positive



Townsville's mayor serves lunch at the annual Seniors Picnic in the Park, a free event for those over 60.

brand image and can have input into project planning and implementation. And the council enjoys stronger community ties; pooled resources to fund more significant projects; identification of collaboration opportunities; and the improved delivery of community services with minimum impact on the taxpayers.

## COMMUNITY SUSTAINABILITY AWARD

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

POPULATIONS OF LESS THAN 10,000

## WESTLAKE, TEXAS

Thomas E. Brymer, town manager

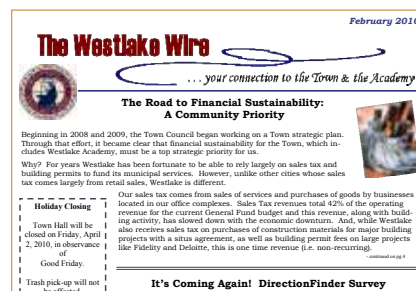
Over the past 10 years, Westlake has seen a 380 percent increase in residential growth—from 207 to 992. That growth has raised tough questions about financial and social sustainability. And that has meant a need to communicate more effectively with town residents and businesses.

Throughout its history, Westlake has provided basic services through a single funding source: the sales and use tax. When inclusion of an ad valorem property tax was proposed, residents were divided into those for and against the tax as well as those who favored dissolving the local government entirely. To maintain their small-town sense of community and provide for the community's long-term financial sustainability, elected officials and

staff developed Westlake Windows: TGIF! (Transparent Government in Focus!).

The goals of Westlake Windows: TGIF! are to foster excellence in outreach, innovation at the local level, enhancement through community involvement, and financial sustainability. To communicate these goals, the town developed a comprehensive website. In addition, it publishes a quarterly newsletter, *The Westlake Wire*; conducts surveys to learn what services residents value; implements "voice shots" and "e-mail blasts" to provide prompt and timely local news; holds neighborhood meetings; and produces video spots for *Westlake e-tube*.

This strategy has received positive feedback: 74 percent of residents are satis-



*The Westlake Wire* keeps residents informed about their town government and services.

fied with the council's efforts to keep them informed. And when the ad valorem tax was discussed at neighborhood meetings, 91 percent found the gatherings informative and 84 percent appreciated the opportunity to discuss their concerns.



#### POPULATIONS OF 10,000 TO 49,999

### EL CERRITO, CALIFORNIA

Scott Hanin, city manager

Karen E. Pinkos, assistant city manager

Melanie Mintz, environmental service manager



San Pablo Avenue, a 7.5-mile stretch that runs from Oakland to Richmond and through El Cerrito as the city's main commercial corridor, is an unattractive, auto-dominated roadway that is unfriendly to pedestrians and has little identity in common with the communities it traverses. El Cerrito sought to revitalize its 2.6-mile section of the roadway by undertaking a series of sustainable environmental improvements.

By partnering with nonprofit and community-based organizations, the California Department of Transportation, and numerous state and regional regulatory and funding agencies, the city was able to leverage over \$2.6 million in grant funding toward the \$7.3 million project. Components of the project include new and improved pedestrian and bicycle infrastructure along the entire roadway; sidewalk rain gardens

to detain and treat storm-water runoff; Cerrito Creek restoration; a greenway at El Cerrito Plaza; a LEED-certified city hall and civic plaza; and an enhanced arts, cultural, and historical presence.

Since its completion in 2010, the San Pablo Avenue Streetscape Project has created a more vibrant roadway within the city and has helped El Cerrito become a distinct and identifiable place within the region. Through community engagement, extensive collaboration with other agencies, resourceful leveraging of outside funds, and a unified vision, the project has decreased maintenance hours and spending; increased economic development; improved bike and pedestrian access and connections to transit; stimulated a sense of place; and promoted and continues to support an environmental ethic, community volunteerism, and public leadership.



Bay-friendly medians eliminate the need to mow or use chemicals.

Most importantly, the project has helped to invigorate the community's imagination and sense of possibility. San Pablo Avenue in El Cerrito highlights the potential of fully integrating community design and environmental planning to achieve sustainability and enhance overall quality of life.

#### POPULATIONS OF 50,000 AND OVER

### LETHBRIDGE, ALBERTA, CANADA

Garth Sherwin, city manager



Environmental deconstruction at the municipal level is in its infancy, but it is slowly catching on as a large-scale initiative toward environmental conservation and sustainability. The city of Lethbridge has embraced environmental deconstruction in a way that is unparalleled elsewhere in Alberta and is establishing itself as one of the top municipal leaders in this endeavor.

Deconstruction is the selective dismantlement of building components, specifically for reuse, recycling, and waste management. Unlike demolition, in which a site is cleared of its buildings by the most expedient means available, deconstruction incorporates "waste streaming": the identification and assessment of various building elements prior to deconstruction so they can be harvested and reconverted

into useful building material and diverted accordingly. Hazardous materials are properly abated to render a safe and clean site, and prearranged "homes" are found for remaining usable materials before work is even started. The successful contractor is generally awarded salvage of all materials, which helps generate funds to offset deconstruction and disposal costs.

Deconstruction can also support communities by providing local jobs: the work typically employs three to six workers for every one employed in a comparable demolition project. However, the prime benefit is that solid waste from conventional demolition is diverted from local landfills.

Deconstruction projects recently completed by the city include hotels, an auto warehouse, a multifacility, and a grocery



Deconstruction secures building components for reuse, recycling, or waste management.

store. As of September 2011, Lethbridge has diverted 9,478 tons of construction and demolition waste—the equivalent of 70 average 2,000-square-foot houses—from local landfills, resulting in only 1,038 tons—or the equivalent volume of only 7.7 houses—being landfilled.

## STRATEGIC LEADERSHIP AND GOVERNANCE AWARD

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

### POPULATIONS OF 10,000 TO 49,999

#### WHEAT RIDGE, COLORADO

**Patrick Goff**, city manager

**Heather Geyer**, administrative services director/public information officer



The Executive Management Team (EMT) of Wheat Ridge embarked on a three-year culture development journey. It began by asking, "What is the state of our culture?" Employees answered questions about the city's operation in terms of adaptability, mission, involvement, and consistency. Using those responses, the EMT developed the city's mission statement and core values. It then asked a committee of seven employees to develop a fun and memorable plan for unveiling the core values to employees.

The A.C.T.I.O.N! – Mission Rollout Program started with the mission statement and core values developed by the EMT. The Mission Rollout Committee then created a core value brand and logo, using a casual font and upbeat primary colors to mimic the classic cartoons of the 1960s.

The city invested \$6,997 in the program to cover the cost of a video (\$2,997); rental of a big screen and audio equipment (\$2,000); and lanyards, popcorn, and power bars for distribution at the meetings (\$2,000).

Over two days, more than 225 employees at all levels of the organization attended one of four rollout meetings. The 12-minute video captured images of city employees at work. Each director described how a core value is exemplified daily. Employees explained how a particular value, such as integrity, is important in their positions. Large, colorful posters and cutouts placed around the room reinforced each core value with a memorable visual display. The committee enhanced the movie theater experience by serving popcorn and power bars wrapped in the rollout brand.



The core value brand and logo mimic the classic cartoons on the 1960s.

The ACTION! Mission Rollout Program provided a low-cost, fun, and creative way to get Wheat Ridge employees excited about core values while positively affecting the city's culture and supporting the strategic direction outlined by the management team.

### POPULATIONS OF 50,000 AND OVER

#### HAMPTON, VIRGINIA

**Mary Bunting**, city manager

In fiscal year 2011, Hampton confronted an approximate \$19 million shortfall. Making community involvement in the budget process a top priority, the city manager pulled together a multidisciplinary team of professionals and challenged them to embark on the most extensive community involvement project in the city's history. They rose to the challenge with the "I Value" campaign.

Besides traditional communication methods, such as newspaper placement, flyers, suggestion boxes, and formal meetings, the team took an innovative approach by using social media, keypad polling technology, videos, electronic surveys, a dedicated website, and informal meet-and-greets—more than 30 methods

of communication in all. In so doing, they reached demographics that otherwise would have been passive or indifferent.

Over 380 people attended public budget meetings in 2011, a 2,900 percent increase over the previous year's attendance. Nearly 600 people took the online survey; 132 either phoned or wrote in comments on budget issues; and 112 participated in online chats. All feedback, comments, and conversations were posted on the website within 24 hours of every event, so transparency was achieved and a new relationship with citizens was formed.

Despite its comprehensiveness, the campaign cost only \$860 to implement. What it achieved, however, was worth far more! The council approved



The "I Value" campaign seeks input from residents by asking, "What do you value?"

a \$412.4 million budget without major controversy, and while the final budget might not have included what everyone requested, every citizen felt that his or her opinions were heard, carefully deliberated, and valued.



# CELEBRATION OF SERVICE

## Congratulations to the 2012 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.

### 55 YEARS



**R. Marvin Townsend**, executive director, Texas Municipal League, Austin, Texas, began his

career in 1968 as city manager of Corpus Christi, Texas, and then served in Laredo. He has been executive director of the Texas Municipal League since 1992.



**R. Michael Eastland**, executive director of the North Central Texas Council of

Governments since 1992, began his career as assistant city manager in Richardson, Texas, and then served as city manager of Killeen, deputy city manager of Waco, and city manager of Carrollton, Texas.

Richard J. Crayne, city administrator, Waverly, Iowa

Paul I. Davis, director of economic development, Pasadena, Texas

Amar Dwarkanath, interim city manager, Chesapeake, Virginia

T. Jon Ellestad, city manager, Lexington, Virginia

Lee C. Erdmann, chief administrative and financial officer, Springfield, Massachusetts

Manuel A. Esquibel, city manager, Brighton, Colorado

Jack B. Ethredge Jr., city manager, Thornton, Colorado

Bruce S. Feng, city manager, Camarillo, California

Brenda Jones Fox, county manager, Guilford County, North Carolina

James R. Griesemer, dean emeritus, University of Denver, Denver, Colorado

Darryl C. Griffin, manager democracy services, Auckland, New Zealand

David Harden, city manager, Delray Beach, Florida

George Harvie, chief administrative officer, Delta, British Columbia, Canada

Virgil R. Hazelett, county manager, Henrico County, Virginia

Thomas L. Hedges, city administrator, Eagan, Minnesota

James W. Holcombe, director of workforce, Kilgore, Texas

John M. Holpe, town manager, Spring Hope, North Carolina

Robert C. Homan, township manager, Belmont, Michigan

Richard P. Johnson, county administrator, Hennepin County, Minnesota

Larry C. Kaufman, assistant city manager, Independence, Missouri

Robert S. LaSala, county administrator, Pinellas County, Florida

Tom Lundy, county manager, Catawba County, North Carolina

Andrew A. Mair, county administrator, Mercer County, New Jersey

Richard E. Maslowski, city administrator, Glendale, Wisconsin

Florentine Miller, deputy town manager, Chapel Hill, North Carolina

Larry S. Mitchell, city manager, Lawton, Oklahoma

Charles K. Moore III, town manager, Mount Jackson, Virginia

James M. Nantell, city manager, Burlingame, California

Paul L. Parker, city manager, Lufkin, Texas

James L. Pennington, city manager, Peachtree City, Georgia

Howard L. Penrod, managing director, Monroe County, Michigan

Stanley H. Rickard, city manager, Hart, Michigan

John R. Riley Jr., county administrator, Frederick County, Virginia

Bobby M. Snipes, deputy county manager, Athens-Clarke County, Georgia

Roger L. Stancil, town manager, Chapel Hill, North Carolina

Rodney A. Storm, city administrator, Blair, Nebraska

David A. Tatrow, village manager, Reese, Michigan

Kent L. Taylor, city manager, McMinnville, Oregon

### 45 YEARS



**Ross Michael Amyx**, executive director of the Virginia Municipal League since

1980, was previously executive director of the Kentucky Municipal League. He has served on the National League of Cities Board of Directors and is a past chair of the state league executive directors' organization. Prior positions include city manager, assistant city manager, and senior staff member with a state municipal league (Kansas).



**Frank R. Spence**, currently president of his own local government consulting firm, has

served as city manager of Miami Beach, Miami Springs, Biscayne Park, North Palm Beach, Mangonia Park, and Loxahatchee Groves, as well as county administrator of Alachua County and Putnam County, Florida. He has also been an OPEX advisor to the Republic of Liberia and administrator of the King Faisal Medical City in Riyadh, Saudi Arabia.

### 40 YEARS

Alex R. Allie, city manager, Huntington Woods, Michigan

David I. Blanchard, city manager, Federal Heights, Colorado

John M. Bramble, city manager, Merced, California

Edward Brookshier, city manager, Hermiston, Oregon

Johnny Carline, chief administrative officer, Burnaby, British Columbia, Canada

Timothy J. Casey, city manager, Laguna Niguel, California

Patrick J. Clifford, chief executive, Palmerston North, New Zealand

William J. Conn, township manager, Spring Grove, Pennsylvania



**Donald E. Bradley**, city manager of Cathedral City, California, since November 1999,

started his career in Livermore, California, as administrative assistant/personnel officer and then served as city manager of Pinole, California, from 1976 to 1999.



**Joseph O. D'Arco**, borough administrator of Paramus, New Jersey, also served

as administrator in Sayreville and in Bloomfield, Caldwell, South Orange, and Rockaway Townships, New Jersey.





J. Edward Todd, city manager,  
Dinuba, California

Charles A. Turpin, deputy  
city manager, Burnaby, British  
Columbia, Canada

Dale M. Walker, director of finance,  
Macon, Georgia

William T. Walker, protective  
services director, Grande Prairie,  
Alberta, Canada

Richard A. Watkins, township  
manager, Delta Township, Michigan

Jan H. Winters, county manager,  
Gaston County, North Carolina

James W. Zumwalt, city manager,  
Manassas Park, Virginia

## 35 YEARS

Anthony John Altfeld

Stephen V. Altieri

Jerry A. Andree

Aaron Anthony

Mark J. Arentsen

James L. Armstrong

Ronald D. Autry

Bill J. Baker

Scott J. Barber

Walter O. Barry

Kenneth R. Bays

Barbara L. Beckett

Lynn P. Behrns

Robert M. Belmore

Paul J. Benedetto

Jack B. Benson

Jerry A. Bentrout

Thomas Bonfield

Jeffrey Broughton

Robert W. Bruschi

Randy J. Bukas

Steven C. Burkett

William W. Burns

Bruce E. Channing

Louie Chapman Jr.

James V. Chisholm

Fred E. Cohn

David O. Cole

Graham C. Collins

Michael P. Crotty

Maria E. Dadian

Dan J. Dean

Peter A. DeAngelis Jr.

Anthony De Fazio

Robert E. Deis

Daryl J. Delabbio

Jacques Des Ormeaux

Richard A. Dlugas

Robert C. Downey

Michael Dula

Donald Eikmeier

William R. Eisen

Terry S. Fedorchak

Alfred J. Fincham

Robert F. Flatley

John J. Gallagher

Jesse A. Garcia

Andres Garza Jr.

James Patrick Gleason

Eugene L. Goldfeder

Ray G. Green

David L. Greene

Lawrence J. Gregan

James M. Haag Jr.

J. Jeff Hancock

John F. Hansley

John Doug Harris

Thomas E. Harris

Bernie Hayen

Edmund M. Henschel

John Guy Henson

Michael G. Herring

Gary B. Holmes

James R. Holt

C. Jack Horton

Gordon M. Howie

Gary A. Huff

Dianne Hunter

Jack W. Ingstad

Robert W. Jasper

Daniel G. Jaxel

Mark B. Jinks

Daniel A. Johnson

James R. Johnson

Gary C. Kratz

Robert F. Laing

David A. Lane

Mark L. Latham

Steven L. Ledoux

James E. Leidlein

David M. Limardi

Lewis R. Loebe Jr.

Raymond R. Lubomski

Gary C. Mahannah

N. Roy Main

Robert F. McConkie

Michael McLaurin

Ernie B. McNeely

Arjen J. Mewe

Richard R. Michaud

Peter J. Miller

Stephen F. Miller

Gary D. Milliman

Keith P. Montag

Larry R. Morley

Gary H. Neumann

Martin J. Nichols

Dale C. Olmstead

Ronald L. Olson

David W. Owen

John Pedersen Jr.

Gilbert T. Perales

Mike R. Perez

Leonard T. Perrone

Ken J. Pfeifer

Allan D. Pietrefesa

Kenneth R. Pulskamp

Wayne G. Reed Sr.

Gregory W. Robinson

James L. Rule

Mark K. Ryan

Patricia M. Ryan

James Sanderson

Steven Sarkozy

George E. Scarborough

John F. Sherman

Edward J. Shukle Jr.

William L. Sorah

Edmund F. Sotelo

James C. Steff

Craig R. Stevenson

Steven B. Stilwell

David C. Stuart

James L. Taylor Sr.

J. William Taylor

John W. Thacker

David G. Timmons

Roger A. Tinklenberg

Jackson C. Tuttle II

Michael C. Van Milligen

Michael Walker

George W. Waterman III

Mark S. Watson

Barry L. Webb

W. Allan Weegar

J. Paul Wetzel

Erroll G. Williams

William P. Yenne

Louis A. Zullo

## 30 YEARS

David Page Adamson

Mark R. Alger

Leroy D. Alsup

Charles B. Archer

Clark E. Arneson

William P. Barlow III

Bruce T. Bender

David Biggs

Jim C. Blagg

Michael S. Blau

Michael Bonfield

Thomas G. Bradford III

Doris Burgess Bruck

Kris M. Busse

Beverly R. Cameron

John G. Campbell

Shaun Carey

David N. Carmany

Patrick G. Casey

R. Murray Clarke

Gary R. Clough

Kenneth P. Collard

David A. Colton

Richard E. Cotton

Michael R. Couzzo Jr.

Jay B. Covington

Peter J. Cristiano

Steven S. Crowell Jr.

James H. Crumley

Bill Daily

Gregory C. Devereaux

Brian D. Donovan

Jim D. Dunaway

Jeffrey S. Earlywine

Bryan Elliott

William B. Elliott

Douglas G. Faselor

John S. Fawcett

Michael J. Fraser

William J. Fraser

William T. Friel

Kenneth J. Fritz

Joseph L. Gallegos

Diane M. Gard

James A. Genellie

Richard Gestrich

R. Lee Gilmour

Kenneth C. Griffin

Robert T. Grimm

Kathie S. Grinzinger

Lloyd N. Halverson

Michael E. Hays

Wally J. Hill

John M. Hodgson

Grace Magistrale Hoffman

Richard E. Huff II

Kay W. James

Van James

Eric R. Johnson

Michael J. Johnson

James Keene Jr.

Stephen P. King

Mark M. Krane

James Landon

Richard A. Leahy

Murray A. Levison

Richard I. Lewis

William E. Lewis

William Henry Lindley

Sam A. Listi

W. Christopher Lochner

Bert Lumbreras

Donald B. MacLellan

Chris MacPherson

Thomas S. Marrow

John F. Mason

Joyce M. Mason

Thomas L. Mattis

Ronald L. Mattiussi



## 25 YEARS

Bruce McCandless  
Allen McKinley  
Rita McMahon  
James O. McReynolds  
Robert Mellor  
David R. Mercier  
Lucinda L. Mester  
Jo Ann Miller  
David John Molchany  
Mitchell B. Moore  
Susan S. Muranishi  
Gregory B. Murray  
Kelli D. Narde  
Spencer R. Nebel  
John D. Newman  
Mark R. Oefinger  
David M. Osberg  
Marc Anthony Ott  
Alan M. Ours  
Russell Overman  
Joseph D. Parente  
Melissa Peacor  
Donald C. Pepe  
William A. Peterson Jr.  
Steven A. Preston  
Douglas R. Prichard  
Marcia L. Raines  
Carl E. Ramey  
Mark R. Randall  
Gerald J. Richards  
Brandt Richardson  
Hunter F. Rieseberg  
Michael K. Riley  
David C. Ritz  
Carl R. Rogers  
Michael G. Ross  
Allen Rothermel  
Christopher J. Russo  
Frank L. Salvato  
Donald L. Sandor  
Carl L. Schwing  
William A. Shepeluk  
David W. Stone  
Stuart D. Summers  
Carl Swenson  
Malcolm L. Tilberg  
Howard N. Tipton  
Dean Torreson  
Anthony J. Traxler  
Robert M. Turner  
James M. Twombly  
Russell Van Gompel  
Richard N. Warne  
Jay A. Weiskircher  
John A. Wells  
Gary Whatcott  
Frederick A. Wilson  
Karen Windon  
George S. Wolfe  
David K. Zabell  
Matthew D. Zimmerman

Terri S. Ackerman  
Barbara J. Adkins  
James M. Andersen  
David E. Anderson  
M. Joan Anderton  
Thomas J. Aspell Jr.  
Charles P. Barnett  
Marilynne M. Beard  
Neal J. Beets  
Michael R. Beimer  
Eric G. Berlin  
Jan M. Blasé  
Gary W. Boden  
James A. Bodenmiller  
M. Michelle Bono  
Larry D. Bradford  
Christopher J. Brady  
Harvey D. Bragg  
Brenda Breault  
Michael C. Brice  
Thomas L. Brownlow  
Karen Plover Brust  
William F. Bruton Jr.  
Brian M. Bulthuis  
Tim Caffrey  
James Kent Cagle  
David W. Calder  
John M. Call  
Sherry C. Callahan  
William D. Cargo  
Stephen A. Carter  
Joseph A. Cavallaro  
Kenneth L. Chandler  
Angela Dawson Christian  
John M. Coakley  
Michael S. Collins  
Toni W. Connor-Rooks  
David Corliss  
Ava L. Couch  
James V. Creech  
Peter J. Crichton  
Charles J. Cristello  
Selena Cuffee-Glenn  
Mark S. Cundiff  
James B. Currier  
Kathleen M. Dailey  
Dorothy Ann David  
Alfred J. Davis Sr.  
James R. Dismuke  
Robert G. DiSpirito Jr.  
John T. Doan  
David A. Dodies  
Randall G. Dowling  
Paul Eckert  
Donald Scott Elliott  
Jeff B. Emory  
Robert C. English  
David P. Fanslau

James Feuerborn  
Artie Anrae Fields  
Peter P. Garwood  
Vernon J. Gerth  
Rick L. Gifford  
Laura S. Gill  
Marcia E. Glick  
Manuel T. Gonzalez  
Alan E. Guard  
Kathleen D. Guzi  
Andrew C. Hammond  
Cecil R. Harris Jr.  
David L. Haugland  
Robert Heacock  
Michael T. Hinnenkamp  
John D. Hobson  
Ron M. Holifield  
Scott K. Huebler  
Alex R. Jensen  
Iris B. Jessie  
Allen Johnson  
William R. Johnson  
Angel L. Jones  
Joseph M. Kernell  
Conrad R. Kiebles  
Kimberly A. Kiefer  
David R. Kowal  
Seth T. Lawless  
Michael Leavitt  
James H. Lewellen  
Gregory D. Lewis  
Linda C. Lowry  
Gary M. Luebbers  
Mari E. Macomber  
G. K. Maenius  
James J. Malloy  
Jeffery Mark  
Robert T. Markel  
Phyllis L. Marshall  
Stephanie J. Mason  
Suzanne R. Mason  
Martin C. McDaniel  
Paul E. McIntosh  
Kenneth Lee McLawhon  
Larry S. Mead  
Frans G. Mencke  
Phil M. Messina  
Richard L. Meyers  
David L. Miller Jr.  
Grady E. Miller  
Steven B. Miner  
Edward R. Mitchell  
Scott W. Mitnick  
William A. Monahan  
Phillip J. Moore  
Wanda Mortensen  
Richard N. Morton Jr.  
Benjamin I. Myers  
Keith A. Nelson  
Eric P. Norenberg

George E. Olson  
Mark R. Palesh  
Stephen M. Pappalardo  
James E. Park Jr.  
John W. Park  
Ron K. Patterson Jr.  
Bret Plumlee  
David S. Plyman  
Kevin C. Poe  
Beth A. Pollard  
J. Milton Pope  
Michael J. Powers  
H. Blake Proctor  
Rodney B. Proffitt  
Roman M. Pronczak  
James W. Quin  
Susan M. Rash  
Stephen G. Riley  
E. Thomas Ritter  
Frank W. Robinson  
Rocky D. Rogers  
Bruno R. Rumbelow  
Raymond R. Rummel  
Gerald D. Sagona Jr.  
Brent Schleisman  
George T. Shackelford  
Rick L. Shain  
Joyce A. Shanahan  
Robert O. Sheehan  
Ehman Jacob Sheldon  
Gary P. Shimun  
Jonathan R. Shull  
Jill Silverboard  
John Skorobohacz  
Marianne Smith  
Nat Erskine Smith Jr.  
William L. Smith III  
Curtis E. Snyder  
Eileen F. Stein  
Peter M. Stephenson  
James V. Toye  
Frederic E. Turkington Jr.  
Isaac D. Turner  
Mark D. Vanderpool  
Daniel T. Vindigni  
John P. Vodopich  
Ann E. Wall  
David S. Wayman  
Barbara E. Weber  
Thomas R. Webster  
Nancy J. Weiss  
Peter A. Weiss  
Steven D. Wilke  
Betty J. Williams  
David Witt  
Cecil E. Wood  
Charlette T. Woolridge  
Dawn L. Wucki-Rossbach  
Bunjamin B. Yazici  
Shana Yelverton



# 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

Loudoun County, Virginia  
Sammamish, Washington  
San Clemente, California

San Diego County Water Authority, California  
Wichita, Kansas

## Certificate of Distinction Recipients

Alachua County, Florida  
Bayside, Wisconsin  
Bloomington, Illinois  
Broward County, Florida  
Doral, Florida

Durham, North Carolina  
Grafton, Wisconsin  
Marin County, California  
North Hempstead, New York  
Purcellville, Virginia

Queen Creek, Arizona  
Scottsdale, Arizona  
Sparks, Nevada  
Suwanee, Georgia  
Tacoma, Washington

## Certificate of Excellence Recipients

Albany, Oregon  
Austin, Texas  
Bellevue, Washington  
Cartersville, Georgia  
Casper, Wyoming  
Clayton, Missouri  
Collinsville, Illinois  
Coral Springs, Florida  
Corvallis, Oregon

Decatur, Georgia  
Fairfax County, Virginia  
Fort Collins, Colorado  
Kansas City, Missouri  
Loveland, Ohio  
Mesa, Arizona  
Miami-Dade County, Florida  
Oklahoma City, Oklahoma  
Olathe, Kansas

Peoria, Arizona  
Phoenix, Arizona  
Pinal County, Arizona  
Poudre Fire Authority, Colorado  
Rock Hill, South Carolina  
San Antonio, Texas  
San José, California  
Williamsburg, Virginia  
Woodbury, Minnesota

### Criteria for Certificate of Achievement include

- Reporting of performance data and key targets to the public through budgets, newsletters, mailings, or online postings
- Verification efforts to ensure the data's reliability
- Staff training in the principles of performance measurement.

### Criteria for Certificate of Distinction include

- 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 include

- 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.



# Life, Well Run

The *Life, Well Run* campaign plans to launch nationwide next year, but you don't have to wait to get involved.

- 1 Link to [LifeWellRun.org](http://LifeWellRun.org)

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- 2 Share your proudest moment as a manager with us at [yourstory@LifeWellRun.org](mailto:yourstory@LifeWellRun.org)

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- 3 Show the *Life, Well Run* videos on your local cable station

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- 4 Like us on Facebook and follow us on Twitter

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- 5 Donate to *Life, Well Run* through the Fund for Professional Development  
Visit [LifeWellRun.org](http://LifeWellRun.org) and click on [Support the Campaign](#)



2013

# ICMA *Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES



## 2013 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.

Once again 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**.



# ICMA *Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES

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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 99th ICMA Annual Conference:

**Shaun Carey**, city manager, Sparks, Nevada

**Paula Hertwig Hopkins**, city manager, Warrensburg, Missouri

**Douglas E. Matthews**, chief communications director, Austin, Texas

**Marcia L. Raines**, city manager, Millbrae, California

**Bryan L. White**, assistant city manager, Canandaigua, New York

This awards booklet was developed by

**Jane Cotnoir**  
Managing Editor

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Annual Awards Program Manager

**Joyce Lee Brown**  
Service Awards Program Manager

**Gerald Young**  
ICMA Center for Performance Measurement

## 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.*

### Severo Esquivel

Severo Esquivel retired in 2000 after an impressive career of local government service, throughout which he always had time to mentor young professionals, encouraging them to continue their education, seek opportunities, and, more importantly, take “prudent risks.”

As the first Hispanic to serve on the ICMA Executive Board (1976–77), Mr. Esquivel enlisted the support of Roy Pederson (CM-Scottsdale, Ariz.), the incoming ICMA president, and Joel Valdez (CM-Tucson, Ariz.) to establish the ICMA Hispanic Network. Shortly after, in an effort to increase the number of Hispanics entering city management, Mr. Esquivel was instrumental in implementing a HUD grant obtained by Mr. Valdez to fund MPA programs at universities throughout the country with significant Hispanic enrollment. The program’s success was demonstrated by the number of Hispanics who entered the profession in the early 1980s, particularly women. Many became city managers.

Under Mr. Esquivel’s leadership as president in 1986–87, the Arizona City/County Management Association convened its first international conference in Mexico. The agenda set the stage for an international exchange of ideas to encourage cross-border trade, education, and cultural awareness.

As the deputy city manager of transportation services in Phoenix, Mr. Esquivel oversaw the construction of a new airport

terminal with more than 70 jet ways and expansion capacity for more than 100. He was also among the principal architects of the Phoenix metro area’s transportation system, and he worked with stakeholders from all over the state to plan the freeway system. When the last stretch of Interstate-10 threatened to split a historic central neighborhood, Mr. Esquivel negotiated the building of a tunnel to take the I-10 underground and the creation of a park above it; today, the Margaret Hance Deck Park serves as a central gathering place in downtown Phoenix.

In 2003, Mr. Esquivel was coaxed out of retirement by Dan Hobbs, then city manager in Fresno, California, to turn around that city’s \$46 million downtown stadium. After that, he turned his attention to the stalled \$42 million Fresno Yosemite International Airport concourse. When the airport project was completed, Mr. Esquivel went back into full retirement but continued his membership in ICMA.

Mr. Esquivel once said, “When there is a call, step forward and do it.” This “can do” attitude is reflected in the many things he built and the hundreds of lives he touched through his lifelong devotion to public service.



## DISTINGUISHED SERVICE AWARD

### Lloyd Harrell

Lloyd Harrell has enjoyed a long and distinguished career in local government. It began in 1972 when, as city manager of Nevada, Missouri, he guided the city to financial stability after changes in state law caused it to lose 25% of its operating income. Six years later, Mr. Harrell moved to Liberty, Missouri, where he helped defeat a bond issue to move the county courthouse out of the historic district, and then successfully led the effort to pass a bond to build a new city hall complex in downtown.

As city manager of Denton, Texas (1986–1995), Mr. Harrell guided the community through a major city center revitalization project. He then became manager of Chandler, Arizona (1995–2002), when it was one of the fastest-growing cities in the country; during his tenure, the city built extensive infrastructure and added a substantial number of new employers.

Mr. Harrell has served on the faculty of the Arizona State University School of Public Affairs since 2001, where he helped create the Marvin Andrews program, an MPA program designed to identify the country’s most talented students aspiring to executive levels in local government. With his leadership, a foundation was established that

has raised nearly \$320,000, and the interest helps to provide a stipend to three students each year as Marvin Andrews Fellows. Mr. Harrell plays a critical role ensuring that the program maintains high academic standards.

Passionate about the next generation of managers, Mr. Harrell goes far beyond serving as a mentor. He often accompanies students to ICMA annual conferences; introduces them to colleagues and friends, helping them expand their professional networks; and takes a personal interest in their lives.

Upon retiring in 2002, Mr. Harrell became an ICMA Range Rider; as such, he is one of the first to reach out to members in transition, and he stays in touch after their termination. He also has served as an ICMA senior advisor since 2006.

Mr. Harrell is a 1985 recipient of the Jay Bell Excellence Award, the highest honor given by the Missouri City Management Association, and a 2005 recipient of the John J. Debolske Professional Award, the highest honor conferred by Arizona City Management Association.





## 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.*

### Demitrios Moschos

Since 1982, Demitrios Moschos has been a senior partner with the law firm of Mirick, O'Connell in Worcester, Massachusetts, in the firm's Labor, Employment, and Employee Benefits Group. He serves as counsel to the Massachusetts Municipal Management Association on a pro bono basis, assisting managers with professional and contractual issues.

Mr. Moschos has dedicated his long career to Massachusetts personnel directors, city and town managers, countless elected boards, and collective bargaining units. In the 1970s and 1980s, before becoming an attorney, he worked for the city of Worcester for 12 years, leaving as the assistant city manager. Since then, he has helped draft much of the legislation that local governments propose to the state legislature relating to personnel matters, including a law establishing the right for town managers and administrators to have contracts with communities in the Commonwealth. He also drafted a portion of the Massachusetts Labor Statute. He is a founder and former management chair of the State Joint Labor Management Committee and the Worcester County Bar Association Labor and Employment Law Committee.

He has always been a strong advocate for the professional manager form of government, helping the state manager's association file legislation and support regulatory reform to advance the

profession. He also conducts an annual seminar designed to protect the manager's financial and legal interests, especially during employment disputes.

Mr. Moschos has been named one of Massachusetts's "Super Lawyers" by *Boston* magazine and *Law & Politics* every year since 2006. In 2007, he received the Massachusetts Municipal Personnel Association's annual Emil S. Skop Award for outstanding contributions to human resource management. In 2010, 2011, and 2012, *Human Resource Executive Magazine* and *Lawdragon* recognized him as one of the "Top 100 Employment Attorneys in the United States." And he was selected by his peers for inclusion in the 2013 edition of *The Best Lawyers in America* in the field of labor law and as "Lawyer of the Year, Labor Law-Management" in Worcester.

From time to time, Mr. Moschos contributes to the Massachusetts Municipal Association's publications, *The Beacon* and *Municipal Advocate*. His articles provide guidance and insight into how local officials and volunteers can be successful citizen members of their local governments.



## ACADEMIC AWARD in Memory of Stephen B. Sweeney

*Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.*

### William "Bill" Spelman | Council Member, Austin City Council, Austin, Texas

Council member William "Bill" Spelman bridges the gap between theory and practice. As a member of the Austin City Council, Dr. Spelman understands the value of education in the community. As a public policy professor at the LBJ School of Public Affairs at the University of Texas at Austin, he has helped educate the next generation of policy makers and public administrators. Over the past 25 years, he has inspired countless individuals and demonstrated the value of public service.

Dr. Spelman believes that the most difficult thing about teaching government management and urban policy is giving people a sense of how decisions are really made. When teaching, he places particular emphasis on the concept of consequences, insisting that decisions be based on the impact they will have on the public.

Dr. Spelman offers his students something that most local policy teachers cannot: relevant examples based on real-world experiences. As he participates in city council meetings several times a

month, he can walk into his local policy class the next day and provide direct insight about what happened the previous night. It is through these tangible examples that he prepares his students for careers in local government.

Dr. Spelman uses his position at the LBJ School to give back to the community. Each year, the University of Texas hosts an event called Explore UT, in which the entire community is welcome to visit the campus and learn more about the university. For many years, Dr. Spelman has used this opportunity to teach classes on criminal justice policy and urban development in the hopes of inspiring the next generation.

Teaching and leading by example, Dr. Spelman consistently inspires his students with his overwhelming passion for local policy.





## AWARD FOR CAREER EXCELLENCE in Memory of Mark E. Keane

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

### Marc A. Ott | City Manager, Austin, Texas

Austin city manager Marc Ott runs a \$3.3 billion municipal corporation with nearly 13,000 employees. Facing a \$30 million budget gap in 2009, the city set out to implement short- and long-term corrections. Mr. Ott began by asking his budget officer and human resource director to conduct a series of focus groups with employees, laying out the challenge and determining their support for various options. Guided by their feedback, Mr. Ott held employee pay to current levels and worked with departments to identify 124 vacant positions that could be cut to preserve the current workforce.

To close the structural gap, Mr. Ott then asked departments to name the top five programs they would cut if required. Using the list of 28 potential service reductions that were suggested, the city held a series of public workshops in which participants were asked to “keep” or “cut” programs, and it used their feedback to make the decisions. Other initiatives included “Dollars and Sense,” which solicited employee ideas for budget reductions and efficiencies and resulted in cuts of more than \$300,000; and “Accelerate Austin,” which identified “shovel-ready” construction and infrastructure projects scheduled for future years and moved them ahead of schedule to boost employment in local construction sectors.

The results speak for themselves. The structural gap in Austin’s budget has been closed, unemployment is well below the national average, and Austin remains one of the most economically viable and fastest-growing cities in the country.

In 2010, Mr. Ott went undercover: he removed his suit and tie, quit shaving, threw some belongings in a duffel bag, and spent the night in the downtown homeless shelter. What he experienced changed his perspective and galvanized his resolve to help. Since then, the city-owned shelter’s HVAC systems and shower and restroom

facilities have undergone critical renovations, and the shelter’s structural deficiencies have been addressed. Austin now has a multiagency partnership focused on permanent supportive housing, and it continues to make homelessness a priority.

Under Mr. Ott’s leadership, Austin has become the single largest contributor of volunteers to the local school system’s mentoring and tutoring program. Each week, more than 350 city employees give an hour of their time to help youth with reading and mathematics and are allowed to use paid time to participate. Employee participation has grown by 337% since 2008. Last year, the city contributed over 7,500 hours—equivalent to \$216,000 of in-kind contributions—to the school district.

With a record of achievement and Austin’s appearance on countless “best of” lists, it might be easy to be complacent, but Mr. Ott continues to press the organization forward, establishing a Sustainability Office, a Capital Planning Office, and, most recently, an Innovation Office. Open to ideas from all employees, the Innovation Office will select the best for rapid development, prototyping, and testing in collaboration with the employees themselves. It will also match local individuals and companies with city employees for knowledge sharing, job shadows, and product development partnerships that can lead to breakthrough innovations.



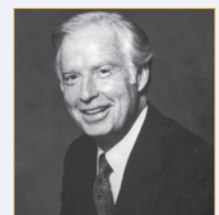
Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.

## *In Memoriam:*

### Mark E. Keane and William H. Hansell

This past spring brought sadness to the ICMA family as we mourned the loss of former executive directors Mark E. Keane and William H. Hansell.

Mark served as ICMA executive director from 1967 to 1983. Bill then took the reins, serving from 1983 to 2002. The Community Health and Safety Award has ties to both men as it is sponsored, in part, in memory of Carolyn Keane (Mark Keane’s first wife) as well as in memory of Bill and Alice Hansell (Bill Hansell’s parents). The Career Excellence Award, which was originally established in honor of Mark Keane, will now be given out in his memory. The 2013 Awards Program Booklet is dedicated to the memories of both Mark and Bill. We extend our sympathies to both the Keane and Hansell families.



Mark E. Keane



William H. Hansell



## ASSISTANT EXCELLENCE IN LEADERSHIP AWARD in Memory of Buford M. Watson Jr.

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

### Rudy Acosta | Community Health and Wellness Project Manager, Desert Hot Springs, California

Desert Hot Springs is a severely economically distressed community in the Coachella Valley of Riverside County, California. Since joining the city in 2007, Rudy Acosta has served in several capacities, including assistant city manager, director of redevelopment, and project manager for the Community Health and Wellness Center.

As director of the redevelopment agency, Mr. Acosta created and implemented the Vortex Specific Plan to revitalize the city's downtown. He aggressively sought out Community Development Block Grants (CDBGs) and HUD funds to implement neighborhood renewal programs, which, in conjunction with law enforcement efforts, were critical in reducing crime by over 35% since 2007.

With only one doctor for the entire population of 26,600, Desert Hot Springs is a federally designated Medically Underserved Area. Together with the city manager, Mr. Acosta created a plan to attract federally qualified, nonprofit health care facilities to the community.

To begin, the city negotiated an agreement with the Borrego Community Health Foundation to provide health care services, including nine doctors, a laboratory, and an x-ray facility. Mr. Acosta then assembled several public and privately owned parcels of land and worked with the city's youth to imagine a building that would meet residents' needs. The 32,200-square-foot Community Health

and Wellness Center includes a state-of-the-art Boys and Girls Club with 21st-century technology centers, a full-size gymnasium, and an aquatic center.

Through federal earmarks, CDBGs, New Market Tax Credits, private donations, state parks grants, and a grant from the Desert Healthcare District, more than \$22 million was raised for the project, which was completed in December 2012—on time and under budget.

Because of the city's partnership with the Desert Healthcare District and Borrego Health, all residents now have access to health care, diagnostic services, nutritional education, support groups, and screenings. And that success prompted the University of California Riverside to choose Desert Hot Springs as the site of its new School of Medicine Primary Care Clinic, which will deliver fully trained primary care doctors to the entire Coachella Valley.

In total, construction of the center created more than 450 jobs, and the primary care clinic will create 180 more. There is a direct link between these results and Rudy Acosta and his commitment to community.



## AWARD FOR CAREER DEVELOPMENT in Memory of L. P. Cookingham

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

### Pamela Brenner | Town Administrator, Peterborough, New Hampshire

Small towns and cities typically lack the resources to provide young employees with dedicated management training, and it can be very difficult for people with limited direct experience to enter the field of public administration. Pamela Brenner, town administrator of Peterborough, New Hampshire, since 1995, has played a significant role in rectifying this situation.

Ms. Brenner was instrumental in the creation of the Municipal Management Association of New Hampshire (MMANH) Fellowship Program. Formally instituted in 2008, the program enables MPA students at the University of New Hampshire to get paid for real-world municipal management experience in towns and cities throughout the state. Several students have gone on to become successful municipal managers.

As town administrator of Peterborough, Ms. Brenner has mentored countless town employees. In recruiting and training the next generation of managers, she makes hiring decisions based not just on what potential employees can do for the town, but also on what

she can do for them in terms of career development.

Not one to just assign tasks, Ms. Brenner allows staff members to prioritize their work, pursue self-initiated projects, accomplish their own goals, and make their own mistakes. She treats her interns and support staff as she treats department directors—with respect for their opinions and individual skills and abilities. She prepares her employees to advance from assistant-level to manager-level positions. She also emphasizes the importance of becoming a productive member of the community outside of work and of participating in professional associations such as ICMA and MMANH.

Through her leadership in Peterborough and her role in creating the fellowship program, Ms. Brenner is sure to have an impact on New Hampshire's municipal management community for decades to come.





## COMMUNITY HEALTH AND SAFETY AWARD

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

### POPULATIONS OF LESS THAN 10,000

#### Community Support Services | Uralla Shire, NSW, Australia

Thomas P. O'Connor, general manager

For the past 25 years, Uralla Shire Council (USC), a medium-sized (3,229 sq. km) rural council in New South Wales with a population of 6,034, has been providing community support services to special-needs residents, enabling them to age in place. With a reputation for excellent governance and delivery of services, USC now serves nine adjoining local government areas—a total expanse of 40,415 square kilometers.

Its first program was the Tablelands Community Support Options Program (TCSOP), which was initially intended only for nonindigenous people but has since expanded to serve the Aboriginal population as well. TCSOP provides support services and case management to the aged, the disabled, their caregivers, and other special-needs groups in some very isolated places that often lack everyday conveniences, such as electricity, running water, and sewerage

and refuse disposal. Along with providing regular transport to regional centers, delivering meals, and visiting clients regularly to monitor their well-being, TCSOP also purchases water and arranges for sanitary animal carcass disposal. Program success is measured purely by citizen satisfaction. In an annual survey, over 90% of clients said that they were able to continue living in their own homes and working toward meeting their goals.

Kamilaroi Ageing and Disability Service (KADS) offers an array of services to aged or disabled Aboriginal and Torres Strait Islander people. It, too, allows care recipients to stay in their homes and provides planned, time-limited breaks for families and caregivers.

Tablelands Community Transport (TCT), a rural, volunteer-based organization administered for the NSW Transport and Infrastructure, serves an area of 18,000 square kilometers (7,000 sq. mi.) and some 65,000



Tablelands Community Transport serves high-need clients and their caregivers

residents. TCT organizes regular transport of disadvantaged, aged/disabled high-need clients and their caregivers, and provides taxi vouchers for specific medical and related needs.

McMaugh Gardens Aged Care Centre, a 36-bed aged-care facility, provides care at all levels—low, high, and dementia. And three other community service programs provide similar services to other local government areas that support aging in place.



### POPULATIONS OF 50,000 AND OVER

#### Homesafe | Surrey, British Columbia, Canada

Murray Dinwoodie, city manager

Since the 1990s, international research has shown that public education programs have had a positive impact on fire prevention. In Canada, home visitation initiatives have focused on such issues as the presence of working smoke alarms, development of fire escape plans, and common causes of preventable house fires.

Launched in October 2008, *HomeSafe* is a proactive, evidence-based fire prevention program in Surrey that uses local fire and demographic data to target neighborhoods with the greatest risk of fire and highest concentrations of high-risk residents (owing to such factors such as age, family structure, and lifestyle). Uniformed firefighters then go door-to-door to educate residents about fire safety, provide an information package, and offer to install a free smoke alarm

on the spot (a signed waiver is required). If residents are not home, the package is left on their doorknobs. As of the end of 2012, more than 37,500 homes had been visited.

The Surrey Fire Fighters' Charitable Association and a local shopping mall have funded the cost of the smoke detectors, and media coverage and free public announcements have been used to advertise the program. Formal evaluation shows that in its first two years alone, *HomeSafe* reduced the annual fire rate in Surrey's highest-risk homes by 64% and prevented an estimated \$1.26 million in fire losses. From 2006 to the end of 2012, the rate of death and injuries decreased by 42.3% despite a 14.8% increase in population, and the rate of fires per 1,000 dwellings decreased by 35.5%

despite a 15.2% increase in the number of dwellings. The program has also increased smoke alarm activations and reduced fire size and spread.

Undertaken through an analysis of local data and the targeted application of existing prevention methodologies, and with minimal added cost to the fire service, *HomeSafe* is an approach that can be replicated anywhere. Focusing on the highest-risk members of the community will produce the biggest return on investment.



A promotional poster for the *HomeSafe* program





## COMMUNITY PARTNERSHIP AWARD

*This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.*

### POPULATIONS OF LESS THAN 10,000

#### Sharing Supper | Mauston, Wisconsin

Nathan R. Thiel, city administrator |  
Margie Strouse, CEO, Sharing Supper | Doug Kryder, assistant principal

The city of Mauston has always struggled to get the word out and solicit productive public input. Sharing Supper, a nonprofit community meal program specifically designed to engage the citizens, provides a venue for local businesses, organizations, and individuals to serve the community. As such, it is one of Mauston's more successful partnerships.

For Mauston, Sharing Supper is more than just a meal. Its mission statement is, "To provide a dining experience that is free of social or economic barriers to build community relationships and nourish the soul." It is about coming to the table, serving, listening, sharing ideas, making new acquaintances, and building community. Every event is attended by representatives from the school, the city, and the county, affording easy access to officials. The city manager visits all the tables

asking, "What is the good news?" Typically, the table will want to learn what is happening in Mauston or someone will want to share an idea to improve the community. Many citizens have used Sharing Supper as a safe venue to access government programs and avoid the stigma of going to a government facility.

The first event, hosted in March 2007 at a local Moose Lodge Family Center, had about 180 attendees. By 2011, the increase in attendance and programming required Sharing Supper to move to the local high school for more space. In December 2012, over 800 people attended. And the program is expanding into other Wisconsin communities.

The best part about the partnership is that it has cost the city nothing: all Sharing Suppers are supported through volunteers and sponsorships. More than 53 organiza-



Sharing supper

tions, businesses, families, and individuals have sponsored events with \$300 contributions, and many attendees place smaller donations in the donation box at the entrance of each event. A typical event requires between 250 and 300 volunteer service hours; over 12,000 service hours have been donated between 2007 and the beginning of 2013.

### POPULATIONS OF 10,000 TO 49,999

#### Greentree Health Science Academy | Middletown, Ohio

Judith A. Gilleland, city manager

For nearly a century, residents of Middletown and surrounding areas had their major health care needs met by the Middletown Regional Hospital in the center of the city. In 2007 the hospital moved to the city's outer edge, built an entirely new campus, and became Atrium Medical Center. The massive investment—\$195 million for the hospital alone and \$300 million for the overall campus—brought significant growth to the area and triggered a demand for more local health care workers in myriad fields and specialties.

Recognizing that Atrium and associated medical operations, such as the surgery center and children's hospital, were vital to the city's economic viability as well as to residents' access to health care, Middletown decided to actively encourage the growth of local health care training opportunities.

The idea of Greentree Health Science Academy originated with Atrium's chief

executive officer, who saw the need for a pipeline of well-educated personnel for various hospital positions and approached the dean of Miami University Middletown to discuss an educational partnership. In the end, the city partnered with Atrium, Miami University, Cincinnati State Technical and Community College, Warren County Port Authority, and Warren County Career Center to build a unique facility that would offer multiple programs from several academic institutions and provide increased access to real-world training opportunities. Middletown financed the debt, the port authority contributed Build America Bonds, and the federal government provided a grant of \$1 million toward the facility's completion.

The \$8 million Greentree Health Science Academy offers classes to about 700 students at various educational levels. For example, it offers high school students a two-



Health care training at Greentree Health Science Academy

year health science program through the Warren County Career Center, which also offers adult education and workforce development programs. The two academic institutions also hold some classes at Greentree.

In addition to ensuring the stability of an important local employer and medical facility, the partnership has made certain that area residents have better access to good jobs and vital emergency services.

#### POPULATIONS OF 50,000 AND OVER

### SCORE Jail | Des Moines, Washington



Anthony A. Piasecki, city manager, Des Moines, Washington | Jay Covington, chief administrative officer, Renton, Washington | Todd Cutts, city manager, Sea Tac, Washington | David Cline, city administrator, Tukwila, Washington | Penny Bartley, director, SCORE  
With the participation of Auburn, Burien, and Federal Way, Washington

In 2001, King County announced that it would no longer provide jail services for its cities and gave them 10 years to find other jails.

In 2006, a long-term needs study found that by 2026, those cities would need 1,450 jail beds, including 700 in South King County. The next year, seven South King County cities (Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila) conducted a feasibility study and found that they could build and operate a jail for 92% of their current jail costs—\$14 million in 2007.

In 2009, having acquired a land parcel in Des Moines, the group set out to secure the needed funding and formed SCORE (South Correctional Entity), a government administrative agency and a public development authority, under the Interlocal Cooperation Act. The jail was built within two years with

prefabricated concrete panels and steel cells.

Overseen by a seven-member administrative board, the facility opened in September 2011 with inmates from Auburn and Renton. Over the next few months, the facility absorbed inmates from the seven member cities and 18 contract agencies, and hired all 27 corrections officers previously employed at the now-closed Auburn and Renton jails.

As a single-story jail with direct supervision, SCORE operates with 25% fewer staff than similarly sized jails. But as a large facility, it is able to obtain services that are unavailable to smaller jails. The King County Regional Automated Fingerprint Identification System handles fingerprinting; Valley Cities Counseling and Consulting provides mental health and peer forensic support services; King County Mental Health and Chemical Dependency



Action shot at SCORE

Services provides screening; and the jail's medical clinic provides digital x-rays and dental services. The facility also contains multiple video court suites, enabling inmates to make court appearances without leaving the jail.

Building this facility has enabled SCORE to provide professional, cost-effective, and efficient correctional services to its member cities and contract agencies.

## COMMUNITY SUSTAINABILITY AWARD

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

#### POPULATIONS OF LESS THAN 10,000

### Deploying Geo-Thermal Energy | Clarkdale, Arizona



Gayle L. Mabery, town manager

In the mid-2000s, in the midst of Arizona's boom in new home construction, Clarkdale's town manager and council recognized the signs of the impending recession and began discussing ways for the town to chart a new course for sustainability.

The Clark Memorial Clubhouse, listed on the National Register of Historic Places, was built in 1925 as a center for community recreation. But its furnaces were outdated and inefficient, unable to effectively heat the facility in winter or cool it in summer. As a result, activities there were limited during the hottest and coldest times of the year, and rental revenues were lost. Because geothermal heating and cooling uses the relatively constant temperatures of the Earth's natural thermal energy, a renewable resource, it uses

30%–70% less energy than conventional systems. Thus, the first project undertaken as part of the Sustainable Clarkdale Initiative was the installation of a geothermal heating and cooling system in "The Clubhouse."

The only local government applicant in the state to propose a geothermal project, Clarkdale received a \$65,961 grant in March 2010 through the American Recovery and Reinvestment Act. It also qualified for \$17,160 in renewable energy incentive funding from the local electrical utility. Those funds, combined with in-kind contributions from the town, covered the total project cost of \$84,621, and geothermal energy was deployed in The Clubhouse in August 2010.

With the geothermal system installed, facility use increased 53% between 2011



The Clubhouse before a council meeting in June

and 2012 and rental income increased 299%. While the greater usage has meant 27% higher overall utility costs, natural gas costs have decreased 52% over that period. And Clarkdale residents, who had already begun to embrace the use of solar energy, have been able to observe firsthand the benefits of geothermal energy.

## zHome | Issaquah, Washington

Robert Harrison, city administrator

Issaquah has several challenging environmental policies, including an 80% reduction in carbon dioxide emissions by 2050. The city has operated a sustainable building program since the early 2000s, including free technical education, permit expediting for green-certified projects, code flexibility, LEED certification of new construction, and participation in a green demonstration house. But while the program has reduced carbon by about 15%–20%, it's not good enough.

Over the last decade in Europe, new demonstration buildings incorporating advanced technologies have catalyzed a wave of sustainable development with a significantly lower ecological footprint. Concluding that similar development could be beneficial locally and regionally, Issaquah began in 2006 by assembling a public-private partnership, including the regional government (King County), a private utility (Puget Sound Energy), a green building program (Built Green), an academic partner (Washington State University Energy

Program), and an industry partner (Port Blakely Communities). These partners provided credibility, technical and implementation support, and marketing opportunities.

The result is zHome, a compact, transit-oriented community with the smallest possible environmental footprint. As the first net-zero, carbon-neutral, multifamily community in the country, zHome also boasts a 70% reduction in water usage, 78% Forest Stewardship Council-certified wood, 100% low volatile organic compounds/low toxic finishes, storm-water infiltrated on site, and a 92% reduction in construction and demolition waste.

Building costs per square foot increased by less than 20%, while homeowner operating costs have been radically reduced. With the townhouses now fully occupied, initial results show that zHome is performing as expected.

A core reason for zHome's success is that the partners established specific goals early on, enabling a more entrepreneurial approach in project execution. In retro-



Opening of zHome

spect, although a partner agreement was created partway through the project, a more deliberate understanding among partners at higher management levels, both initially and throughout the project, would have been helpful. However, the benefits of the partnership hugely outweighed the difficulties.

A broad educational and marketing program accompanied the development, including on-site tours, classes/events for industry and government audiences, extensive media outreach, and an on-site Sustainability Education Center. Next-generation buildings in region are taking many of zHome's concepts and innovating them even further.



## Austin Energy Green Building | Austin, Texas

Marc A. Ott, city manager

In 1990, Austin was the first community in the United States to create a comprehensive program for evaluating the energy and resource efficiency of private sector buildings. Initially a green building rating system for single-family homes, Austin Energy Green Building (AEGB) expanded to include multifamily and commercial buildings.

AEGB began with two \$50,000 grants from the U.S. Department of Energy. The second grant required the design and construction of a green affordable demonstration home, so AEGB recruited a volunteer architect and a volunteer structural engineer and solicited funds for materials from the Texas State Energy Conservation Office and Home Depot. It then partnered with Austin Habitat for Humanity, which provided the site and managed the mortgage for the buyer, and with the American Institute for Learning (now American YouthWorks), which created a young adult training program to teach at-

risk students life and construction skills and have them build the home under the guidance of construction industry professionals and an experienced teacher.

The American YouthWorks teaching project evolved into the Casa Verde Builders program, which continued to train at-risk youth and build green affordable homes throughout the 1990s. Its work and that of other similar organizations led to a Memorandum of Understanding between AEGB and Austin's Neighborhood Housing and Community Development Office that requires all city-subsidized housing to earn at least a one-star green building rating from AEGB. To date, 4,507 new homes and 9,600 multifamily housing units have been built more efficiently; use less water; and are healthier, more energy efficient, and more durable than typical homes.

To expand the benefits of green building throughout Austin, AEGB has partnered with city's Planning and Development Review



An AEGB-rated 5-star building

Department (PDRD). AEGB provides PDRD with funds to offset some of the costs of energy code plan review and inspections, and PDRD works closely with AEGB staff to ensure the highest level of energy code compliance possible. AEGB also reviews and amends the published energy codes to meet Austin's aggressive goals for energy efficiency.

Austin's comprehensive citywide strategy for green building has seen regular improvements in above-code and green-built buildings and in the energy efficiency of all buildings, especially affordable housing.







## STRATEGIC LEADERSHIP AND GOVERNANCE AWARD

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

### POPULATIONS OF LESS THAN 10,000

## Strategic Issues-Focused Governance System (SIGS) Westlake, Texas

Thomas E. Brymer, town manager | Amanda DeGan, assistant town manager



In 1999, when Westlake hired its first town manager, staff consisted of the manager, an assistant to the manager, and a town secretary. Strategy and direction were communicated in face-to-face meetings, and long-term planning was handled through the budget document. But as residential growth in Westlake increased by 380% over the ensuing decade—from 207 to 992—it was clearly time to move the planning process to the next level.

In June 2008, staff met with elected officials at an off-site retreat to develop mission, vision, and values statements for the community, which they matched with relevant goals and objectives and compiled into a “traditional” strategic planning document. Then the document was put aside and mostly forgotten.

So the Leadership Team identified an alternative strategic planning framework, the Balanced Scorecard (BSC), which it merged

with an issues-focused list of staff action items that incorporates four perspectives: customer service, operational processes, and organizational capacity with a financial viewpoint.

In May 2011, at a second off-site retreat, staff presented the BSC concept and issues-focused theory to the council, along with a basic strategy map to show how the plan would work and how results from a biennial resident survey could be integrated into it. The council provided positive feedback and direction for the team, which then worked to formulate strategic objectives for the four perspectives in the map. Six months later the team presented the completed strategic plan draft to the council, and the final draft of the Strategic Issues-focused Governance System (SIGS) was approved in December 2011.

Council members directed that the strategic plan drive monthly meeting agendas and

asked staff to identify ways to incorporate the strategy map and issues-focused action items into the process. The Leadership Team reworked the Council Agenda Memo to identify linkages to the vision statements, BSC perspectives, and action items.

To enhance accountability, staff created a Strategic Governance Calendar to show a four-month agenda of pending action items. And each employee received a SIGS binder.

The Leadership Team uses the plan during management meetings, and the calendar is updated and distributed monthly. The next draft will allow for input from the entire staff.



Cover of the Westlake Strategic Plan

### POPULATIONS OF 50,000 AND OVER

## Improving Accountability and Transparency Rock Hill, South Carolina

David B. Vebaun, city manager | Monica D. Croskey, budget and performance manager



Citizens in today’s “Internet age” are less willing to wait for the annual budget documents to learn how their governments are performing and how their public servants are using public resources, so Rock Hill posts a strategic plan on its website that clearly states how success will be defined. It also posts midyear and year-end reports that quantify the city’s progress at meeting those performance standards.

To complement its semiannual progress reports, the city developed a performance dashboard—updated monthly—that communicates the city’s progress on addressing goals in the strategic plan. It also developed a financial dashboard, in which easy-to-understand graphs provide monthly updates on revenues by source and on expenditures by department. The data are compared against

budgeted amounts, so it is apparent when a department is overbudget or revenues are underperforming. And these tools are also available on the city website.

Although the first performance dashboard was created by a consultant for \$12,000, the strategic plan, semiannual reports, financial dashboard, and new performance dashboard were all developed and produced in-house.

One notable benefit of these efforts has been the growth of a culture that values data-driven decision making. Performance management efforts have permeated the organization, and the use and analysis of data have become standard practice in service delivery. Moreover, the transparency and accountability inherent in the system has motivated departments to use all available resources, including



Rock Hill's performance dashboard

interdepartmental communication and planning, to accomplish their goals. For example, the electric division, police department, and sanitation department found that police presence, street lighting, and litter-free streets all help to improve the perception of downtown safety. In this way, Rock Hill is championing the principles of accessible, open government.



# Celebration of Service

## Congratulations to the 2013 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



**Aubrey Watts Jr.**, chief operating officer of Charlottesville, Virginia, since 2002, began his local government career in 1967 in Virginia Beach, where he held a number of positions before becoming city manager in 1987. In 1991 he left Virginia to serve as city manager of Greenville, South Carolina, only to return eight years later to Charlottesville as director of economic development.

### 45 YEARS



**Michael G. Brown**, chief administrative officer of Kirkwood, Missouri, spent his entire local government career serving in various communities and capacities in Missouri before being hired for his current position in 1984.



**William P. Buchanan**, county manager of Sedgwick, Kansas, since 1991, served communities in Pennsylvania, New York, and Michigan before being hired for his current position. President of the ICMA Executive Board in 2006–2007, he received ICMA's Award for Career Development in Memory of L. P. Cookingham in 2012.



**Howard L. Chambers**, city manager of Lakewood, California, has held various management positions in Lakewood since 1973, and with 35 years as Lakewood's chief executive, he is widely thought to be the longest-serving city manager with a single city in California. In 2012, he came out of a brief retirement to serve in his current position.



**Thomas R. Hoover**, town manager of Coventry, Rhode Island, since 2009, was previously city manager of Royal Oak, Michigan (2004–2009); Worcester, Massachusetts (1994–2004); and Toledo, Ohio (1990–1993). He began his career in local government as a professional engineer, holding several public works and public safety positions in Toledo.



**Robert L. Schoelle Jr.**, village administrator of Garden City, New York, since 1980, began his local government career in Garden City in 1968 as deputy clerk–treasurer and then served four years as chief administrative officer/clerk–treasurer in Rockville Center, New York.

# 40 YEARS

|  |  |   |  |
|--|--|---|--|
| Arthur A. Anselene, town manager<br>Herndon, Virginia              | John N. Crary, town administrator<br>Greenwich, Connecticut                                      | Richard F. Herbek, city manager<br>Briarcliff Manor, New York                                     | Dennis D. Redmond, city<br>administrator<br>Dayton, Kentucky                                     |
| Larry N. Arft, city manager<br>Beloit, Wisconsin                   | Ed Daley, city manager<br>Hopewell, Virginia   | Rodney Irwin, assistant city manager<br>for economic development<br>Clearwater, Florida           | Dianne S. Robertson, village<br>administrator<br>Thiensville, Wisconsin                          |
| Lester B. Baird Sr., general manager<br>LaBelle, Florida           | Kevin C. Duggan, ICMA West Coast<br>regional director<br>Mountain View, California               | Robert A. Kuntz, city administrator<br>Ballwin, Missouri  | Dwight J. Stanford, town manager<br>Strathmore, Alberta, Canada                                  |
| Paul A. Berg, city manager<br>Eustis, Florida                      | E. Jay Ellington, executive director<br>Manassas, Virginia                                       | David A. Lane, city manager<br>Blythe, California   | David C. Stuart, chief administrative<br>officer<br>North Vancouver, British Columbia,<br>Canada |
| Francis F. Boyles III, city manager<br>Prior Lake, Minnesota       | Gregory Ferrese, city manager<br>Rehoboth Beach, Delaware  | Anne S. Lyons, assistant town<br>manager<br>Jupiter, Florida                                      | Alan E. Tandy, city manager<br>Bakersfield, California   |
| Stribling P. Boynton, city manager<br>High Point, North Carolina   | Alfred J. Fincham, city administrator<br>Grosse Pointe Woods, Michigan                           | Craig J. Mattson, city administrator<br>Wyoming, Minnesota  | Kenneth A. Taylor, city manager<br>Universal City, Texas   |
| Steve Carpenter, city manager<br>Harker Heights, Texas             | Dennis R. Foltz, town manager<br>Oakland, Florida  | Gary D. Milliman, city manager<br>Brookings, Oregon   | David F. Watkins, city manager<br>Bryan, Texas   |
| William P. Charnisky, city administrator<br>Saint Peters, Missouri | Maxwell N. Glyde, director<br>corporate services<br>Spit Junction, New South Wales,<br>Australia | J. Michael Moore, town manager<br>Surf City, North Carolina                                       | James S. Williams, city manager<br>Maitland, Florida   |
| David Childs, city manager<br>Palmdale, California                 | Fred G. Greene, assistant city manager<br>Denton, Texas  | Larry Paine, city administrator<br>Hillsboro, Kansas  | Mark Wollenweber, city manager<br>Lakeport, Michigan   |
| Edward J. Ciecka, city administrator<br>Rossford, Ohio             | Patrick J. Guilfoyle, city administrator<br>De Soto, Kansas                                      | John R. Pick, city administrator<br>Salisbury, Maryland   | Robert G. Yandow, town manager<br>York, Maine  |
| Richard A. Clark, city manager<br>Des Moines, Iowa                 | Kenneth R. Hammons, city manager<br>Panama City, Florida   | Arthur E. Pizzano, city manager<br>Fairfield, Ohio  |  |
| Larry M. Comunale, township manager<br>Spring House, Pennsylvania  | Douglas J. Harms, city administrator<br>St. Louis, Missouri                                      | Joe-Anne B. Priel, general manager,<br>community services department<br>Hamilton, Ontario, Canada |  |
| Ray E. Corpuz Jr., city manager<br>Salinas, California             |  |   |  |

# 35 YEARS

|                         |                        |                        |                       |                           |
|-------------------------|------------------------|------------------------|-----------------------|---------------------------|
| Richard F. Almich       | Danny O. Crew          | Frederick L. Hilliard  | Brian A. Moura        | Stanley W. Seitzinger Jr. |
| Allen L. Barnes         | Frank L. Crosby        | Gregory B. Horn        | Susan S. Muranishi    | Paul J. Shives            |
| Anthony William Barrett | Jennifer T. Cunningham | Stuart Jardine         | Kent A. Myers         | Frank R. Siffrinn         |
| Michael W. Basque       | Richard M. Czopp       | Diane Jones            | Gary A. Napper        | Mary Jean Smith           |
| Dennis W. Beach         | Anthony De Fazio       | Harry Jones            | Paul J. Nutting       | Nelson E. Smith           |
| Bruce T. Bender         | Thomas M. DeArman III  | Dennis W. Kelly        | Cindy Cameron Ogle    | Curtis H. Snow            |
| Paul J. Benedetto       | Patrick A. DeGrave     | Jeffrey L. Kooistra    | Daniel P. Olpere      | Eric M. Soroka            |
| Bruce E. Benway         | Daniel R. Dible        | Howard D. Kunik        | Robert R. Ovrom       | Michael L. Stampfler      |
| Keith A. Bergman        | James T. Dinneen       | Lynn A. Lander         | Charles S. Ozaki      | Larry J. Stevens          |
| Alan H. Bergren         | Billy Edwards          | Scott D. Lazenby       | Joseph S. Paxton      | Bruce K. Stone            |
| Cornelius L. Boganey    | Edward W. Elam         | Robert E. Lee          | Robert M. Pellegrino  | Mary K. Suhm              |
| John P. Bohenko         | Maurice S. Evans       | Sam A. Listi           | Frank A. Pleva        | Thad N. Taylor            |
| Kevin J. Bowens         | Victor R. Ewing        | Matthew J. Lutkus      | Charles H. Potts      | Edward D. Thatcher        |
| Kirby M. Bowers         | Dwight L. Farmer       | Michael G. Mahaney     | Benjamin E. Puritz    | Stephen D. Tindale        |
| Leamon B. Brice         | Duane Feekes           | Ronald L. Mattiussi    | Marcia L. Raines      | Henry M. Tingle           |
| Dee F. Bruemmer         | James L. Ferree        | J. Thomas McCarty      | Roger J. Reinke       | James E. Tolbert          |
| Paul L. Buckley         | Francis A. Fobel       | Charles P. McClendon   | Jorge J. Rifa         | Russell G. Treadway       |
| Lawrence Jeff Butzlaff  | Ted A. Gaebler         | Linda McConnell        | Alan Riffel           | Peter Vargas              |
| Richard A. Carlucci     | Timothy J. Gagen       | Scott C. McElree       | David Wayne Saunders  | Benedict G. Vinzani Jr.   |
| Eddie L. Carter         | Richard Gertson        | Michael K. McGovern    | Steven L. Schainker   | Mitchell Wasserman        |
| Frank W. Clifton Jr.    | G. William Hammon Jr.  | Steve C. McGrath       | Jack M. Schluckebier  | Kenneth Wasson            |
| William Cmorey          | Douglass D. Hanley     | Richard A. McGuire     | Richard C. Schnaedter | John K. Weithofer         |
| Adam R. Collins         | D. James Hart          | Michael P. McLaughlin  | Richard J. Schuettler | Steven R. Werbner         |
| Thomas M. Combiths III  | Bertha W. Henry        | Robert C. Middaugh Jr. | Mark A. Scott         | Richard J. White          |
| Richard Conrad          | Anne Louise Heron      | Kathleen A. Millison   | Gerald J. Seeber      | Chris A. Yonker           |

# 30 YEARS

|                        |                       |                       |                        |                             |
|------------------------|-----------------------|-----------------------|------------------------|-----------------------------|
| Bennett W. Adams Jr.   | Christopher G. Davis  | Jeffrey M. Hull       | Anthony P. Mercantante | Su Zanna K. Prophet         |
| Steven D. Adams        | Kaj H. Dentler        | Ralph M. Hutchison    | Peggy Merriss          | Sean P. Quinn               |
| Barbara J. Adkins      | Frederick M. Diaz     | Robert C. Hyatt       | Eugene Scott Miles     | David H. Ready              |
| Greg L. Balukonis      | Anna L. Doll          | Michael D. Jackson    | Clifford G. Miller     | Mark A. Rohloff             |
| Michael G. Bartholomew | David L. Douglas      | Michael A. Jaillet    | Liz R. Miller          | Kathleen F. Rush            |
| Marilynne M. Beard     | Thomas Martin Dowling | Michael E. Janonis    | Mark A. Mitton         | Greg D. Scoles              |
| Paul R. Benoit         | John J. Drago         | William G. Keegan Jr. | Debbie L. Moss         | John F. Shirey              |
| Robert Bentkofsky      | Michael G. Dzigan     | Daniel E. Keen        | Fredrick Murry         | Thomas Short                |
| Raymond G. Boutwell    | Edwin A. Eddy         | Sandra L. Kerl        | Frank L. Myers         | Rochelle Denise Small-Toney |
| Vivyon Bowman          | Stephen O. Eddy       | Conrad R. Kiebles     | Mark E. Nagel          | Susan A. Stanton            |
| Jeff D. Braun          | Lorri A. Ericson      | J. Clay Killian       | Linda Neri             | John R. Strutner            |
| Joseph E. Breinig      | Belinda B. Espinosa   | Gary J. Koehler       | Richard L. Newbern II  | Lee Szymborski              |
| James T. Brimberry     | Veronica A. Ferguson  | Dale M. Krajniak      | David J. Niemeyer      | Steve H. Thacker            |
| John C. Brown          | Linda Forsberg        | Erik Kvarsten         | Lisa G. Novotny        | Douglas B. Thomas           |
| Kevin M. Brunner       | Brad C. Foster        | Scot F. Lahrmer       | Anne F. Odell          | Patrick J. Thompson         |
| Michael Cain           | Nancy Freed           | Marty K. Lawing       | Beverly Collins Owens  | Susan K. Thorpe             |
| Clarence L. Cassens    | Judith A. Gilleland   | Richard J. Lemack     | Allen J. Parker        | Carl F. Valente             |
| June W. Catalano       | Anton L. Graff        | Karen R. Levine       | Jeffrey C. Parker      | David A. Varley             |
| Charlotte D. Cotton    | Larry D. Hansen       | William A. Lindsay    | Wayne C. Parker        | Joe Wade                    |
| Ryan D. Cotton         | David F. Harp         | Edward L. Long Jr.    | Frank R. Pascarella    | Michael K. West             |
| Ava L. Couch           | Robert D. Herron Jr.  | Linda C. Lowry        | Jeffrey A. Pederson    | Christopher Whelan          |
| Richard S. Crane       | Daniel E. Hoins       | Kirk C. McDonald      | Paul E. Peterson       | Thomas J. Wiczorek          |
| Jay W. Cravens         | Clayton L. Holstine   | Larry S. Mead         | Michael P. Pounds      |                             |
| Michael S. Daly        | R. Thomas Homan       | Frans G. Mencke       | Roman M. Pronczak      |                             |

# 25 YEARS

|                          |                         |                          |                            |                         |
|--------------------------|-------------------------|--------------------------|----------------------------|-------------------------|
| Kelvin L. Baker Sr.      | Alberto S. DeFeo        | James A. Inman           | Faye W. Outlaw             | Marcia Somers           |
| Nancy A. Baker           | Paul R. Deschaine       | Julian L. Jackson        | Eugene M. Palazzo          | Keith A. Spoelker       |
| Maryalice C. Barnett     | Gregory P. Dietterick   | Sean J. Joyce            | Joni L. Pattillo           | Stephen M. Spratt       |
| Mark S. Barnhart         | John H. Drury           | Sam A. Karr              | Robert A. Pauley           | Michael L. Spurgeon     |
| Kevin S. Barr            | George H. Dunham        | John F. Kelly            | Mark C. Perkins            | Scott C. Stiles         |
| Andrew M. Barton         | David M. Durrflinger    | Theodore D. Kozak        | Steven J. Pinkerton        | David Sullivan          |
| Larry J. Bauman          | Joseph K. Durham        | Jack Kramer              | Gregory M. Porter          | Steven W. Tanti         |
| Fritz A. Behring         | Graeme John Emonson     | Arthur T. Lasher IV      | David J. Putz              | David S. Teel           |
| James H. Bennett         | James D. Estep          | Laurie K. Lile           | Georgia L. Ragland         | Evan Teich              |
| Rebecca M. Bentley       | Tilden Fleming          | Mark W. Luberd           | John B. Ramme              | Douglas K. Terry        |
| Scott J. Bond            | Michael A. Flynn        | Andrea K. Lueker         | Gary J. Riedner            | Everett W. Thomas III   |
| George M. Bosanic        | David Gattis            | Joseph P. Lynch          | Douglas C. Rix             | Patrick A. Thomas       |
| James F. Bowden          | Brannon J. Godfrey Jr.  | Craig Malin              | Russell L. Rost            | Christine A. Thompson   |
| Paul J. Brake            | Kathleen Gotch          | Michael D. Mallinoff     | Jon R. Ruiz                | James Thompson          |
| David Bullock            | Lynne N. Greene-Beldner | Debbie L. Manns          | David A. Schmidt           | Patrick E. Titterington |
| Barry A. Burton          | Melvin R. Grose Jr.     | Patrick J. McGinnis      | Scott N. Schroyer          | Jeffrey R. Towery       |
| Jeff Butters             | Timothy R. Hacker       | Alexander D. McIntyre    | Paul Schulz                | Mark R. Vahlsing        |
| John D. Butz             | Mark W. Haddad          | Marcel J. M. Meijis      | Douglas Schulze            | Bryon D. Vana           |
| Duncan E. Campbell       | A. Kim Haws             | Mark C. Meyers           | Randy Schwartz             | David B. Vebaun         |
| Barry P. Carroll         | Jennifer Heft           | Scott G. Miller          | Mark W. Schwieterman       | Bradley S. Vidro        |
| Victoria W. Charlesworth | Gordon W. Heitke        | Matshediso Moses Moadira | Ronald D. Scott            | Patricia A. Vinchesi    |
| Courtney W. Christensen  | Dennis T. Henderson     | Paul J. Moderacki        | Douglas A. Selby           | Douglas C. Walker       |
| R. Leon Churchill Jr.    | H. W. Herron Jr.        | Clarence C. Monday       | Edward J. Sheehy           | Craig R. Ward           |
| David A. Clark           | Rick J. Hester          | George E. Moon           | Susan E. Sherman           | David L. Watson         |
| Craig M. Coffey          | Robert C. Hillard       | Andrew A. Morris         | Mark S. Sievert            | Monika A. Weierbach     |
| William B. Cook          | George R. Hoffman       | Stephen P. Mountain      | Katy Simon                 | Roderick L. Wensing     |
| Jerry W. Cooper          | Daniel C. Holler        | Laurie Anderson Moyer    | Kermit W. Skinner Jr.      | Curtis C. Wenson        |
| Karen J. Cumbo           | Lyman E. Howard         | Jeffrey I. Naftal        | Richard C. Slingerland Jr. | Wendy Williams          |
| James B. Currier         | James R. Howell Jr.     | Rick Naimark             | Joseph Slocum              | Ryan L. Wood            |
| John H. Danielson        | David A. Hulseberg      | Manuel G. Ortiz          | R. Scott Smith             | Dianna S. Wright        |
| John H. Davis            | Nancy L. Huston         | Roy H. Otto              | William E. Smith Jr.       |                         |



# 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

Algonquin, Illinois  
Bernalillo County, New Mexico  
Grafton, Wisconsin  
Johnson City, Tennessee

Loudoun County, Virginia  
Sahuarita, Arizona  
San Clemente, California  
Smyrna, Georgia

## Certificate of Distinction Recipients

Bettendorf, Iowa  
Bloomington, Illinois  
Marin County, California

New Orleans, Louisiana  
North Hempstead, New York  
Purcellville, Virginia

Suwanee, Georgia  
Wichita, Kansas

## Certificate of Excellence Recipients

Austin, Texas  
Bayside, Wisconsin  
Bellevue, Washington  
Clayton, Missouri  
Coral Springs, Florida  
Decatur, Georgia  
Durham, North Carolina  
Fairfax County, Virginia  
Fort Collins, Colorado

Kansas City, Missouri  
Loveland, Ohio  
Mesa, Arizona  
Miami-Dade County, Florida  
Montgomery County, Maryland  
Oklahoma City, Oklahoma  
Olathe, Kansas  
Peoria, Arizona  
Phoenix, Arizona

Poudre Fire Authority, Colorado  
Rock Hill, South Carolina  
San Antonio, Texas  
San Francisco, California  
San Jose, California  
Scottsdale, Arizona  
Tacoma, Washington  
Williamsburg, Virginia  
Woodbury, Minnesota

### Criteria for Certificate of Achievement include

- Reporting of performance data and key targets to the public through budgets, newsletters, mailings, or online postings
- Verification efforts to ensure the data's reliability
- Staff training in the principles of performance measurement.

### Criteria for Certificate of Distinction include

- 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 include

- 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.



ICMA

# Local Government EXCELLENCE AWARDS 2014

***Celebrating  
the difference***  
professional local government  
management makes

ICMA **100<sup>th</sup>** ANNIVERSARY  
1914 ■ 2014

# 2014 LOCAL GOVERNMENT EXCELLENCE 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 **Local Government Excellence Awards** recognize individual achievement as well as outstanding local government programs.
- **Service Awards** recognize and celebrate ICMA members' dedication to public service and professional management at the local level.
- The **ICMA Certificates in Performance Management** recognize local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

Once again this year's booklet has been shortened to make it more environmentally friendly. The recipients' full submissions, as well as a list of all Local Government Excellence Awards nominees, can be found online at [icma.org/awards](http://icma.org/awards).

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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Local Government Excellence Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 100th ICMA Annual Conference:

**Joseph P. Casey**, deputy county manager for administration, Henrico County, VA

**Milton R. Dohoney Jr.**, assistant city manager, Phoenix, AZ

**J. Michael Joyal Jr.**, city manager, Dover, NH

**Jessica Roth**, business services director, Suwanee, GA

**Kathleen F. Rush**, village administrator, Woodbridge, IL (chair 2013–14)

This awards booklet was developed by

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Program Manager

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Service Awards Program Manager

**Gerald Young**  
ICMA Center for Performance Analytics

# 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.

## Robert L. Herchert



After graduating from the University of Kansas with an MPA, Bob Herchert served for 16 years as city manager or assistant city manager in cities in Ohio, Arkansas, Missouri, and Texas. After retiring from the public sector, he joined the private sector as executive vice president for Texas American

Bancshares Inc. In 1990 he joined Freese & Nichols Inc., a Texas-based engineering/architecture firm, serving as president and CEO. He was appointed chairman in 2000, a position he held when Freese & Nichols became the first firm of its type to receive the Malcolm Baldrige National Quality Award; he still holds that position today.

Mr. Herchert has exported his performance excellence and continuous improvement initiatives to the public sector. On April 19, 2013, he and his company sponsored the first meeting of the North Texas City Management Association Continuous Improvement Roundtable, bringing in the program director for the Baldrige Award to speak to over 60 managers in the region and facilitate a panel discussion of best practices.

Mr. Herchert continues to mentor experienced colleagues and “up-and-coming” managers. Many praise his availability, patience, generosity, and willingness to nurture; his genuine concern for and interest in those he trained; his commitment to service and to ICMA; and his leadership and vision. One colleague lauds him as “the quintessential professional. He is ethical beyond reproach, a servant-leader in the true sense, and someone who every professional would do well to emulate.”

Deeply involved in community activities and committed to corporate citizenship, Mr. Herchert has garnered many awards. Along with induction in the Texas Business Hall of Fame (awarded by Texas Wesleyan University in 2004), he received the Texas Award for Performance Excellence (2007), the Ft. Worth Exchange Club Golden Deeds Award (for most outstanding citizen, 2010), and the KUCIMAT Lifetime Achievement Award (2011).

With his genuine concern for people, Mr. Herchert is a master at building relationships and fostering trust, qualities he has exported to the private sector while continuing to be an exemplary public servant and representative of our noble profession.

## Roger Jordan



After earning his MPA at the University of Oregon, Roger Jordan served five years as assistant city manager in Dallas, Oregon, before becoming city manager of Sandy, Oregon. That city had severe financial problems, and its community and mayor questioned the value of a city manager. But he quickly got Sandy

back on a firm financial footing, earning everyone’s trust and respect. During his tenure, voters approved property taxes needed to stabilize the city and provide full services. By the time he left in 1982, he had set a positive standard for the position of city manager, and Sandy has since thrived under the council-manager form of government.

Mr. Jordan then served 25 years as city manager of Dallas, Oregon, during which time he also served as president of the Oregon City/County Management Association (OCCMA); on the League of Oregon Cities (LOC) board of directors; and as an ICMA board member (1998–2001). Meanwhile, owing to his outstanding financial management skills, Dallas tripled in size, and voters approved a record five bond measures for capital improvements.

An OCCMA coach, Mr. Jordan was instrumental in forming the ICMA coaching program in Oregon, ensuring the next set of coaches for tomorrow’s leaders. An early advocate of the Oregon Emerging Government Leaders movement, he worked closely with LOC to create the Oregon Local Leadership Institute, where he teaches classes and helped establish a scholarship fund; he also helped Portland State University’s MPA program design curriculum for its local government administration specialization. He is on the Portland State Local Government Advisory Committee, which works to make the educational experience more relevant to the real world of local government administration, and he donated \$10,000 to help kick-start a program enabling veteran city managers to mentor young professionals. In 1996 he received LOC’s Herman Kehrli Award, given annually “to a city employee who has provided lasting benefits to their community through exceptional contributions to city government.”

With his enthusiasm, integrity, and ability, Roger Jordan—honorary life member of ICMA and OCCMA, and ICMA/OCCMA Range Rider since 2008—represents what is best about the local government profession.

## Thomas Muehlenbeck



Tom Muehlenbeck began his career as an assistant city manager of Parsons, Kansas. His first position as city manager was in 1967 for the small city of Atchison, Kansas. He also served as deputy city manager for Austin, Texas, and city manager of College Park and Valdosta, Georgia;

Galveston, Texas; and Virginia Beach, Virginia.

In December 1987, Mr. Muehlenbeck began his 23-year tenure as the city manager of Plano, Texas. During that time, the city tripled in size and was named an All-America City.

An active member of ICMA, Mr. Muehlenbeck served as a regional vice president from 2007 to 2010. He was also active for 33 years in the Texas City Management Association (TCMA), serving as its president in 2002. An instrumental member of the Innovation Group—now the Alliance for Innovation—he was its first chairman and held that position for nine years (1996–2005). The Alliance annually awards two major awards, one of which is the Thomas H. Muehlenbeck Award for Excellence in Local Government.

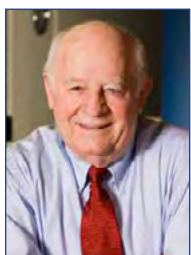
Mr. Muehlenbeck led the creation of the multiaward-winning Management Preparation Program of Plano (MP3), a 12-month, in-house management succession

program that has graduated 67 employees over 12 classes; 44% of those employees have already accepted promotional opportunities within or outside of Plano. MP3 is now a model adopted by many other cities. And as an extension to it, Mr. Muehlenbeck initiated Mentoring Circles in Plano: peer mentoring groups that meet monthly to offer one another support.

He has passed his passion for local government on to younger generations of the profession by supporting students in the University of Kansas Public Administration alumni program (KUCIMATS), welcoming new interns in the Dallas/Fort Worth metroplex, and job shadowing with local high school students. In recognition of his impact on developing students, TCMA created a scholarship in his name to benefit a member's child who is entering college.

In 2002, Mr. Muehlenbeck received TCMA's first Lifetime Achievement Award, which recognizes the city management professional who has made significant contributions to the field of local government management for over 10 years. In 2006, he received KUCIMATS's Lifetime Achievement Award; in 2007, the National Public Service Award; and in 2010, TCMA's Mentoring Award in Memory of Gary Gwyn. The consummate professional city manager, Mr. Muehlenbeck has truly represented the essence and values of TCMA and ICMA.

## Orville W. Powell



Starting out in North Carolina, Orville Powell was city manager of Winston-Salem (1970–1978); Gainesville, Florida (1979–1983); and Durham, North Carolina (1983–1996). Upon retiring, he returned to public service as a clinical associate professor at the Indiana University (IU) School of

Public and Environmental Affairs (SPEA).

Professor Powell developed IU's Local Government Management Program (LGMP) and has been in charge of it at both the undergraduate and graduate levels. The LGMP includes a capstone project in which students "consult" for a local government within Indiana and complete a project of the state's choosing. Each year a different town is selected, allowing for invaluable hands-on experience for the student and an injection of new ideas into smaller communities. Professor Powell chaperones a group of MPA candidates to the ICMA conference each year, where they are able to attend sessions and network with public administrators. Under his leadership, IU's Local Government master's degree program, never previously ranked, was ranked #16 by *U.S. News and World Report*.

To ensure that his students have contact with people working for local government, Professor Powell draws managers from across the state to speak to his classes. He has also been able to place students in highly competitive fellowship programs; to date, hundreds of IU graduates are serving throughout the country as public servants and administrators. His receipt of the Indiana University Trustees Teaching award in 2008, several SPEA teaching awards, the Student Choice Award (twice), and ICMA's Academic Award bears testimony to his teaching skills as well as to his students' affection and respect for him.

His work as senior advisor with the Indiana Municipal Management Association and the Kentucky City/County Management Association has fostered interstate cooperation between the two associations, including a shared conference. An ICMA Range Rider, Professor Powell has also served as a local government management consultant to Bulgaria, India, Russia, Swaziland, and Zimbabwe.

In Indiana, there is not a single city or town manager whose career Professor Powell has not benefited in some way. Serving as a mentor to an ever-increasing network of students who have gone on to make local government management a career, he personifies what it means to give back to your community and to do it with passion.



# 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 F. Blair



Before becoming a professor of Public Administration and Urban Studies at the University of Nebraska at Omaha (UNO) in 1996, Dr. Robert Blair held various local government positions. His extensive local, state, and academic service has been invaluable to the local government profession.

From 1975 to 1979, Dr. Blair served as assistant to the public works director and then as city personnel director in Grand Island, Nebraska. He spent the next two years as assistant city manager of Kearney, Nebraska, after which he worked for the Nebraska Department of Economic Development, first as industrial development consultant and then as coordinator of community assistance programs.

In 1989, Dr. Blair came to UNO, where he teaches courses in public administration and urban affairs. As an advisor for MPA students with a local government concentration, he works closely with them, nurturing their desire to serve in local government and helping them get started in their careers.

Dr. Blair has served as executive editor and is currently on the editorial board for *Community Development: Journal of the Community Development Society*. He has been published in numerous journals, including the *Journal of Public Budgeting, Accounting & Financial Management*; *Public Administration Quarterly*; and the *International Journal of Economic Development*. He has also authored or coauthored more than 20 monographs, applied research studies, and professional management publications, as well as chapters in several public policy texts.

Dr. Blair has led various research projects in neighborhoods, municipalities, and the state. Working closely with Nebraska city managers and administrators and ICMA on educational and professional development issues, he has provided technical assistance to many communities. With his interest in comparative local government management, he was awarded a visiting scholar fellowship in 2009 by the University of Agder in Norway to conduct research and help local government managers internationally. Most of all, Dr. Blair has helped countless individuals acquire the skills and understanding needed to serve in local government.

## John R. Nolon



Since 1988, John Nolon has been professor of law at Pace University School of Law, teaching property, land use, and sustainable development law courses and serving as counsel to the school's Land Use Law Center. He is also a visiting professor at Columbia University's School of Law and Yale

University's School of Forestry and Environmental Studies.

In 1993, Professor Nolon founded the Pace Land Use Law Center, dedicated to fostering the development of sustainable communities and regions through the promotion of innovative land use strategies and dispute resolution techniques. Two years later he created the center's Land Use Leadership Alliance training program to address general land use matters in suburban and rural New York; the program has since expanded to Colorado, Connecticut, New Jersey, Pennsylvania, and Utah. Having graduated more than 2,000 leaders and garnered over 100 formal resolutions of support from local governments and businesses, the program earned Professor Nolon the American Planning Association's 2009 National Leadership Award for a Planning Advocate.

Before coming to Pace, Professor Nolon founded the Housing Action Council, which is dedicated to improving housing opportunities for low- and moderate-income households and special-needs populations throughout the Hudson Valley Region and surrounding counties.

Awarded a Fulbright Scholarship to develop a framework law for sustainable development in Argentina, where he worked from 1994 through 1996, Professor Nolon published articles on that work in the *Pace Environmental Law Review* in 2006. Coauthor of *Land Use and Sustainable Development Law: Cases and Materials*, the nation's oldest casebook on the topic, and of Thomson-West's *Land Use in a Nutshell* and *Climate Change and Sustainable Development Law in a Nutshell*, he is on the editorial board of *The Land Use and Environmental Law Review*; has published nearly 50 articles in the *New York Law Journal*; writes a column for the *Real Estate Law Journal*; and contributes frequently to other journals. Two of his articles have been cited among the ten best on environmental and land use law, and another won the 2006 Goettel Prize for faculty scholarship at Pace University School of Law. He received the Richard L. Ottinger Faculty Achievement Award in 1999 and a Pace University Research Excellence Award in 2013.

# AWARD FOR CAREER EXCELLENCE

## *in Memory of Mark E. Keane*

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

### Jackson C. Tuttle II

#### *City Manager, Williamsburg, Virginia*



Jackson (Jack) C. Tuttle is one of those rare professionals who is as committed to excellence in his profession as he is to the community he serves. He values history and tradition, but never fears change and challenges to the status quo. Able to envision a better future and then

enlist the needed expertise to implement that vision efficiently and strategically, he inspires others to follow him.

He is a leader in performance management, as illustrated by Williamsburg's state-of-the-art performance management system and his role as chair of the advisory committee for ICMA's Center for Performance Measurement. To embrace the changes that occurred in management and government over the last 20 years, he created the city council's strategic planning process with its biennial goals and initiatives.

Under his tenure, several technology initiatives have enhanced service delivery in the city, including a free WiFi system in the downtown commercial area; a multi-modal mass notification system for emergency communications; and an e-government program that allows citizens to conduct business with the city, receive e-mail notifications of city announcements, and view city meetings online. The city's web-based dashboard system of real-time data, available 24/7 to staff and citizens, perhaps best epitomizes Mr. Tuttle's commitment to better communication, accountability, transparency, and performance, and its website has received multiple awards.

In 2010, the city and its performance management system received the Governor's Technology Award for IT as an Efficiency Driver; in 2013, it was awarded CPM's Certificate of Excellence, and the Center for Digital Government ranked Williamsburg as one of the nation's top ten digital cities in its population category.

In a city with 14,893 citizens, roughly half of whom are College of William & Mary (W&M) students, Mr. Tuttle has spearheaded countless Town and Gown Initiatives, such as the implementation of annual city

council/W&M student leadership meetings and the creation of a student resident fact sheet introducing city services and programs. He was chosen to receive W&M's 2014 Prentis Award, one of its highest honors for people whose civic involvement benefits the community and the college. *Travel & Leisure* magazine named Williamsburg as one of America's ten favorite college towns (2013).

Mr. Tuttle established the Williamsburg Transportation Center and facilitated the creation of a regional transit authority to provide seamless transit service to visitors, citizens, and students. Pedestrian walkways and sidewalks have also been his focus, and Williamsburg was named a Bike Friendly City in 2013.

Additionally, he introduced several employee leadership programs, including Excellence in Service Awards, Game Ball Employee Leadership Awards, and High Performance Organization training. He also started a three-day Quality, Education, Service and Teamwork (QUEST) program to introduce new employees to the city's mission, functions, and staff.

An ICMA Credentialed Manager, he helped found and now teaches a graduate course in the Certificate in Local Government Management program offered through a partnership between Virginia Tech and the Virginia Local Government Management Association. He also worked with ICMA and the Colonial Williamsburg Foundation to establish a Leadership Institute in Williamsburg to complement the one in Gettysburg; the first Williamsburg Institute was held in 2013.

Inspired by the 18th-century ideals of representative government and citizen engagement made real with 21st-century management tools, Jack Tuttle is a revolutionary manager for the Revolutionary City of Williamsburg.

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

## ASSISTANT EXCELLENCE IN LEADERSHIP AWARD *in Memory of Buford M. Watson Jr.*

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

### Alison Zelms *Deputy City Manager, Prescott, Arizona*



Within her first six months in Prescott, Alison Zelms was not only assigned oversight of Tourism and Special Events, Parks and Recreation, the new Field and Facilities Services department, and several other departments, but was also tasked with overhauling the citywide leave benefit program and with identifying positions for elimination to reduce cost and reallocate resources. She completed this work in four months, secured unanimous council approval, and ultimately reduced the city's accrued liability (\$6.56 million) by about \$104,000 in year one.

But her most significant leadership challenge arose from the Yarnell Hill tragedy. On June 30, 2013, 19 of 20 city employees on the Granite Mountain Interagency Hotshot Crew were lost in the greatest single-incident loss of life in over 80 years of wildland fire suppression. Immediately recognizing the need for a management presence as the City Emergency Operation Center transitioned to a Type 1 Incident Management Team (IMT), Ms. Zelms assumed the role of joint agency administrator for the city. Working with the incident commander and up to 500 team members representing government agencies across the country, special interests, and vari-

ous other nonprofits, she provided guidance, feedback, support, and leadership to ensure that crucial executive decisions were made; updated the city manager and elected officials regularly; mitigated disagreements; and reaffirmed the core purpose of supporting the families.

During this difficult period, she also sought to identify and reduce the risk of city financial exposure, and she worked directly with the Arizona Fire Chief's Association and leaders from about 45 fire agencies to provide backfill staffing for Prescott's five fire stations.

Ms. Zelms participated in the After Action Review of the city's and fire department's response to the Yarnell Hill tragedy, and she has worked tirelessly to reestablish a positive, productive working relationship between city management and the fire department. Her efforts, which have resulted in better communication and mutual understanding between the two parties, will contribute to the success of the new fire chief.

Through all this turmoil, Ms. Zelms has effectively managed all her other assigned departments. She has been particularly valuable to the city manager in his commitment to an outcome-oriented organization focused on the needs of the community and promoting an environment of teamwork.

## AWARD FOR CAREER DEVELOPMENT *in Memory of L. P. Cookingham*

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


### Susan E. Sherman *Assistant City Manager, Olathe, Kansas*



Susan Sherman came to Olathe, Kansas, in 1989 as the assistant to the city manager. After a few years, she was appointed assistant city manager. Because she attributes her success to the many people who invested in her

and helped shape her career, Ms. Sherman in turn places a great deal of capital in young talent as a way to ensure a strong future for the profession.

From high school students to graduate students to emerging leaders, Ms. Sherman fosters a culture of learning, supporting opportunities for professional



growth and development. She has championed the Co-Pilot (City of Olathe Placing Investment in Leaders of Tomorrow) program, which matches high school students with city mentors in a career exploration internship setting. She has been instrumental in creating key development programs (Emerging Leaders and the Employee Mentoring Program) within the city organization, as well as the Mid-America Regional Council Manager's Coaching Program, which pairs young managers with seasoned public management professionals. Most notably, she developed the Olathe Management Intern Program, a yearlong, full-time paid position exposing young professionals to innovative best practices through a departmental rotation that begins in the city manager's office, and she encourages their participation in professional meetings and conferences. Since 2006, eight young MPA students have gone on to successful careers in local government.

Ms. Sherman has also served as a guest lecturer and advisor in University of Kansas Public Administration undergraduate and graduate classrooms.

Her mentoring reaches beyond the walls of public management. For several years, she served as a "YouthFriend" to an elementary student raised by a single father, helping her with schoolwork, eating lunch with her weekly, and serving as a positive role model. She also served as a Rotary Reader in a program that sends community leaders into elementary school classrooms weekly to demonstrate the importance of reading. And she is active in the deployment of the Leadership Olathe program, a community leadership management program, where she also serves as mentor.

Many former management interns note that she has continued to serve as a mentor long after their internships have ended, always available to provide direction and guidance at crucial points along their journey.

## AWARD FOR EARLY CAREER LEADERSHIP *in Memory of William H. Hansell Jr.*

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

### Amanda Kaufman

*Assistant to the City Manager, Marion, Iowa*



At the time that Amanda Kaufman was hired as assistant to the city manager of Marion in June 2012, she was an ICMA Fellow in Olathe, Kansas, where she worked in several departments and served on the city's innovation and budget teams and its employee development and wellness committees.

She joined Marion as it was undergoing a reorganization, and her initial projects included the setup and organization of the city's first communications and IT functions. She was involved in the hiring for both positions; she develops their work plans and they report to her. She was also tasked with taking over the city's capital improvement planning process. She trained employees on the use of the software, reorganized the submission process, set up Marion's first public outreach component, and handled the city's website update process. Additionally, she is leading the city's wellness initiative.

Since coming to Marion, Ms. Kaufman has joined the Iowa City/County Management Association (IaCMA). She was instrumental in creating the first Young Manager's network, from which sprang an Eastern Iowa Young Manager's group; that group, for which she is a co-coordinator,

is open to young managers at all levels and sizes of government as well as to future managers. IaCMA has since selected Ms. Kaufman to be a coordinator for the Northeast Iowa Regional Manager's group. In this capacity she sets up quarterly meetings for all the managers/administrators in Iowa's northeast quadrant and arranges programming and training for the meetings. She has also been instrumental in creating a social group for young professionals through meetup.com and in organizing social outings across eastern Iowa.

Ms. Kaufman researched and coauthored a peer-reviewed article for *Public Administration Review* with John Nalbandian, with whom she had worked on a project for the Big Ideas Conference. A presenter at the 2013 ICMA Annual Conference in Boston, she also moderated a panel discussion at the Iowa Municipal Management Institute earlier this year on contemporary challenges in local government. With her sharp mind and excellent research and writing skills, Ms. Kaufman shows a strong commitment to scholarship as well as to local government.

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



## ACADEMIC AWARD *in Memory of Stephen B. Sweeney*

Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.

### John L. Daly

*Director, School of Public Affairs, University of South Florida, Florida*



A member of the University of South Florida (USF) faculty since 1986 and the current director of public administration for USF's School of Public Affairs, Dr. John L. Daly has played a significant role in the advancement of students pursuing public sector careers in Florida. Teaching a range of courses, he regularly invites local practitioners to share their professional experiences with his students.

In addition to his classroom work, Dr. Daly provides information and assistance to the staffs of many Florida cities and towns, particularly in the areas of state and local public management. He also helped local city managers form the state's first ICMA student chapter at USF, through which members collaborate with ICMA, the Florida City and County Management Association, and city managers to take advantage of local training opportunities. Dr. Daly was instrumental in developing partnerships between student members, school officials serving as faculty advisors, and city managers serving as mentors. He also secured a 10-year funding commitment for the annual ICMA fee for student chapters, and this year the USF chapter will attend its first ICMA Annual Conference.

Some of his most interesting research was done when he worked as a Fulbright Senior Scholar in the Kingdom of Swaziland in 1998 and again in 2005. Working with Swaziland's leading training institute on management and public administration, he provided human resource management and public policy assistance to the country's executive, senior, and midlevel civil servants. His writings, based on this experience, offer strategic suggestions for others seeking "coping skills" in unfamiliar surroundings and are particularly helpful for first-time international consultants.

Dr. Daly has published numerous articles on the complex issues of public sector management. He is on the editorial advisory board of the *International Journal of Public Administration* and the editorial board of the *Annual Edition: Human Resource*.

Active in the American Society for Public Administration, Suncoast Chapter, Dr. Daly has had a remarkable impact on the face of public management, especially in the Tampa Bay and Central Florida regions. As seasoned managers continue to face the familiar challenges for local government, it is comforting to know that a new generation of managers has had the opportunity to learn from one of the best.

# 2015 Local Government EXCELLENCE AWARDS

**NOMINATIONS OPENING JANUARY 2ND!**

Check  
[icma.org/awards](http://icma.org/awards)  
for more  
information

# COMMUNITY HEALTH AND SAFETY AWARD

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

Populations of 10,000 to 49,999



## Live Well Ferguson • Ferguson, Missouri

*John Shaw, city manager*

In 2008, the city of Ferguson, Missouri, and Trailnet, a St. Louis-based nonprofit serving as the region's leading advocate for active living, collaborated to form Live Well Ferguson to help residents enjoy healthier lives through active living and improved dietary habits. Since its inception, Live Well Ferguson has taken on many projects that affect policy and create healthy social networks, including Sunday Parkways, Eat Well Ferguson, Ferguson Twilight Run, and Ferguson Twilight Ramble.

Three times a year since 2009, sections of Ferguson's streets are closed to cars and opened to people for Sunday Parkways events, which include dance and fitness classes, health screenings, loaner bicycles, rock climbing, free helmets, art, music activities, tennis, basketball, and bicycle-blended smoothies. Over 4,000 people have attended since 2009. Some neighborhoods have used the event to kick-start their neighborhood associations. The Sunday Parkways events promote and market different Ferguson neighborhoods and have

helped the host neighborhoods obtain needed improvements to their parks and streets.

The cost of Sunday Parkway is approximately \$2,000 a year, not including personnel. To continue serving the community in this way, the event seeks grant and volunteer support.

Another successful component of this initiative is Eat Well Ferguson, in which participating restaurants, identified by a sticker in their windows, commit to providing healthy options on their menus. Live Well Ferguson also publishes healthy recipes in its monthly e-newsletter.

One of the city's most popular and well-attended Live Well Ferguson events is the Ferguson Twilight 5K/10K and Fun Run. In 2012, more than 1,400 runners and walkers participated.

The Twilight Run led to the creation of the Ferguson Running Club and its popular Couch to 5K program, which is offered every spring as a training course for the annual Twilight Run. This nine-week program is intended for beginners or for those who want to work their way back into shape. Last year, more than 80 residents ran together three nights a week, and many still run together.



**Ferguson Twilight Ramble**

This year will also mark the fourth year that Live Well Ferguson has held its cycling event, the Ferguson Twilight Ramble. This event offers 1-, 5-, and 15-mile bicycle rides for cyclists of all ages and abilities. Participation grew 43% from 2012 to 2013.

Promoting safety, health, and wellness of all residents is the driving force behind each of the Live Well Ferguson programs. As an added benefit, Live Well Ferguson events encourage and strengthen the social networks in the community by encouraging residents to join with their neighbors in activities that bring them together to build a strong, vibrant, and healthy community.

Populations of 10,000 to 49,999



## Risk Watch Summer Safety Program • Harrisonburg, Virginia

*Kurt D. Hodgen, city manager*

During the typical school year, kids receive an abundance of information about the "do's and don'ts" of everyday life—don't talk to strangers, look both ways before crossing the street, and call 911 in an emergency. But in Harrisonburg, city staff came to realize that despite the presence of creative safety displays

at after-school programs, the local mall, and other non-school-related functions, many kids had no access to them.

Localities struggle to reach residents who lack access to transportation, may not read the local news, or may have significant language barriers. It was determined that families living in apartment complexes and mobile home neighborhoods with some form of government

assistance would benefit the most from the information. By working with the property managers, the city was able to address these concerns and the specific needs of each neighborhood; it then developed a plan to take the show on the road.

Created in 2004, the Risk Watch Summer Safety Adventure takes place each year from June until August, when

city staff travel from one neighborhood to another spreading information about bike safety, fire safety, weather preparedness, motor vehicle safety, and water safety. Meanwhile, other organizations work behind the scenes to help make this event successful by providing grants, volunteers, information, and free food, and giveaways.

Along with brochures, stickers, and handouts, city staff give away bike helmets—purchased through a grant—and bicycle reflectors. Kids get to ride their bikes through a course and participate in a bike rodeo. For poolside neighbors, instructors join the kids in the pool while teaching them how to be alert, safe swimmers. Fire department personnel employ the Fire Safety

House, a mobile house with obvious hazards, to show residents how to correct those hazards. Over the past 10 years, nearly 10,000 kids and adults have participated.

Because staff members are used during hours in which they are already scheduled to work, no overtime costs are accrued. Thus, for the city, it costs about \$75 for the entire summer-long program.

The interaction between city staff, business professionals who are volunteering, and the targeted audience is just as important as the bicycle helmets the kids receive. It is sometimes the only entertainment some children get all summer, and for some kids and adults, it may be their only source of informa-



**Sharing bike safety information**

tion and resources, as well as their only positive interaction with city leaders. Moreover, introducing children to firefighters and police officers in a positive atmosphere rather than in an emergency reinforces and builds relationships that can last for years.

## Populations of 50,000 and over



### Fitness in the Park • San Antonio, Texas *Sheryl L. Sculley, city manager*

In 2010, 35% of citizens in Bexar County (where San Antonio is located) were obese and 34% were overweight. More than one in seven San Antonio residents has been diagnosed with diabetes; among Hispanics, the rate is 16%.

Also in 2010, San Antonio was one of 50 U.S. communities awarded a Communities Putting Prevention to Work grant from the American Recovery & Reinvestment Act. The primary purpose of the grant was to prevent obesity by encouraging citizens to participate in wellness and fitness activities and to change eating habits. San Antonio received the third largest award: \$15.6 million.

One of the funded activities was the Fitness in the Park program, which began as a partnership among the Mayor's Fitness Council, the city's Metropolitan Health District, numerous community partners, and the parks and recreation department. The program then evolved through the collaboration of numerous stakeholders—

including eight YMCA branches, Metro Health, local gyms, the University of Texas at San Antonio, and various fitness-related groups—who helped plan and provide volunteers to instruct the first classes.

After the grant funds were depleted, the city tapped the parks and recreation department to expand the class offerings. This move led to a year-round program with paid staff who bring fitness options to areas of the city where citizens might not have access to them or be able to afford to participate. The program has a total budget of about \$127,000 for instructors, marketing, printing, signage, incentives, and recreation supplies. The budget comes out of the city's general fund.

Since fall 2011, Fitness in the Park has conducted more than 4,000 free classes with over 35,000 participants. The popularity of the program is evident in the findings of an August 2013 report from the Centers for Disease Control and Prevention: from 2010 to 2012, the adult obesity rate in San Antonio and the surrounding county



**Cooling off at aquatics class**

had dropped from 35.1% to 28.5%; among residents with some post-high school education, those rates declined from 41.7% to 28.4%.

At first, no summer sessions were offered because of the South Texas heat. But participation decreased during this lull and didn't resume, so the program was expanded to year-round. Aquatics classes are held in the summer to help offset the heat.

As challenges are met, the Fitness in the Park program continues to evolve to meet the needs of San Antonio citizens, who are reaping the benefits of improved health and fitness.

# COMMUNITY PARTNERSHIP AWARD

This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.

## Populations of less than 10,000



**Oliver**

### City-School Collaborative Partnership • Norwalk, Iowa

*Marketa George Oliver, city manager*

*Mark W. Miller, retired city manager*

*Joshua Lee Heggen, community development director*



**Miller**



**Heggen**

In Iowa, city governments and school districts are completely separate and often compete for the same resources. But in Norwalk, one of the fastest-growing communities in Iowa, the city government and school district decided to cooperate in unprecedented fashion. In 2004, they entered into a Master Shared Use Agreement to promote the shared use of facilities and equipment to avoid duplication of services and unnecessary expenses.

In the summer of 2011, the city's and school district's partnership culminated in the opening of a new joint city public works department and school bus maintenance building.

As the new facility was nearing completion, the city and the school district began exploring further opportunities for collaboration. The school district pointed to its success installing

fiber to connect its buildings, and it was decided to use part of the district's already-installed fiber and build upon it to connect all the city facilities.

As a plan started to unfold, sharing of information technology (IT) staff also came under discussion. The city contracted for IT services whenever they were needed, but the expenses were beginning to exceed the cost for a full-time IT person. The school district had an IT department, so staff members could be shared. An agreement for shared staff was approved by both organizations in April 2012. By combining departments and sharing staff, the school and the city realized cost efficiencies by purchasing larger quantities of software license packages. And by partnering to connect all school and city facilities via a fiber network, they could secure off-site backup for data storage between school and city buildings, as well as share server storage space.

Overall, these projects are estimated to have saved the city more than \$55,000 annually and saved the school the cost of purchasing land and building an independent facility. Most recently,



**Meeting the needs of the city and the school district**

both boards approved another agreement to share building maintenance personnel, and staff members from both entities have begun to explore the possibility of a shared recreational center as well as a joint city/school website.

One of the most valuable lessons learned was the benefit of getting the projects through a citizen-based committee. Projects garner more support if they have been openly discussed through an active citizen committee. As plans for the joint recreational center project are being evaluated by a school improvement advisory committee, the city is hopeful that the project will evolve with strong citizen support.

## Populations of 10,000 to 49,999



**Ruller**

### Partners for Excellence • Kent, Ohio

*David A. Ruller, city manager*

*Kent State University and Lester Lefton, president*

Since winning ICMA's Excellence in Community Engagement award in 2005 for its Bicentennial Plan, Kent (pop. nearly 29,000) has been busy putting the plan

into action—demolishing blighted buildings, repurposing historic properties, and starting new construction. Residents, students, business leaders, university administrators, and elected officials shared two goals: to revitalize downtown

Kent and to improve connectivity to the Kent State University campus.

The aim was to align city, university, and business assets so as to turn downtown Kent into a catalyst for an economic revival, creating jobs, inspiring new tech-



nologies, and spawning entrepreneurship while meeting sustainability goals by restoring historically significant buildings and making Kent a livable, walkable, and bikeable community. This sparked the public-private partnership that brought the city and university together with the Portage Area Regional Transit Authority (PARTA), Downtown Kent Corporation, the Pizzuti Companies, Fairmount Properties, and Phoenix Properties. The success of their efforts is apparent in the fruits of their \$110 million investment, which include three corporate world headquarters relocated to downtown Kent; a \$24 million state-of-the-art PARTA Central Gateway that brings pedestrians, bicyclists, bus riders, and motorists together in an eco-friendly, geothermally heated building; a \$15 million hotel and conference center; "College Town Kent," a mixed-use redevelopment block; and extension of the esplanade to reconnect the central business district and the university.

- The revitalization efforts have
- Supplied 969 construction jobs
- Created more than 700 permanent jobs in the central business district
- Opened or expanded almost 50 businesses during the past two years
- Increased commercial investment by 745% to an average of \$55 million a year
- Increased tax collections in 2012 by 13% over those in 2011, with 2013 collections on track to increase by another 7%.

Key projects still in progress include the \$40 million home for the College of Architecture & Environmental Design; the \$16 million home for the College of Applied Engineering, Sustainability and Technology; an \$18 million municipal public safety center; a \$14 million City/University Summit Street Corridor improvement project; a \$2 million Esplanade-Portage Hike and Bike Trail



**A revitalized downtown**

connection; and the Wick Poetry Center and adjacent Wick Poetry Park.

In addition, the city and university are implementing a public arts master plan, place making, and creative way finding signage program. The formal strategy will engage the community, animate the campus and downtown areas, and draw visitors from other areas while promoting continued economic development to sustain recent investments.

## Populations of 50,000 and over



**Dixon**

### Homeless Outreach Program • Arlington Heights, Illinois *William C. Dixon, retired village manager* *Alexian Brother's Center for Mental Health and Rick Germann, director*

The Village of Arlington Heights (pop. 75,100), a northwest suburb of Chicago, is primarily a bedroom community. Unfortunately, like many other suburban towns, Arlington Heights has a growing homeless population.

Arlington Heights felt a dual obligation: (1) to help the homeless population find affordable housing and resources to address their mental health and substance abuse issues, as well as to provide vocational training to make them marketable in the workforce; and (2) to address the concerns of village residents: isolated incidences of violence but mostly a sense of disorder. Calls for service generated by the homeless skyrocketed quickly—from one call in 2006 to 288 calls in 2009.

The Arlington Heights Police Department contacted Alexian Brothers Center for Mental Health, a facility associated with Alexian Brothers Hospital. With offices in the village, the center is a stakeholder in the community and has tremendous resources at its disposal.

In spring 2010, the police department applied for and won a federal

grant administered by the Cook County Justice Advisory Council. The \$104,000 award, in the form of stimulus and non-stimulus funds, was for creative partnering with a fellow stakeholder to find an innovative solution to a problem. The police would work with Alexian Brothers to conduct outreach in the community.

The program ran from July 2010 until February 2013. The police department provided a vehicle, gasoline, and two officers to partner with a mental health practitioner from Alexian Brothers, who rode with the officers for four-hour blocks at least twice a week. When a homeless person was identified, the officers would approach first to determine whether the individual was interested in talking with the mental health practitioner and ensure the safety of all parties. The practitioner would then engage the homeless person in conversation, discuss available resources, exchange information for follow-up, and complete a contact sheet.

During the three-year grant, the outreach team identified 195 people as undomiciled or homeless. Sixty-eight of those individuals were determined to



**Helping the homeless**

have substance abuse issues; of those, 34 engaged the services of Alexian Brothers to address their problems. Thirty-three people found housing through the grant. And calls for service involving the homeless population fell to 171 in 2012, a 40% decrease since the program was implemented in 2010.

The police department received countless compliments from citizens and the appreciation of many members of the homeless population. Additionally, several jurisdictions have sought advice from the Arlington Heights Police Department on how they can implement a similar program in their own towns.

# COMMUNITY SUSTAINABILITY AWARD

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

## Populations of less than 10,000



### Emma Bridge Revitalization Project • Basalt, Colorado *Michael J. Scanlon, town manager*

The Emma Bridge Revitalization project was inspired when several citizens and local businesspeople expressed interest in improving the visual aesthetics of the decommissioned bridge in the heart of Old Town Basalt. Organized into the "Friends of Emma Bridge," they sought to make the bridge an attractive destination where the community could gather in a plaza-like setting while enjoying views of the Roaring Fork River.

A once-busy vehicular route across the river near downtown, the bridge was closed to traffic in 1997 because of numerous structural issues, but the town continued to use it as an essential pedestrian and bicycle link in the recreation corridor. Over time, however, the bridge became a magnet for trash and graffiti, the concrete decking developed sizable holes, and the railings deteriorated.

As a new bridge was not financially feasible, the Friends of Emma Bridge began to explore potential upgrades to the structure. Project planning and implementation was a collaborative effort among the Friends of Emma Bridge, the

Town of Basalt, the Roaring Fork Outdoor Volunteers (RFOV), Creative Nature Landscaping, and Connect One Design. They solidified a design for the structure and for planters, secured funding, and held a volunteer workday to engender community involvement and ownership.

To bring the bridge up-to-date with current standards, the Rifle Corrections Center (RCC) manually removed sections of steel railing, which it reused elsewhere on the bridge rail. It also inlaid a new three-inch steel mesh on the exterior rail frame. All steel and metal parts that were not used for this project were recycled.

Then the Basalt community, the project committee, Connect One Design, RFOV, Creative Nature Landscaping, and town staff converged on the Emma Bridge to make aesthetic improvements, including four landscape planters with corrugated metal siding and wood-alternative decking.

Meanwhile, the RFOV youth coordinator kept the kids involved in various activities, including an impromptu relay race with wheelbarrows full of a soil-compost mix that was passed to the



**Restored Emma Bridge**

adults, who lifted the wheelbarrows into the planters. The kids then planted hundreds of trees alongside hundreds of low-water and high-yield perennials.

The Emma Bridge Revitalization project was one of RFOV's best-attended projects, with 60 adults and 20 youth contributing. The efforts of the volunteers, RCC's seven workers, and scouts from Troop 242, who built benches for the bridge deck and helped paint the bridge railings, was valued at \$16,522.

The Emma Bridge project is a prime example of how creative citizens can actively come together in a grassroots effort to make lasting improvements to their community.

## Populations of 10,000 to 49,999



### Sustainability Initiative • Dartmouth, Massachusetts *David G. Cressman, town administrator*

In the town of Dartmouth, sustainability has been an organizational and community-wide policy direction for several years, as reflected in its second annual sustainability report.

In 2009, the town's Alternative Energy Committee was focused on constructing and operating two 90-meter

wind turbines. However, further feasibility studies concluded that solar power provided better assurance of success, so the solar farm started production in February 2013. By May 2013, Dartmouth had 113 installed systems with 9.3 MW of solar capacity, making it the leading solar power-producing municipality in Massachusetts. Contributing to this, the town has partnered with SouthCoast

Energy Challenge, a local nonprofit that encourages solar development on homes.

Another sustainability initiative, instituted in 2007, was a "pay-as-you-throw" program for solid waste, through which the town's 10,000-plus tons declined to slightly over 4,000 tons for 10,165 participant households while saving money on disposal at the landfill and, more importantly,

extending the life of the landfill by over 10 years. With this success, the public works department initiated the SMART solid-waste management plan in August 2012, giving residents wheeled containers for recyclables. Since then, recycling has increased by 13%.

In 2013, faced with a growing number of nonworking streetlights and rising maintenance costs as the town's sodium vapor lights were wearing out, local officials appropriated \$630,000 for new LED lights. Using state bid pricing, utility bid pricing, and a utility incentive grant, the town administrator served as general contractor and converted all 1,600 streetlights for a price of \$356,054, resulting in an operational savings of 66%. Each year, those savings are deposited into a special account to replace the LED streetlights in the future.

Additionally, over the past four years, the town has replaced outdated heating and air-conditioning systems at the main library, town hall, and senior center; made numerous upgrades to public works facility pumps and motors; and replaced the water-cooled air conditioner for its information technology equipment, which, along with the installation of water-saving toilets and urinals in restrooms, has reduced town hall water usage by 80%.

In 2007 and 2008, Dartmouth's finances were problematic. After imposing a significant tax increase and instituting new financial policies and management changes, the management team focused on making the town's financial policies more sustainable by identifying operational efficiencies and increasing transparency.



**Dartmouth's solar farm**

More importantly, the town administrator has sought opportunities to be entrepreneurial, with a focus on solar power. In addition to creating \$13 million in operational savings over 20 years, solar power has translated into higher building fees and new growth property tax revenues. Because of these efforts, the town's bond rating (A in 2009) was increased from AA to AAA in 2014.

## Populations of 50,000 and over



**Lundy**

### Immigrant Agriculture Program • Catawba County, North Carolina

*Tom Lundy, county manager*

*Mary Sassi Furtado, assistant county manager*



**Furtado**

Catawba County is home to many immigrants and refugees from all over the world. One of the prominent groups are the Hmong, nomadic farmers who once made their living growing food in the

mountains of Northern Laos. According to the 2010 census, roughly 3,000 Hmong live in Catawba County today.

The decline of North Carolina's manufacturing sector toward the end of the 20th century left many Hmong workers displaced and with few opportunities for reemployment. To achieve self-sufficiency and maintain their strong families, the Hmong have chosen to use the strengths that have served them until now: agricultural expertise and strong family ties.

Fifty Hmong are actively farming in the area, but they have had mixed or little success in transferring their agricultural skills from Southeast Asia to America. Language barriers, mistrust

of outsiders, poor access to land and water, and low input methods have made it difficult for them to learn agricultural best management practices.

To address their needs, the Catawba County Extension Center, North Carolina A&T State University Cooperative Extension Program, and the county government partnered to create the Immigrant Agriculture Program to provide both classroom and hands-on training. As part of that program, a Growers' School teaches participants basic and specialty production and marketing skills. Workshops generally cover such topics as best management practices, season extension, and marketing and business management.

Another component of the program is a demonstration site and community garden plots. Through a partnership with the county's utilities and engineering department, a three-acre plot was secured at the county's Blackburn EcoComplex Facility. One and a half acres serve as a community garden for six families who produce their own food.



**Hands-on training for Hmong farmers**

Program expenses have been for tunnel construction, production supplies (seeds, plastic mulch, fertilizers, etc.), printing materials, and displays. The total cost for three years has been \$23,500.

For the farmers at the demonstration site, access to land and ability to farm has helped them be more physically active, grow their own food, save money, and increase their farm profitability. In 2012, they netted \$31,618 by implementing different techniques. And for the women the program has meant empowerment: it has given them ownership of their farm and business.



# STRATEGIC LEADERSHIP & GOVERNANCE AWARD

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

Populations of 10,000 to 49,999



## Strategic Business Plan • Batavia, New York

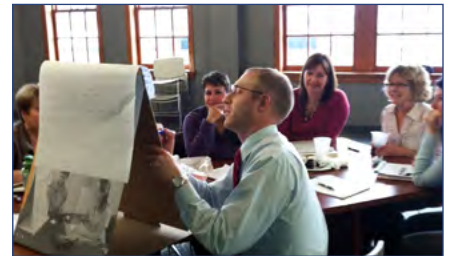
*Jason Molino, city manager*

Early in the 21st century, Batavia suffered a significant economic downturn. In 2010, to ensure a healthy future for the city, the council and administration began a strategy rooted in three major goals: restoring public trust in city leadership; using data to measure success; and being alert to emergent trends and conditions.

So that all stakeholders were involved in the planning process, city leaders first surveyed citizens to determine their interests and concerns. The results, as well as empirical and percentage-based data from daily operations, short- and long-term factors affecting the city, and staff feedback, were reviewed and analyzed in a series of workshops. After examin-

ing the current state of the city, reviewing past financial challenges, participating in a SWOT analysis, creating a vision statement, and revising the extant mission statement, the council identified seven strategic priorities (financial health, government efficiency, economic development and job creation, neighborhood revitalization, environmental sustainability, public safety, and healthy and involved community members), developed statements to further define each priority, and identified key intended outcomes (KIOs) against which to measure progress. Lastly, it drew up a strategic business plan to help accomplish the KIOs and allocate resources to best meet residents' needs.

While facilitating the planning process cost \$9,000, the primary cost for



**Developing a strategic business plan**

developing the strategic business plan was the hours spent by council and staff.

The factors that ultimately proved essential to the city's success were providing citizens with multiple access points to the survey; being willing to refine the city's data-driven plan to foster sound decision making; and showing employees how their daily work links to the bigger picture.

Populations of 50,000 and over



**Halbert**



**Sandoval**



**Mills**

## Committed to Continuous Improvement • Chula Vista, California

*Gary Halbert, city manager • James D. Sandoval, retired city manager  
Amanda Mills, organizational development director*

An early victim of the 2006 recession, Chula Vista saw its general fund budget drop from more than \$160 million in FY 2006 to \$125 million in FY 2013. Bold, proactive steps were needed for the city to climb out of that financial hole. Chula Vista turned to Continuous Improvement (CI).

Based on Toyota's Production System introduced in Japan in the late 1940s to identify and eliminate waste, CI typically reduces the steps in a process or process time by 25%–50%. Chula Vista

started with CI through a collaboration with UTC Aerospace Systems (formerly Goodrich). After it saw how CI could help streamline processes, save resources, and strengthen strategic partnerships and staffing models while improving the bottom line, it arranged for Goodrich staff to share its CI training (free of charge) with key city employees. With more than 100 staff now trained in CI, the city is operating more leanly and efficiently. Since 2011, it has implemented nearly 20 process improvements to eliminate waste, such as

- Preventive fleet maintenance
  - A public-private partnership for a branch library
  - Expedited accounts payable
  - Reengineered ADA ramp installation.
- Chula Vista's Strategic Plan centers



**Working toward continuous improvement**

on five core goals to ensure a high quality of life for residents and businesses: operational excellence, economic vitality, healthy community, strong and secure neighborhoods, and connected community. CI (under operational excellence), is defined by the citywide strategy to "Excel in service delivery by continuously improving." It's not about working harder; it's about working smarter.



# CELEBRATION OF SERVICE

## Congratulations to the 2014 Service Award Recipients!

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

### 50 YEARS



**John W. Rayner** has served as general manager of Sutherland Shire, New South Wales, Australia, since 1982. He was previously town clerk, Lithgow (1970–1982); senior clerk, Mudgee (1968–1970); clerk, Ulmarra Shire (1965–1968); and clerk, Northern River County (1964–1965).

### 45 YEARS

**Russell E. Abolt**, county manager of Chatham County, Georgia, since 1988, began his local government career as assistant to the city manager of Oklahoma City, Oklahoma, in 1965. He served Salem, Oregon, from 1969 to 1987 as city manager, assistant city manager, and assistant to the city manager.



**John D. Bubier**, city manager of Biddeford, Maine, since 2005, has spent his entire local government career in Maine holding such positions as city manager, town manager, COG executive director, and assistant city manager. He was president of the Maine Town and City Management Association from 1987 to 1990.



**William C. Dixon**, village manager of Arlington Heights, Illinois, since 1993, was previously city manager of St. Louis Park, Minnesota (1988–1992), and Carbondale, Illinois (1983–1988); and village administrator of Glen Ellyn, Illinois (1974–1983). He also served in assistant positions in Glen Ellyn; Aurora, Colorado; and Champaign, Illinois.



**Amar Dwarkanath**, deputy city manager of Chesapeake, Virginia, since 2003, has spent his entire career with the city of Chesapeake. In addition to serving as interim city manager (2012–2013), he was director of public utilities (1981–2003), utilities engineer (1973–1981), and draftsman (1969–1973).

**Thomas W. Horne**, city manager of Lumberton, North Carolina, since 2005, began his career in Lumberton in 1966 as engineering assistant, became administrative assistant to the tax collector in 1969, and then served as town manager of Red Springs, North Carolina, from 1973 to 2005.



**William S. Jaboor** has been chief executive officer (CEO) of Brimbank, Victoria, Australia, since 2012. In addition to previously serving as CEO of Hobsons Bay, Greater Shepparton, and Benalla, he has worked in various capacities for the local governments of Mackay, Calliope, Swan Hill, and Melbourne.



**James E. Martin**, county manager of Cumberland County, North Carolina, since 2000, has spent his entire career in North Carolina. He has served as assistant county manager and accountant in Cumberland County, was county manager in Robeson County and Hoke County, and began his local government career as assistant finance director in 1969 in Fayetteville.



**Jack Steele**, executive director of the Houston Galveston Area Council, Texas, since 1979, began his employment with the Houston Galveston Area Council as assistant director in 1973. He began his local government career as criminal justice director with the South East Texas Regional Planning Commission (1970–1973).



**Terrance E. Stewart**, town manager of Fort Myers Beach, Florida, since 2011, has served local governments in Florida for his entire career. His career began in Lauderdale Lakes, where he served in various capacities in the public works and fire departments and became fire chief in 1986. In 1989, he moved to Pembroke Pines to become assistant fire chief and then assistant city manager in 1994. In 2002, he became city manager of Cape Coral before moving on to his current position.



**John T. Wieland**, city manager of Paola, Kansas, since 2007, began his career in Emporia, Kansas, where he served in various capacities leading to the director of human resources position in 1983. He served as city administrator of Hesston, Kansas (1987–1995) and Charles City, Iowa (1995–1998), before becoming city manager of Sterling, Illinois, in 1998, where he remained until accepting his current position.

**Paul M. Ziehler**, city administrative officer of West Allis, Wisconsin, since 1989, began working for the community in 1980 as director of administration and finance. Before joining West Allis, he served the Miami Valley Regional Planning Commission in Dayton, Ohio, as deputy director (1970–1980) and administrative assistant (1967–1968). He began his career in Dayton as information clerk and administrative intern (1965–1966).

## 40 YEARS

|  |  |  |
|--|--|--|
| James C. Bacon Jr., town manager<br>Paradise Valley, Arizona                             | Timothy C. Hansley, county administrator<br>Delaware, Ohio                               | A. William Moss, city manager<br>Naples, Florida   |
| Robert J. Bartolotta, city administrator<br>Wentzville, Missouri                         | Thomas E. Hart, city manager<br>Grand Prairie, Texas                                     | Edward J. Murphy Jr., town administrator<br>Berwyn Heights, Maryland                     |
| John D. Berchtold, city manager<br>Blue Lake, California                                 | Rodney P. Hawthorne, township manager<br>Lower Pottsgrove, Pennsylvania                  | Jim R. Myers, chief financial officer<br>Eustis, Florida                                 |
| Mitchell A. Berkowitz, town manager<br>Bridgton, Maine                                   | James H. Hipp, deputy county administrator<br>Spartanburg, South Carolina                | James O'Connor, city manager<br>Vero Beach, Florida                                      |
| Wayne Bowers, director of economic<br>development<br>Roanoke, Virginia                   | Ray H. Hodges Sr., city manager<br>Forest Park, Ohio                                     | Randall D. Oliver, city administrator<br>Cheney, Kansas                                  |
| George C. Campbell, city manager<br>Denton, Texas  | Dwight D. Johnson, city administrator<br>Rosemount, Minnesota                            | Harold T. Owen, city manager<br>Burlington, North Carolina                               |
| W. Bruce Clark, township manager<br>Middletown, Pennsylvania                             | Mark Johnson, city manager<br>Alcoa, Tennessee   | Decker P. Ploehn, city administrator<br>Bettendorf, Iowa                                 |
| David A. Crawford, city treasurer & business<br>manager<br>Winooski, Vermont             | Robert M. Karls, city administrator<br>Pontiac, Illinois                                 | George A. Purefoy, city manager<br>Frisco, Texas   |
| Thomas F. DeGiulio, town manager<br>Munster, Indiana                                     | Larry C. Kaufman, assistant city manager<br>Independence, Missouri                       | Michael I. Quinn, city manager<br>Mount Dora, Florida                                    |
| David J. Deutsch, city manager<br>Bowie, Maryland  | George R. Kolb<br>Wichita, Kansas  | Dana J. Reed, town manager<br>Bar Harbor, Maine  |
| Frank T. DiGiovanni, city manager<br>Inverness, Florida                                  | Richard J. Lee, trust administrator<br>Delaware Valley Insurance Trust, PA               | Roger J. Reinke, assistant city manager<br>Naples, Florida                               |
| James DiPietro, administrative director,<br>board of rules & appeals<br>Broward, Florida | Mark M. Levin, city administrator<br>Maryland Heights, Missouri                          | Hugh Ridge Riley, assistant city manager<br>Moorpark, California                         |
| Charles F. Dodge, city manager<br>Pembroke Pines, Florida                                | T. Robert Livingston, city manager<br>University Park, Texas                             | James Sanderson, city manager<br>Greenwood Village, Colorado                             |
| Daniel E. Dubruiel, city administrator<br>Wildwood, Missouri                             | Charles Long, deputy city manager,<br>management services<br>Thornton, Colorado          | Sheryl L. Sculley, city manager<br>San Antonio, Texas                                    |
| Robert C. Dunek, city manager<br>Lake Forest, California                                 | George A. Long, city manager<br>Bartow, Florida  | Ira S. Singer, town administrator<br>Middleton, Massachusetts                            |
| John B. Elsinga, township manager<br>Delhi, Michigan                                     | N. Roy Main, chief administrative officer<br>Charlottetown, Prince Edward Island, Canada | Carl J. Stephani, executive director<br>Central Connecticut Regional Planning Agency, CT |
| Tilden Fleming, assistant city manager<br>Kingsport, Tennessee                           | John L. Maltbie, county manager<br>San Mateo, California                                 | John W. Stockton, town manager<br>Kitty Hawk, North Carolina                             |
| George Flores, development services director<br>Buckeye, Arizona                         | Thomas M. Markus, city manager<br>Iowa City, Iowa  | John Stunson, city manager<br>Oakland Park, Florida                                      |
| Timothy P. Gordon, township administrator<br>Millburn, New Jersey                        | Wayne P. Marquis, town manager<br>Danvers, Massachusetts                                 | Anthony John Szerlag, city manager<br>Cape Coral, Florida                                |
| Bruce T. Haddock, city manager<br>Oldsmar, Florida                                       | Gary L. Meagher, county administrator<br>Reno, Kansas                                    | David R. Waffle, assistant finance director,<br>Beaverton, OR                            |
| Lloyd R. Hamberger II, borough manager<br>Waynesboro, Pennsylvania                       | Jeffrey V. Morse, town manager<br>Valdese, North Carolina                                | William J. Werner, city manager<br>Hapeville, Georgia                                    |
|  |  | Jerry R. Yarborough, city manager<br>Archdale, North Carolina                            |

## 35 YEARS

|                     |                          |                        |                     |
|---------------------|--------------------------|------------------------|---------------------|
| Karl R. Amylon      | Jonathan L. Carter       | Stephen M. Feller      | Kathleen E. Hodgson |
| Stephen L. Anderson | Gary R. Clough           | Bruce S. Feng          | Peter M. Huber      |
| Jane Bais DiSessa   | Patrick J. Coffield      | John L. Fitzwater      | Gary W. Jackson     |
| Dean Bastianini     | Steve A. Commons         | Kevin D. Frazell       | Carol Flynn Jacoby  |
| Gerard J. Bauer     | Kirk L. Davis            | B. Clayton Goodman III | Laura A. Johnson    |
| Thomas J. Benton    | John Deardoff            | Mark E. Grams          | Lewis S. Kennedy    |
| John N. Berley      | Larry R. Deetjen         | Robert J. Gregory      | Suzanne K. Kennedy  |
| Jane A. Berry       | Eric R. Delong           | Gregg G. Guetschow     | Brad L. Kilger      |
| Martin J. Bourke    | Joost Gabriel Den Hertog | Richard I. Guillen     | Craig G. Knutson    |
| Pamela Brangaccio   | Roger J. Desjarlais      | John Howard Guldner    | Jeffrey C. Kolin    |
| Jeffrey A. Bremer   | Lea R. Dunn              | Kent A. Hager          | Steven S. Kubacki   |
| Joseph Roy Brideau  | Ruben A. Duran           | James C. Hardy         | Mark A. Kunkle      |
| William R. Bridgeo  | Damon B. Edwards         | Thomas A. Harmer       | Douglas B. Lagore   |
| David M. Campbell   | Douglas R. Elliott Jr.   | Bob Hart               | Lanny Shane Lambert |
| Robert G. Campbell  | Lorri A. Ericson         | Robert M. Herr         | Frank Lancaster     |
| John F. Carlson     | Stewart Fairburn         | James D. Hock          | Edward F. Lavallee  |

Robert Layman  
Robert L. Layton  
Christopher B. Lear  
Willem Joost Licht  
Edward L. Long Jr.  
Timothy Madigan  
Thomas S. Marrow  
Steve Matarazzo  
Randy E. McCaslin  
Wade G. McKinney  
James P. McKnight  
Larry S. Mead  
David A. Mekarski  
Kathleen A. Millison

Thomas W. Moeller  
David R. Mora  
Richard Scott Morgan  
John M. Nachbar  
Anne L. Norris  
Nancy E. Novak McMahon  
Terence E. O'Connor  
Michael W. Parness  
Frank R. Pascarella  
John C. Patterson  
John Pinch  
William A. Ray Jr.  
Wayne G. Reed  
Mark H. Rees

Henry P. Schubert Jr.  
Sally A. Sherman  
Garth Sherwin  
John D. Shugart  
Michael W. Smith  
Theodore J. Staton  
James Stegmaier  
Thomas A. Sullivan  
Raymond B. Taylor  
Randolph D. Terronez  
Marc J. Thompson  
William F. Underwood II  
Maryann I. Ustick  
Cathy L. VanderMeulen

Ellen W. Volmert  
W. Hunter Walker  
David A. Warm  
Mark S. Wayne  
Randy A. Wetmore  
Gary L. Whatcott  
David S. Whitlow  
Donald W. Whitman  
Dennis R. Wilberg  
Robert Wilson Jr.  
Michael C. Wood  
Chris A. Yonker  
Yousry A. Zakhary  
Tim A. Zisoff

## 30 YEARS

Dave R. Anderson  
Charles Aspinwall  
Jerri A. Barnett-Moore  
Geraldyn R. Barone  
Keith Bennett  
Gary W. Boden  
Pamela L. Brenner  
Michael C. Brice  
Steven M. Brock  
Steven C. Brown  
Chris W. Burkett  
Douglas E. Burns  
Lorenzo Carmon  
Pamela S. Caskie  
Anthony W. Cox  
Susan Daluddung  
Craig W. Dawson  
Vince DiPiazza  
Milton R. Dohoney  
John W. Donlevy Jr.  
Erdal Donmez  
Rick Dudley  
Joseph P. Duff  
Frank P. Edmunds  
Michael J. Ellis  
Robert C. English  
Nicholas J. Finan  
Elizabeth A. Fox  
Perry M. Franzoi  
Maureen A. Freaney  
Timothy J. Frenzer  
Lauri Gillam  
Manuel T. Gonzalez  
Raymond W. Gosack  
Cedric S. Grant

Julia N. Griffin  
Thomas B. Hadden III  
Jack C. Haney  
Carl Harness  
Cecil R. Harris Jr.  
Jim Hartmann  
Stanley Doyle Hawthorne  
Jeffrey A. Hecksel  
Richard E. Helton  
Darrell Hofland  
Paul A. Hofmann  
Jon D. Hohenstein  
Ron Michael Howell  
Isaiah Hugley  
Janet S. Keeter  
Sherrie Y. Kelley  
Kimberly A. Kiefer  
Theodore D. Kozak  
Kay Donna Kuhlmann  
David R. Larson  
Debi L. Lee  
Craig Lemin  
Jasmine L. Lim  
Tom A. Lipps  
Anthony Bonilla Lopez  
Donald C. Lorsche  
Bruce D. Loucks  
William J. Malinen  
Mindy Manson  
John D. Marquart  
Mark A. McNarney  
William J. McCauley III  
Maria A. Menendez  
Mark Meneray  
Douglas R. Miller

Matshediso Moses Moadira  
Clarence C. Monday  
Michael W. Morgan  
Sid Morris  
William A. Morse  
Donato Nieman  
Diane M. Norris  
Shirley Osle  
Derwick L. Paige  
Robert P. Palmer  
Linda J. Pappas Diaz  
Terry B. Parker  
Vincent D. Pastue  
Kimball Payne III  
Gerald R. Peterson  
James Peterson  
Mark R. Peterson  
Robert J. Pilipiszyn  
Steven J. Pinkerton  
Jeffrey A. Pomeranz  
Lowell R. Prange  
Ricky L. Prill  
Rick J. Quail  
Gordon Reusink  
Randall K. Riggs  
Donald Rose  
Margie C. Rose  
Russell L. Rost  
James D. Sandoval  
Greg Scerbak  
Marlena A. Schmid  
Randy Schwartz  
Ronald D. Scott  
Ronald R. Searl  
Marcus A. Serrano

Kelly Shoemaker  
Patrick F. Sorensen  
Stephen M. Spratt  
Charles J. Stahl IV  
James R. Stahle  
John J. Stickle  
Barry A. Stock  
Patrick Sullivan  
Gregory A. Sundstrom  
Mary K. Swanson  
P. Eric Swanson  
Michael H. Talbot  
Robert E. Therres  
Radford L. Thomas  
Keith R. Till  
Murray Totland  
Jim V. Toye  
Linda Lovvorn Tucker  
Kurtis G. Ulrich  
Eric Wade  
I Robert Wall  
Micky Webb  
Nancy J. Weiss  
Andrew M. Wilkison  
Betty J. Williams  
Wendy Williams  
V. Eugene Williford Jr.  
Alan Winders  
Mark P. Withers  
Therese H. Woodman  
Lyle D. Wray  
Walter T. Wysopal  
John Hayden Yow  
Hannes Zacharias  
Carol S. Zolnerowich


## 25 YEARS

Mahdi Aluzri  
Marian L. Anderson  
Wadie Atallah  
Robert M. Bahan  
W. Lane Bailey  
Michael J. Bajorek  
Betty Baker  
Kevin L. Batchelder  
Douglas C. Beckham  
H. Matthias Bernhardt  
Wally Bobkiewicz  
David S. Boesch Jr.  
Timothy M. Boland  
Nancy J. Boyer  
Jon R. Branson  
Patrick H. Burtch  
David J. Cash  
Karen L. Chew

Shauna L. Clark  
Melinda J. Coleman  
Jill E. Collins  
Catherine M. Conlow  
Mark A. Cozy  
Norton W. Craig  
Jon Crusey  
Scott F. Dadson  
Cameron Davis  
Michael K. Davis  
Mitchell D. Deisch  
Allen J. Dinkel  
Karen L. Doyle  
James D. Drumm  
John J. DuRocher Jr.  
Timothy J. Ellis  
Edward L. Faison  
Simon Farbrother

James Fisher  
David W. Fitzhugh  
Paul Folkers  
Stephen L. Foster  
Sandra L. Fowler  
Larry Fronk  
Trenton L. Funkhouser  
Ana M. Garcia  
Navdeep S. Gill  
James S. Gillway  
Nancy G. Gonzalez  
Michael B. Gustafson  
James M. Halasz  
David A. Hales  
Robert J. Halpin  
Wes Hare  
Terry W. Harrison  
Bryan T. Havir

James W. Hawks  
Richard J. Haydon  
Keith R. Hickey  
Steven W. Hicks  
Scott E. Hildebran  
Konrad J. Hildebrandt  
Iris Hill  
Terrel H. Hinton  
Cathy Holdeman  
Joseph R. Huffman  
Wallace B. Hunter  
Mary E. Jacobs  
Collette A. Jamison  
Eric Johnson  
Steven C. Jones  
Motiyo Keambiroiro  
Stanley J. Kelley  
Claude E. King



Randy B. Knight  
Diana J. Kollmeyer  
Linda K. Kutchenriter  
Mark D. Larson  
Jeffery B. Lawson  
Jacqueline L. Lee  
Karen E. Lewis  
David A. Lothspeich  
Robert J. Lyons  
Juliana A. Maller  
Gary W. Mangus  
Simon J. Markham  
Gary Mayerhofer  
Scott D. McClure  
Dana McDaniel  
Gary L. McKamie  
F. Craig Meadows  
Edwin T. Memmott  
Brently G. Mims  
Pamela S. Miner

Edward Muder  
Michael Muirhead  
Martin D. Murphy  
John B. Nagel  
Scott H. Neal  
Lee A. Niblock  
David J. Norman  
Stephen C. North  
Daniel O'Donnell  
John N. Ogburn III  
Shane P. O'Keefe  
Nancy K. Ousley  
Robert K. Padmore  
Wanda Page  
Terri L. Parker  
Dale Peters  
Catherine J. Peterson  
Russell E. Phillips  
Barry J. Quirk  
Kathleen Sennington Ramsay

Christopher Rath  
David L. Recor  
Jaclyn L. Reimer  
Michael J. Robertson  
Robert W. Robertson  
Oscar S. Rodriguez  
R. Mark Rohr  
Chris Rollins  
LaShon Ross  
Michael Hugh Ross  
Victoria Runkle  
Charles M. Safford  
Kerry R. Sampson  
Michael D. Schrage  
Dean E. Shankle Jr.  
Max L. Slankard  
Rudolph Smith  
Mark S. Stankiewicz  
Chuck Stearns  
Joyce M. Stille

Karl J. Stinehart  
Charles B. Strome III  
Larry M. Tarkowski  
Theodore Taylor  
Bonnie L. Therrien  
Cherise L. Tieben  
Timothy J. Tieperman  
Henry B. Veleker  
Bogdan Vitas Jr.  
Theodore L. Voorhees  
Hardin Watkins  
Nancy L. Watt-Collins  
Michael Webb  
James R. Wheeler  
Brian W. Wilcox  
Michael Wilson  
Michael R. Wilson  
Andre' S. Wimer  
Michelle A. Wolfe  
Robert F. Woods Jr.

## ICMA CERTIFICATES IN PERFORMANCE MANAGEMENT

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

### Certificate of Excellence Recipients

Albany, Oregon  
Austin, Texas  
Bayside, Wisconsin  
Bellevue, Washington  
Clayton, Missouri  
Coral Springs, Florida  
Dallas, Texas  
Decatur, Georgia  
Durham, North Carolina  
Fairfax County, Virginia

Fort Collins, Colorado  
Kansas City, Missouri  
Mesa, Arizona  
Miami-Dade County, Florida  
Montgomery County, Maryland  
New Orleans, Louisiana  
Oklahoma City, Oklahoma  
Olathe, Kansas  
Peoria, Arizona  
Phoenix, Arizona

Poudre Fire Authority, Colorado  
Rock Hill, South Carolina  
San Antonio, Texas  
San Jose, California  
Scottsdale, Arizona  
Tacoma, Washington  
Tamarac, Florida  
Williamsburg, Virginia  
Woodbury, Minnesota

### Certificate of Distinction Recipients

Bettendorf, Iowa  
Bloomington, Illinois  
Fort Lauderdale, Florida  
Gilbert, Arizona

Grafton, Wisconsin  
Marin County, California  
North Hempstead, New York  
Palm Coast, Florida

Purcellville, Virginia  
Suwanee, Georgia  
Wichita, Kansas

### Certificate of Achievement Recipients

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Aurora, Illinois  
Bernalillo County, New Mexico  
Dover, New Hampshire  
Harrisonville, Missouri

Johnson City, Tennessee  
Loudoun County, Virginia  
Park City, Utah  
Piqua, Ohio  
River Forest, Illinois

For more information, visit [icma.org/performanceinsights](https://www.icma.org/performanceinsights)



# 2015 ICMA AWARDS



***Celebrating  
the difference***  
professional local government  
management makes



# 2015 ICMA AWARDS

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ICMA recognizes the many achievements of its members with awards programs that highlight extraordinary accomplishments as well as dedicated service to the profession.

- The **Distinguished Service Award** annually recognizes a retired member who has made an outstanding contribution to the management profession and local government.
  - ICMA **Honorary Membership** is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of local government.
  - The **Local Government Excellence Awards** recognize individual achievement as well as outstanding local government programs.
  - **Service Awards** recognize and celebrate ICMA members' dedication to public service and professional management at the local level.
  - The **ICMA Certificates in Performance Management** recognize local governments that have made an exceptional commitment to integrating performance measurement into their management practices.
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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 101st ICMA Annual Conference:

**William K. Bronson**, general services director, Rock Hill, SC

**Adewunmi Lewis**, assistant human resource director for organizational development & training, Fayetteville, NC (chair, 2015)

**Anthony J. Mortillaro**, executive director, North Central Regional Transit District, Sante Fe, NM

**Catherine Noonan**, senior analyst, San Jose, CA

**Joshua A. Smith**, city manager, Hamilton, OH

**Luboslava Vávrová**, NGO executive director, Local Government Development Center, Miloslavo, Slovakia

This awards booklet was developed by

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Managing Editor

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Writer

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Local Government Excellence Awards  
Program Manager

**Joyce Lee Brown**  
Service Awards Program Manager

**Gerald Young**  
ICMA Center for Performance Analytics

# 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.

## Patrick Callahan



Few people have had a more positive impact on the local government profession in Iowa than Patrick Callahan. Since he began his career as a city planner in Fort Madison, Iowa, in 1974, Mr. Callahan has worked as a city manager or administrator in three other Iowa communities and as a governmental consultant. He currently works as an independent municipal consultant.

Both times in his career when he chose to enter the private sector, he took positions that allowed him to work to the benefit of the city management profession. That included his work with the University of Iowa's Institute of Public Affairs, an outreach service to Iowa local governments, where he served as interim director for several years and with which he worked for 13 years, educating city management professionals and elected officials in city government.

Mr. Callahan has mentored numerous younger members of the profession, providing them with both networking opportunities and advice, as well as more experienced members. An expert in facilitating city coun-

cil strategic planning sessions (skills learned both as a city manager and at the University of Iowa), preparing capital improvement programs, negotiating cable franchise agreements, and helping cities hire city managers, he has shared his specialized knowledge through written documents; speeches and workshops for the League of Iowa Cities and the Iowa Municipal Clerks' Institute; regional meetings of city clerks and mayors; and publications such as the *Iowa Municipal Policy Leaders' Handbook*.

Mr. Callahan served as the president of the Iowa City/County Management Association (IaCMA) in 1989–1990 and on its board of directors. In 1993, he was awarded the Joe Lukehart Award for Professional Service, the highest honor granted by the IaCMA; in 2001, he was inducted into the Iowa League of Cities' Hall of Fame; and in 2011, he was recognized with a 20-year service award by ICMA.

In any state there seem to be go-to people when members need answers, and Mr. Callahan—a seasoned, intelligent practitioner and a warm, caring person—is definitely one of them. His influence extends beyond those communities he has worked for directly through all the people whose careers he has touched.

## Rickey Childers



When he retired in 2011, Rickey Childers had served for over 35 years in professional local government in Texas, including four years as city manager of Lancaster and seven years as city manager of Longview. He had also served as deputy city manager in Arlington and as assistant city manager in Abilene and Carrollton. And his commitment to the profession continues today.

Mr. Childers was always available to talk with a colleague and mentor a young professional. In each city where he served, he took the time to get to know the interns through one-on-one meetings and to help them understand how they could balance work and life. He prided himself on helping emerging leaders connect with city managers who could be potential employers. From Texas Tech to the University of North Texas to the several campuses of University of Texas, Mr. Childers fostered connections with MPA professors and students. He truly inspired two different generations of new city managers during his tenure.

Because of his entertaining style and vast knowledge of the profession, Mr. Childers was often in demand as a conference speaker. He was also always available to speak to classes about the city management profession.

Mr. Childers served as president of the Texas City Management Association in 2006–2007 and as a director at large; he was also a member of ICMA's Executive Board (1993–1995). Since 2007, he has served on the board of directors of ICMA-RC Vantage Trust, and he is also on the board of the Texas Municipal League Intergovernmental Risk Pool.

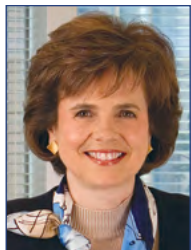
He has received numerous awards and recognition for his community and professional work. In 1997, he was awarded the Joy Sansom Mentor Award from the Urban Management Assistants of North Texas. He has also received honors for his church work, something he took time for in every community where he served.

Mr. Childers's lasting impact on ICMA is in the number of city managers who know and speak highly of him because he took the time to get to know them and encourage them in a business that yields great rewards.

# 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.

## Joan McCallen



Joan McCallen began her employment with the ICMA Retirement Corporation (ICMA-RC) in 1997 as chief operating officer. In 2003, she was selected as president and chief executive officer (CEO). Under her leadership and management, ICMA-RC has grown into an organization with over \$52 billion in retirement savings, supporting members with sound investments, incredible customer service, and strong financial planning. This has ensured that more than 1.2 million state and local public servants across the country have secure retirements and mobility, which enhances the quality of leadership and management in communities all across the United States.

Also under her leadership, ICMA-RC has provided financial and staff support to ICMA, the National Forum for Black Public Administrators, the International Hispanic Network (IHN), the National Association of County Administrators (NACA), and the Center for State and Local Excellence (for which Ms. McCallen was a founding member and primary sponsor). The corporation has been the principal sponsor of ICMA's annual conference, where each year it provides two educational workshops, as well as a primary sponsor

of Leadership ICMA and the Emerging Professionals Leadership Institute, for which it presents educational programs on financial planning. In addition, it has enthusiastically supported ICMA's Next Generation Strategy, the Emerging Leadership Development Program, and the *Life, Well Run* Campaign.

An excellent steward of the assets that individuals and plan sponsors have entrusted to ICMA-RC, Ms. McCallen has seized on strategic opportunities to enhance services to clients. She has attracted and molded talent into a high-producing team, which has paid dividends—literally—for the corporation's participants. She has consistently put clients and the corporation above self, working tirelessly on behalf of the thousands of men and women who spend their lives every day in service to their own communities.

As president and CEO, Ms. McCallen has shown steadfast and genuine support for the public sector. She has established scholarships for children of fallen public officials, and she has ensured that ICMA-RC's sponsorship of organizations such as NACA and IHN has enabled young people to get involved early in their careers and grow professionally. Her integrity and personal and professional ethics have embodied and reflected ICMA's mission and allowed the public sector to attract and retain excellent public sector servants.

# 2016 ICMA AWARDS

Celebrating the value of professional management and honoring the creative contributions to professional local government leadership.

**Nominations Open JANUARY 4TH!**

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*Leaders at the Core of Better Communities*



# AWARD FOR CAREER EXCELLENCE

## *in Memory of Mark E. Keane*

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

### Russell W. Blake

#### *City Manager, Pocomoke City, Maryland*



Russell W. Blake started his local management career as an administrative assistant in Grand Rapids, Michigan; he later served as assistant to the city manager of Scottsdale, Arizona. These experiences allowed him to observe firsthand the operations of larger cities

operating under the council-manager plan.

In 1975, when Mr. Blake began his 40-year tenure as city manager of Pocomoke City, Maryland, the city faced several challenges and had limited sources of revenue to deal with them. The downtown area had deteriorated economically and physically, infrastructure problems abounded, no industrial land was available, no housing code was in place, and 18 homes lacked indoor plumbing. So Mr. Blake started working with the mayor, city council, community leaders, and funding agencies to find entrepreneurial and creative solutions to the city's economic development problems:

- In 1976, he began obtaining grants to acquire 100 acres of industrial property for a new industrial park and construct four shell buildings in it. All the buildings have since been sold to new or expanding industries, creating about 225 jobs and helping to grow the city's tax base.
- He sought funds to upgrade the downtown business district to attract more tourists and businesses. Improvements include the relocation of several townhouse units to a prime waterfront site for new development.
- In 2011, he helped the city secure funds, construction bids, and a leasee for a \$1 million, 2,000-square-foot waterfront restaurant on city-owned property downtown. The restaurant benefits the local economy by drawing clientele to other downtown businesses.
- In 2013, under his recommendation, the city contracted with a national solar energy development company to construct a solar energy-generating

facility. The resultant 2.1-megawatt solar array project provides all of the city's electricity needs and will save the city about \$40,000 in its first year of operation (2015).

- Other community development projects to his credit include new boat docks, slips, and ramps; new police headquarters; new sewer and water treatment plants; a new firehouse; and 52 units of low- to moderate-income housing.

Fiscally conservative, Mr. Blake recommended in 2000 that the city become self-insured for employee health insurance, saving well over \$300,000. He also recommended that the council adopt a two-tier real estate tax rate system to help lower tax bills for owner-occupied homes. And he was responsible for the city's first housing code, adopted in the late 1970s, as well as for updated master plans and zoning codes.

Mr. Blake has earned numerous awards for both himself and Pocomoke City, which was named an All-America City Finalist Community in both 1985 and 2009.

A member of ICMA since the 1970s, Mr. Blake is a Credentialed Manager with the longest service to his community of any ICMA member at this time. A past president of the Maryland City County Management Association and a member of the Leadership Maryland Class of 2002, he has served on ICMA's International and Conference Planning committees and participated in two ICMA international exchanges. He has also been an active leader in many local organizations.

Since 1975, the city has received well over \$25 million in federal and state grant funds. Much of the credit is due to Mr. Blake's outstanding leadership in guiding his community to fiscal stability.

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

# ASSISTANT EXCELLENCE IN LEADERSHIP AWARD

## *in Memory of Buford M. Watson Jr.*

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

### Amy McEwan

*Deputy County Administrator, Lake County, Illinois*



Between 1990 and 2010, the population of Lake County, Illinois, grew by more than 36 percent. This considerably strained the county's justice system, revealing operational challenges, physical space deficiencies, and more than \$200 million in capital construction needs. In response, the county board formed the Judicial Facilities Review Committee (JFRC) to evaluate the situation, recommend solutions, and ensure that improvements were made in a fiscally responsible fashion. And to lead the JFRC, the county administrator assigned Amy McEwan.

The committee began by asking (1) What actually needed to be built? and (2) What operational improvements could be made to mitigate the capital construction needs? But it soon realized that before any improvements could be made, the justice agencies would have to share details about their operations, agree to make operational changes to gain efficiencies, share governance, and use performance-based metrics to measure progress. And this would require the JFRC to educate the agencies and policy makers, mediate competing interests among stakeholders (23 elected officials of the board and 16 independently elected officials of the justice agencies), and build consensus.

It fell to Ms. McEwan, a creative, strategic problem solver with extensive experience providing leadership in complex initiatives involving many diverse stakeholders, to sell board members on a \$100 million court expansion project and operational improvements within the justice system during an election year. To establish credibility and earn their respect, she first had to learn all about the court system. She then coordinated a series of small-group meetings to apprise them on the details of the project and help them gain a fresh perspective. Her use of facts to justify operational changes, and her keen ability to anticipate, understand, and respond to their

concerns, helped build consensus and turn the initial negative response into unanimous support.

Under her leadership, the JFRC developed specific strategies to evaluate and increase operational efficiencies, determine how these efficiencies will affect spatial needs, and plan for facility expansion.

- Ms. McEwan pushed the justice agencies to implement Intensive Case Management (ICM), a system in which each case is assigned a track according to its specific circumstances, and goals are established for its timely disposition. The quicker a case is disposed of, the sooner jail beds can be freed up for new detainees. ICM also establishes performance measures for the agencies, ensuring accountability and facilitating meaningful statistical evaluation to increase system efficiencies.
- She commissioned several studies to determine how the jail population could be managed more efficiently and how existing jail capacity could be better used or expanded without significant capital expense. In 2012, it was shown that the jail's population could be accommodated without significant capital expansion at least until 2030.
- She influenced the creation of the Executive Justice Council, which comprises representatives from the justice agencies and two county board members. A critical component of the council is a reporting and measurement structure to monitor the timely resolution of cases. This will be the first time that board members will participate in recommending policy and procedures for justice system operations.

Through Ms. McEwan's efforts, the justice agencies made the commitment to implement significant operational changes to increase efficiencies and reduce the overall need for expansion. With these changes, Lake County's justice system is poised for success into the year 2030 and beyond.

# ACADEMIC AWARD

## *in Memory of Stephen B. Sweeney*

Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.

### Sam Gaston

*Professor and Practitioner-in-Residence, Robertson School of Government, Regent University, Virginia Beach, Virginia*



Professor Sam S. Gaston, full-time city manager of Mountain Brook, Alabama, is online practitioner-in-residence in the Master of Public Administration (MPA) program at the Robertson School of Government, Regent University.

This is the nation's first MPA online practitioner-in-residence position. As a full-time faculty member, he teaches online courses each semester, and he advises and mentors all online MPA students. He is also involved in MPA faculty meetings and the academic decision-making process.

Professor Gaston became involved in the education of public managers in 1999, when he was invited to teach in the MPA program at the University of Alabama–Birmingham. The first course he developed gave an indication of his creative skills in the classroom. Dual-taught with the former mayor of Birmingham, the course gave students a rare insight into how city problems are addressed in two different forms of government: the council-manager form and the strong mayor form. It was tremendously popular, and it began Professor Gaston's lifelong mentoring of MPA students.

And his teaching and mentoring skills are remarkable. One former student wrote, "What makes Professor Gaston so unique is his willingness to share the wealth of his real experiences with students. His thoughtful

personal insight goes well beyond what any text could provide and has made a significant impact on our learning environment and understanding of our roles as public servants." Another commented that "Professor Gaston's dedication to preparing future county and city government leaders is evident through his commitment to students beyond the classroom. He routinely offers his expertise in informal methods. His accessibility is phenomenal and provides real-life examples of complex scenarios and obstacles a local government manager encounters."

For almost two decades, Professor Gaston has made significant contributions to public administration teaching, internship, and mentorship. At the same time, the function of the MPA professor has been evolving and the classroom has become technological. Yet Professor Gaston has adapted well to this ever-changing environment. His teaching skills make the 21st-century classroom just as "alive" as was the classroom of years past. His students, who come from all walks of life and all parts of the world, all benefit from the experience and expertise he brings into the electronic classroom. They are fundamentally shaped by his seasoned practitioner experience, his outstanding teaching skills, and his exceptional mentoring capacity, and they benefit from his willingness to advance their public administration goals from classroom dreams to actual careers at city hall.

# AWARD FOR EARLY CAREER LEADERSHIP

## *in Memory of William H. Hansell Jr.*

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

### Kirsten Wyatt

*Assistant to the City Manager, West Linn, Oregon*



In 2011, Kirsten Wyatt and her husband saw the need for a group of informed and motivated government staff to assist those individuals who were interested in learning how to engage in local government, find jobs, and network with other local government leaders.

With no budget but a passion for the profession, they founded Emerging Local Government Leaders (ELGL).

With the help of a few senior government executives, the Wyatts started a series of lunchtime lectures for government staff and students interested in expanding their knowledge of local government. Speakers included city managers, Oregon state officials, the governor of Washington, university professors, executive recruiters, and ICMA President Bonnie Svrcek.

In October 2013, ELGL organized its first annual conference. Held at the Kennedy School in Portland, the conference was attended by 180 local government professionals and students from all over the country sharing innovative ideas and challenges confronting the profession. The Wyatts have also presented to the Oregon City Managers Association and other organizations about finding, educating, and mentoring the next generation of government leaders.

Today ELGL comprises more than 450 local government professionals, from city managers to management analysts, in the early to middle stages of their careers. Its members are “innovative local government leaders with a passion for connecting, communicating, and educating,” whose overarching goal is to address the issue of mentoring the next generation of leaders.

But the Wyatts’ influence goes beyond helping to develop the next generation of government leaders.

Through their use of social media and technology, they have been able to share with those already in leadership positions the power of new communication tools, such as an active e-mail list. ELGL’s website offers “Campus Connections” for those currently in school or looking to return; “Career Center,” providing information about job openings and the executive search process; “Electeds,” enabling members to connect with elected officials around the country; “Member Profiles”; and “The Practitioner,” offering documents and learning tools for interested local government employees or students.

In this same vein, as assistant city manager of West Linn, Ms. Wyatt has advanced public outreach and communication through numerous forms of social media. West Linn’s 2014 community survey indicated that 39 percent of residents use the city’s website as a main source of information, up from 15 percent just two years ago! And more than 75 percent believe that the city does a good job in communicating with the public.

Finally, following the election of a mayor with no local government knowledge or experience, the city saw the need to identify future citizen leaders and educate them on municipal government. In 2011, Ms. Wyatt spearheaded the West Linn Citizens Leadership Academy. Today, about 40 citizens are far better prepared to serve their community as members of advisory boards and as city councilors.

With her passion for and commitment to local government, Ms. Wyatt continues to help make West Linn a model municipal agency.

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



# COMMUNITY HEALTH AND SAFETY AWARD

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

Populations of 10,000 to 49,999



## Manly Council Crime Prevention Plan • Manly Local Government Area, New South Wales, Australia

*Henry Wong, chief executive officer*

Manly is a highly visited tourist destination. Its central business district (CBD) comprises retail, residential, and other commercial properties, including more than 120 licensed restaurants, bars, and hotels that attract young people from surrounding areas. For many years, that district was known as a hotspot for alcohol-related assaults and offensive conduct, primarily on weekends between midnight and 6 a.m. And the annual social, environmental, and economic costs were about \$1 million.

When community feedback from 2011 revealed high levels of fear about violence and antisocial behavior related to binge drinking and the "culture of alcohol in public spaces," the council implemented the Manly Council Crime Prevention Plan, a three-year, three-stage plan:

- Stage One: "Get Home Safe." To reduce the incidence of alcohol-related offenses at transportation hubs, the council and stakeholders promoted late-night transportation options and advertised them on council and licensed premises' websites; improved infrastructure at the two secure late-night transportation hubs; added eye-catching timetables for the night bus stops; posted information for secure late-night taxis; and distributed over 3,000 "Get Home Safe" wallet cards and posters in licensed premises, community centers, schools, and hostels.
- Stage Two: Community education and engagement. The council distributed orientation wallet cards and film clips with safety tips and warnings about drink spiking; joined with police to meet with high school seniors and discuss alcohol-prohibited areas, late-night guardians (street pastors), late-night transportation, liquor laws, and responsible behavior when partying; and ran a "Stop the Supply Campaign" to heighten awareness of laws against serving alcohol to minors. It also activated an underused space in the center of the CBD for "Market Lane Saturdays," a range of Saturday night events that introduced new patrons to the public space and drew attention away from the drinking venues.
- Stage Three: Engagement of stakeholders and reinforcement of essential infrastructure. Street pastors were given high-visibility jackets; a late-night radio network was set up to improve communications between Council CCTV operators and stakeholders; CCTV covered secure late-night taxi stands; and a new taxi stand shelter was built.



**A Safer Manly**

Measurable results include significant drops in alcohol-related assaults per 100,000 population, incidences of offensive conduct, stealing in licensed premises, and recorded incidents at secure taxi stands and bus stops. In addition, alcohol-related incidents on Market Lane Saturdays were about half of those reported on a normal Saturday night. Equally important, community perceptions of safety improved dramatically: in 2012 the council added "community safety" to its annual community satisfaction survey and by 2014, that score had risen markedly.

Over the three-year period, project costs (other than staff costs) totaled \$68,000. Although the plan and its strategies are officially over, crime data and maintenance of the social capital continue to be actively monitored, and the Community Safety and Place Management Committee continues to meet monthly to ensure sustainability of the project outcomes. The overall result is a safer Manly at night.

**Lundy**

## Catawba County Public Health Farmers Market • Catawba County, North Carolina

*Tom Lundy, county manager*

*Mary Furtado, assistant county manager*

**Furtado**

Catawba County has six USDA-recognized food deserts (low-income areas where grocery stores are more than a mile away from residential areas and transportation is a barrier). Meanwhile, 38 percent of its children ages 2–18 and 72 percent of its adults are overweight or obese. The Women, Infants, and Children (WIC) program, a federal nutrition program administered monthly to more than 4,000 low-income women and children through Catawba County Public Health (CCPH), offers a limited quantity of Farmers' Market Nutritional Program (FMNP) vouchers, enabling WIC customers to buy produce at markets certified to accept them. But only two of the county's four markets were so certified, and the county's 2012 voucher redemption rate was only 51 percent.

Believing that lack of access to WIC-certified markets was hindering voucher use, CCPH established a farmers market in its parking lot on Thursdays, 11 a.m.–2 p.m., to increase voucher redemption and residents' access to fresh produce, and thus improve individual and community health.

To ensure that the market could accept FMNP vouchers, CCPH gained approval to operate it as a WIC-certified market and required vendors to be certified to accept the vouchers as payment. A Bonus Bucks program provided a \$4 coupon to be spent on produce at the market only in conjunction with a voucher, and SNAP/EBT food assistance and debit card access were added in 2014. To ensure maximum resident and farmer participation, CCPH scheduled the market when it would not compete with other markets, and it did not charge farmers a booth fee.

The market was created and managed by CCPH employees. Startup costs (capital/equipment, \$2,479; operating, \$9,073; and promotional, \$8,447) were covered by a state community health grant; a USDA grant covered \$1,700. But a successful market can be started with less; startup costs for a rural farmers market that CCPH established in 2012 were about \$5,000.

As evidence of the Public Health Farmers Market's success, the 2013 FMNP redemption rate for vouchers redeemed at all three WIC-certified markets in the county increased to 63 percent. And in 2014, the CCPH market alone redeemed 57 percent of vouchers, greater than

**Increased access to fresh produce**

both its 2013 rate and the county's overall rate in 2012. Moreover, family consumption of fresh produce increased to 88 percent in 2013 and to 93 percent in 2014; for WIC customers, this number was even higher. It also increased for 84 percent of SNAP/EBT customers. And WIC customers found it easier to redeem their vouchers, find fresh produce, and reduce travel time and distance. Finally, farmers' income from market enhancements vouchers and Bonus Bucks in 2013 was \$5,824; with SNAP/EBT and debit in 2014, that amount nearly doubled.

The county learned that such a project does not have to cost a lot of money, but it does require a significant commitment of time and staff and support. And it pays off: the market enabled CCPH to publicly reinforce its commitment to promoting and protecting the health of the community.

# COMMUNITY PARTNERSHIP AWARD

This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.

Populations of less than 10,000



Ledoux



Shaw



Bergman



Sweet



Ross

## CrossTown Connect • Acton, Boxborough, Littleton, Maynard, and Westford, Massachusetts

*Steve Ledoux, town manager, Acton • Selina Shaw, town administrator, Boxborough • Keith Bergman, town administrator, Littleton • Kevin Sweet, town administrator, Maynard • Jodi Ross, town manager, Westford*

In Acton, Boxborough, Littleton, Maynard, and Westford—five towns about 20 miles northwest of Boston with populations ranging between 5,000 and 22,000—transportation needs were becoming acute.

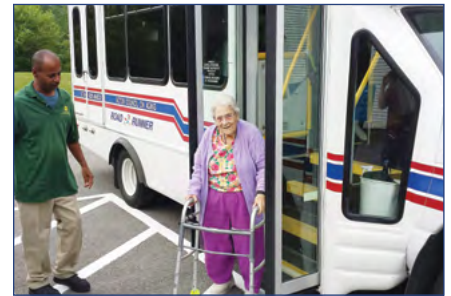
The two stations on the Fitchburg Commuter Rail line had limited daily parking, poorly scheduled out-bound trains, and minimal last-mile transport. Residents working within the Metro-Boston area needed better commuting options; Boston residents commut-

ing to those towns needed last-mile transportation to reach their places of employment. Senior citizens who could no longer drive could not get to doctor appointments, shop for food, or attend social events. Parents of first-generation Asian citizens, hampered by minimal English-language skills, were stranded while

their children were at school or work. And lower-income populations, for whom equity housing was built, lacked transportation choices.

In 2009, the five towns worked with the Massachusetts Institute for Transportation Coordination to identify their transportation needs. At the same time, Work Without Limits, a statewide network of employers and innovative partners, was encouraging the formation of regional groups to address transportation gaps and increase employment among people with disabilities. The towns joined that effort.

In 2012, the towns and a private corporation, Clock Tower Place of Maynard, applied for and received a state grant to regionalize transportation services and put a formal association in place for future collaboration. The result was CrossTown Connect, which launched in September 2013. Soon after, four more private companies—Gutierrez Company, IBM, Juniper Networks, and Red Hat—joined the partnership through intermunicipal agreements and memoranda of understanding. The association then consolidated four towns' Council on Aging shuttles and on-demand ride services under one central dispatch call center, increasing each community's daily dispatch hours and



**Meeting the transportation needs of all riders**

ridership. Currently it is working with two regional transit associations to enable vehicle sharing across municipal and regional transportation boundaries.

In 2014, CrossTown Connect lobbied successfully to expand the out-bound train schedule from Boston, and it is currently lobbying for more and earlier trains to meet the reverse commuting needs of its local businesses. It is also studying possible shuttle routes in hopes of growing its corporate membership and expanding the region's economic base.

Among the services it provides are an online database that matches people with similar commutes for carpooling, assistance with vanpool formation, emergency cabs or rental cars for carpoolers who need to leave work for an emergency, and information about commuter options and management of transit benefits.



CrossTown Connect has an annual budget of \$236,000. More than half of its first year's budget was offset by grants; the rest came from MassRide (\$50,000), Private Partners (\$31,000), and Public Partners (\$31,000). Each town's

contribution is based on the average daily hours of service its van(s) provides and its average monthly ridership.

Meeting the transportation needs of more than 20,000 riders and 5,000 employees while reducing

traffic congestion and air pollution and increasing economic development opportunities, CrossTown Connect is well positioned to fulfill its goal of creating an economically thriving and socially equitable region.

## Populations of 50,000 and over



**Covington**

### Building an Inclusive City • Renton, Washington

*Jay Covington, chief administrative officer*

With more than 97,000 residents, Renton is the fourth-largest city in King County and the eighth largest in the state. From 2000 to 2010, the city enjoyed 82 percent growth. Its minority population has grown by 165 percent, and non-white groups now account for over 50 percent of the population.

In recognition of the city's changing demographics, "Building an Inclusive City" was launched with full support from councilmembers and top officials. They made it a priority by (1) revising the city's strategic business plan to include inclusiveness and diversity as part of its mission statement and adding specific goals; (2) integrating diversity at every level of the organization and as part of every program and service; and (3) regularly scheduling open dialogues and conversations with community members. They also hired a consultant who is an expert on equity and social justice.

To achieve its goals, the program relies on a network of community liaisons representing 10 different ethnic, cultural, and diverse groups. Through this network it has facilitated civic engagement for all members of society (especially those who have

not traditionally participated in local government), ensured equitable offerings of programs and services, and above all, promoted an understanding and appreciation of cultural differences through fun, celebration, and festivals. Among its many specific accomplishments, it has:

- Offered free workshops to facilitate conversations about race among city employees.
- Hosted community forums to educate residents about critical issues, such as crime prevention and emergency preparedness.
- Provided emergency preparedness training and workshops in four different languages, and distributed emergency preparedness kits to community leaders.
- Appointed members from community liaison groups to serve on key citizen task forces.
- Targeted ethnic media to provide key information to minority residents.
- Helped create Renton's Small Business Development Center to provide business assistance to nearly 115 businesses, almost half of which are minority owned.

Because community liaisons keep changing, the city has learned



**Inclusion Task Force**

that building and nurturing these relationships is an ongoing effort; there must be frequent and consistent communication between city staff and members of the community as well as with community liaisons, and employee training and workshops must be ongoing. It has also learned that each community group has its own needs and priorities, which must be addressed even when available resources to meet those needs are limited.

Above all, it has learned that because their goals are similar, their target groups are the same, and their resources are limited, working in coordination with the local school district, community college, chamber, and other organizations enables all partners to leverage resources rather than duplicate efforts and also enhances their credibility in the community. This is the key to success.



# COMMUNITY SUSTAINABILITY AWARD

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

Populations of less than 10,000



**Scanlon**



**Tippetts**

## Basalt Micro-Hydroelectric Plant • Basalt, Colorado

*Michael J. Scanlon, town manager*

*Judi Tippetts, assistant town manager/finance director*

In early 2009, Basalt's Green Team community volunteers, council members, and staff began brainstorming ways to reduce the town's carbon footprint. In 2010, it came up with a project that fit the town's vision for a renewable energy source: a micro-hydroelectric plant on the hillside above town. The project would take advantage of a resource already being used for town water—spring water—and give it another purpose: producing power.

Moreover, it would do so without visually impairing the town's natural setting. Hydroelectric projects often require communities and utilities to alter the natural environment by creating a dam and lake to keep a constant flow of water through hydroelectric turbines. But as the town's water sources are on the lower slopes of Basalt Mountain, about 500 feet above the town's existing water plant and proposed micro-hydro plant, the elevation drop would produce the water flow necessary for the turbines.

The problem lay in how to design and pay for the plant and

eventually sell the electricity that was produced. For the project to work, the town first needed to upgrade the two water lines carrying spring water to the plant. Anticipating this, it had been setting aside money for the past decade and had just enough on hand to make the upgrades. But with total project costs estimated at almost \$700,000, the small town's limited resources would soon be exhausted.

In the previous decade, Basalt's electricity supplier, Holy Cross Energy, had set a goal of 20 percent renewable energy sources by 2015. That made it the perfect partner for Basalt's project. With a loan from Holy Cross and a \$100,000 federal stimulus grant through the Colorado Governor's Office, the town cobbled together the needed financing. In addition, Holy Cross agreed to buy back the energy that was produced into its grid, thereby providing a stream of revenue for the town.

Since going online, the Basalt Micro-Hydroelectric Plant has produced roughly 150,000 kilowatts annually—enough electricity to power 15–20 houses and reduce greenhouse gas emissions by about 250,000 pounds each year. It has also brought the town more than \$60,000 in revenue.



**Micro-Hydroelectric Plant**

The most recent NASA reports on climate change identify the potential for megadroughts in the U.S. Southwest and Plains. Such eventualities are going to make us rethink how our communities and regions work. The town of Basalt subscribes to "adaptive leadership," a model in which the entire community is engaged in solving problems. If Basalt is to be a successful community going forward, it needs to build and grow leadership capacity, and the Basalt Micro-Hydroelectric Plant is doing just that: engaging the community (Green Team) to take on a global issue (climate change) using the resources (Holy Cross Energy and the town's water fund) to realize the solution (reducing the human carbon footprint). The goal is to continue using the adaptive leadership model to create a resilient Basalt.



## Eco Village • River Falls, Wisconsin

*Scot Simpson, city administrator*

Providing high-quality, sustainable housing for low-income residents

is a challenge facing communities across the country. The city of River Falls and the St. Croix Valley Habitat for Humanity met that challenge with the Eco Village, a first-of-its-kind housing development that achieves the triple bottom line of sustainability: environment, economy, and society.

River Falls and River Falls Municipal Utilities (RFMU) are recognized as regional and national leaders in environmental sustainability. River Falls boasts the first LEED-certified city hall in Wisconsin, and RFMU is fourth in the nation in green power sales. To embark on its project to provide affordable housing while promoting economic sustainability, the city donated a parcel of land valued at about \$285,000 to Habitat for Humanity, and RFMU provided \$25,000 for energy-efficient heel trusses to be used in constructing the houses. RFMU also hosted lunch-and-learn sessions to educate contractors on sustainable building practices.

The first phase of housing construction provided an opportunity to identify room for improvement.

By using more sustainable and efficient materials and techniques, builders managed to reduce costs on subsequent home constructions by 9–12 percent.

City staff participated in two intensive charrettes to help Habitat design a neighborhood that contributes to social sustainability. The Eco Village—18 homes and a community center on five acres of land—incorporates cul-de-sacs and porches on each home to promote feelings of community and belonging. A community garden encourages feelings of self-actualization and pride in working together to feed the community; excess food produced in the garden is donated within the community or sold at the local farmer's market.

Environmentally sustainable features include solar-paneled rooftops to generate energy, saving Eco Village residents, on average, between \$578 and \$715 annually; solar thermal systems that produce a supply of hot water five times greater than demand; and rainwater cisterns to capture rainwater for homeowners' discretionary use.

In addition, RFMU provides bill-paying assistance for income-qualified customers in the Eco Village, who also have the oppor-



**Community garden fosters fellowship**

tunity to receive credits at the retail rate for producing more energy than they consume.

Among other benefits, permeable pathways in the neighborhood ensure that the Kinnickinnic River, a Class One trout stream, is protected from storm-water runoff. And Eco Village residents are currently in the process of forming a homeowner's association, which will contribute toward Habitat's goal of citizen empowerment and self-determination.

The Eco Village in River Falls is a demonstration project that Habitat for Humanity will eventually implement in other Wisconsin communities. Successfully providing affordable housing for low-income residents while empowering them to become self-sufficient and stewards of the local environment, it will be a model for community sustainability for years to come.



**Hudson**

## Onslow County Solid Waste Management Department Multi-Sector Collaboration for Alternative Revenue Stream Development and Long-Term Waste Disposal Capacity • Onslow County, North Carolina

*Jeffrey L. Hudson, county manager*

*David B. Cotton, deputy county manager*



**Cotton**

With its rich farmland, beautiful beaches, and lush forests, Onslow County's gently rolling terrain in the southeastern coastal plain of North Carolina is home to nearly 194,000 people and five military bases and is ideal for business development. Recognizing that a growing population means a growing waste disposal problem, county leaders embarked on multisectoral collaboration, using state-of-the-art technology to ensure long-term waste disposal capacity and alternative revenue stream development.

Ten years ago, Onslow averaged nearly 7.5 pounds of solid waste per person per day. To reduce waste and preserve landfill capacity, county officials implemented various public education efforts, including community and personal environmental awards and a school recycling program, to raise citizen awareness of waste stream infrastructure impacts and the role of recycling and green programs in enhancing quality of life. As a result, the county's waste generation rate plummeted to 4.7 pounds per person per day—more in line with the national average. Onslow also switched from using soil as a landfill

cover to using a commercial environmental coating that takes up less space and more effectively prevents erosion, siltation, and infiltration. Between 2000 and 2013, the county increased its compaction rate, ensuring adequate landfill capacity through 2045.

To develop alternative revenue streams, Onslow turned to an 800-acre site in its southwestern portion, where it owned two closed landfills and one 30-acre working landfill. Examining the quality and amount of methane produced by the first landfill, staffers discovered an untapped and plentiful resource that would translate into a lucrative source of revenue. For more than 18 months, a 20-cylinder gas turbine engine has been burning methane pulled and scrubbed from the landfill. Electricity that is generated at no cost to the county—enough to power 2,400 homes—is sold to the local utility. This effort has been so lucrative that a second gas turbine will be installed within the year.

The second closed landfill offered 14 acres of high, unobstructed flat land perfect for solar panels. Again at no cost to the county, 5,000–6,000 panels will be installed to generate energy to be sold to the same utility. The planned solar project will be the



**Sorting line at landfill recycling facility**

first of its kind at a landfill in North Carolina. The methane-to-energy and solar initiatives will bring the county \$60,000–\$100,000 in annual revenue.

Staffers then worked to improve efficiency at the recycling facility, increasing by fivefold the amount being processed. The county also decided to collaborate with new partners to improve processes and profits. And in four years, it tripled revenue generated from the sale of scrap metal, waste liquids, lubricants, and electronics.

In less than 10 years, Onslow County's Solid Waste Department has been transformed from a county expense to a revenue producer. Its innovative technology and collaborative efforts are helping to ensure the continued growth and success of one of North Carolina's most prized counties for families, businesses, and the U.S. military.

# STRATEGIC LEADERSHIP & GOVERNANCE AWARD

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

Populations of 10,000 to 49,999



Labaito

## Re-Inventing Municipal Government: An Entrepreneurial Small Business Approach • Hawthorn Woods, Illinois

*Donna Lobaito, chief administrative officer*

*Pamela Newton, chief operating officer*



Newton

The Village of Hawthorn Woods was facing a severe financial crisis. It had been deficit spending and relying on one-time revenues to fund operations. Essential services had been reduced, 40 percent of its employees had been laid off, the general fund balance was at 5 percent of operating expenditures, and the village still couldn't make payroll. Moreover, the Aquatic Center revenue bonds were in danger of default, and the village was embroiled in several lawsuits costing almost \$250,000 annually.

On April 7, 2009, the residents elected a new mayor with a new vision: to manage the village entrepreneurially, like a small business.

The first step was to assemble a team of professionals with both public and private sector experience. As it happened, all the new hires were women—hired, according to the mayor, “because they were the absolute best applicants we had.” The village board then directed a complete reorganization of village staff and changed the titles of the executive leadership team to reflect the entrepreneurial management approach.

It was then that the transformation began.

- Because service-driven needs of the community took priority, departments were restructured

and staff were reorganized on the basis of talent and skills.

- Cost savings were realized and benchmarked in every department. Flex scheduling proved critical for reducing overtime salaries.
- A zero-based budgeting approach was implemented, and each line item was critically examined.
- All purchases required three competitive quotes to ensure the best possible pricing.
- Vacation and sick benefits for nonunion staff were changed to a private sector model: paid time off (PTO). Accrual of sick days, vacation carryovers, and cash-out options were eliminated.
- A pay-for-performance compensation policy was adopted based on public and private sector salary data.
- A cost-sharing model was implemented for employee benefit premiums.
- New nontax revenue opportunities were explored, and a utility tax was imposed to refinance Aquatic Center bonds and fund police pension liability and capital projects.
- All outstanding lawsuits were resolved, reducing the annual litigation budget by 70 percent.

Hawthorn Woods faced many challenges when implementing this new vision:



**Leadership meets to transform government**

- All departments needed to rethink government not as usual and to instead focus on a customer service core business provider model.
- The 40 percent reduction in staffing several years earlier had revealed many inefficient work processes and left remaining staff fearful and stressed.
- Many hours were spent educating employees about zero-based budgeting and the benefits of a PTO approach.
- Staff had to be retrained to focus on obtaining competitive prices instead of maintaining relationships with vendors.

The village has since recovered from its precarious financial position, as evidenced by the dramatic growth of its general fund balance from \$179,353 on December 31, 2008, to \$1,755,584 on December 31, 2013. The program transformed a severe financial crisis into a successful entrepreneurial management approach while breaking down stereotypes to support women in legislative government.





Clifton



Daines

## Citizen Engagement • Sedona, Arizona

*Justin Clifton, city manager*

*Karen Daines, assistant city manager*

Sedona is home to about 10,000 very passionate citizens, many of whom are retired and have time to devote to civic participation. Originally this meant serving on one of eight commissions, each of which had at least seven members. But the commissions were bound by open meeting laws, which limited discussion of issues outside of commission meetings; they operated in subject-matter silos, so multiple commissions would end up working on one project, duplicating effort and sometimes working at cross purposes; and they would often pursue projects that the council would later reject.

Moreover, commissioners were volunteers who wanted to participate in local government but didn't want to spend hours doing work that paid staff do. And since they often had problems reaching consensus, it fell to city staff to lead, manage, and implement projects.

In fall 2012, the council directed staff to review the role of the citizen boards and commissions and make recommendations for their reorganization. The result, approved in December 2013, was a completely

new model of citizen engagement. The city manager's office hired a citizen engagement coordinator, and all but two of the eight commissions were disbanded.

The Citizen Engagement Program has two components. First, community concerns and suggestions are gathered. When an issue arises, (1) staff can address it immediately, (2) it is put on the council's agenda as soon as possible, or (3) it is presented at the council's annual prioritization meeting for possible inclusion in the city's annual work plan.

Second, citizen work groups operate alongside staff and function as advisory boards on specific issues and topics. Participants know when they are to meet and for how long, understand what needs to be done, and know when their work must be completed. In 2014, the Community Development Department formed a work group comprising people in the design/build community to help staff refine and simplify the city's design review process. The group accomplished its goal within six months.

To engage teens and young adults, the city launched Facebook, Twitter, and Instagram accounts; it also launched Engage Sedona, an online engagement hub facilitating a two-way dialogue between



Citizen Engagement Program volunteers

city staff and citizens. In less than a year, Engage Sedona had more than 1,400 visitors and had garnered 400 comments on 19 topics.

In just one year, more than 180 people had signed up for the Citizen Engagement Program. Because volunteers do much of the work, most program costs are primarily for the salary of the citizen engagement coordinator; remaining costs are for supplies, promotional materials, and volunteer appreciation—in total, \$48,000. The former system cost about \$112,500 annually in staff time and produced little to show for it. The new program still requires staff time, but that time is spent productively as projects are completed and implemented.

In short, by thinking outside the box, Sedona was able to create rewarding opportunities for everyone who wants to get involved in local government.



## Tamarac's Strategic Planning: Alignment and Engagement • Tamarac, Florida

*Michael C. Cernech, city manager*

*Diane Phillips, assistant city manager*

### **Cernech**

Since Tamarac's founding in 1963, the median age of its residents has been steadily decreasing (currently 47) while its cultural diversity has been increasing. These changes have required adjustments in programs and services to meet the needs of a diverse population.

In 2010, Tamarac adopted a four-phase systematic strategic planning process: strategy input, development, deployment, and ongoing execution. Using a third-party vendor, it surveys residents, businesses, and employees every other year to identify community priorities and focus strategic planning efforts. The city also reviews financial, market, and regulatory data, performance, and projections. Every program proposed for inclusion in the budget must show how it supports the city's strategic goals and performance targets. A three-year budget process is used to align long-range strategic and financial planning.

To develop performance data, staff identified operational performance measures important to customers. In the resultant system, division measures roll up to the department scorecard, select department scorecard measures roll up to the citywide scorecard, and key indicators roll up to the strategic plan. Division-level employees use these data to recommend and implement process improvements, while cross-

functional multilevel teams carry out improvement initiatives in specific focus areas. Achievements to date include citywide customer service standards; a recognition program that reflects the organization's mission, vision, values, and goals; and initiatives that maintain and improve workplace safety.

To build its performance management system, Tamarac applied a bottom-up approach. Under its Initial Performance Management and Employee Development System, implemented in 2009, each employee is given performance goals and associated actions, thus fostering ownership and accountability. Employees carry a card containing the city's vision, mission, values, strategic goals, and customer service standards, as well as space to note how his or her job relates to the city's strategic goals. According to the city's 2013 employee survey, 92 percent of employees knew how their jobs supported those goals.

Departments and divisions must also define how their programs and services contribute to the city's strategic goals. These narratives, along with key operational performance measures, are included in the budget and posted on the city's website to illustrate strategy-budget-performance linkages and promote transparency and communication.



**Residents attend neighborhood meetings**

The city engages the public through a quarterly news magazine *Tam-A-Gram*, strategic planning publications, a website, social media, neighborhood meetings, and an Open City Hall for online discussion of city topics. And residents have a venue to report a concern 24/7 and receive a timely resolution online. In 2013, 80 percent of residents and 86 percent of businesses reported satisfaction with overall quality of services, and 79 percent of residents reported satisfaction with community appearance.

By developing a strategic planning process that effectively aligns budgeting, performance management, and individual employee performance into one cohesive system, Tamarac has created an organizational culture that engages and responds to its customers, secures public trust and satisfaction, focuses on continuous process improvement, maintains positive employee attitudes, and is thus positioned to face current and future challenge.

# HARVARD SENIOR EXECUTIVE SCHOLARSHIP

*Sponsored by The Ferguson Group*



## Norton N. Bonaparte

*City Manager, Sanford, Florida*



As the city manager of Sanford, Florida (population 55,000), Norton Bonaparte is responsible to the mayor and four city commissioners for the day-to-day supervision of all city operations, including finance, human resources and risk management, fire, recreation, police, planning and development services, public works, water and sewer utilities, and community improvement. Fourteen department directors or executive staff and 540 full- and part-time employees report directly to him. He is also responsible for overseeing the city's annual operating budget of \$92 million.

Sanford received widespread negative media attention in 2012 as the city where Trayvon Martin was shot and killed, and it is in the process of improving its image, identifying what it wants to be and how it wants to develop. Mr. Bonaparte is currently working to implement a recently adopted strategic plan for the city government based on the results of a community visioning process. He is also striving to develop a sustainable organization that is able to meet expanding demands on municipal services with reduced revenues. Having engaged the services of Management Partners to perform an analysis of the city, Sanford is now in the process of assessing the feasibility/desirability of implementing the consultants' various recommendations.

Before coming to Sanford, Mr. Bonaparte had served as the city manager/administrator in six different communities, including Topeka, Kansas, and Plainfield, New Jersey, where he successfully developed productive working relations with elected governing bodies. In so doing, he facilitated strategic planning processes; worked to realign expenditures to meet reductions in revenue; and improved the working relationship between the municipal government and community groups, the business community, and other governmental entities. He also created a positive labor relations environment with employee unions, bringing new business to a community while working with existing businesses to retain and expand their operations.

Mr. Bonaparte has enhanced his professional experience by teaching courses in several graduate and undergraduate courses in public administration, public policy, and leadership, as well as by member-

ship in ICMA and service on numerous ICMA committees and task forces. A National Academy of Public Administration Fellow, he is a member of the Florida City and County Management Association; has served as president of the New Jersey Municipal Management Association and the Maryland City County Management Association; and is on the board of directors of the National Forum for Black Public Administrators and Florida's Tri-County League of Cities.

By attending the Senior Executives in State and Local Government program at Harvard University's John F. Kennedy School of Government, Mr. Bonaparte expects to learn and practice the most current leadership and management techniques that will enable him to lead his city into excellence.

"The Harvard Senior Executive Program was by far the most thought-provoking and educational leadership program that I've had the pleasure of attending. The program provided me with lessons in leadership that I use every day in my professional life. Invaluable lessons that I will continue to use throughout the remainder of my life."

—Dale E. Iman, city manager,  
Fayetteville, North Carolina

"The experience at the Harvard Senior Executive Program was without a doubt the best learning experience of my life. The program completely validated for me the role of government and the local government management profession, and I am more steadfast than ever that public service is the most rewarding, valuable, and important work one could ever do."

—Karen E. Pinkos, assistant city manager,  
El Cerrito, California

ICMA, through the generosity of its strategic partner The Ferguson Group, offers a scholarship to a member to attend the Harvard Kennedy School Senior Executives in Local Government program. The Ferguson Group, L.L.C. (TFG) is a bipartisan government relations consulting firm founded in 1982 in the District of Columbia dedicated to serving local governments.



# CELEBRATION OF SERVICE

## Congratulations to the 2015 Local Government Service Award Recipients!

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

### 50 YEARS

**John P. Applegate** has spent his entire 50-year career serving Union City, Ohio. City manager since 1982, he also served as superintendent of water and wastewater, 1974–82; and in maintenance operations, 1965–74.



**James D. Crosby** has served local governments in Oklahoma throughout his 50-year career. City manager of Piedmont since 2011, he was city manager of Yukon, 1994–2011. He served Oklahoma City as general services director, 1991–94; executive vice president for the city's chamber of commerce, 1987–91; and recreation superintendent, 1964–73. In Norman, he was city manager, 1976–87; and director of parks and recreation, 1973–75.

### 45 YEARS



**Major T. Berry Jr.** has been with Oklahoma City, Oklahoma, for his entire 45-year career. Assistant city manager since 2003, he has also served as police chief, police officer, and community service officer.

**Manuel A. Esquibel**, city manager, Brighton, Colorado, since 2009, served Brighton as assistant city manager and director of parks and recreation. He has also served as city manager of Selma, California, and Lindsborg, Kansas.

**Charles B. Graham** has served as city manager of Frankenmuth, MI, since 1979. He previously served in Pueblo, CO, and Phoenix, AZ.



**George Harvie** has served as chief administrative officer, Delta, British Columbia, Canada, since 2001. He previously served in Burnaby, British Columbia, Canada, as deputy city manager, director of human resources, and manager of environmental health services.



**Lance A. Hedquist** has served as city administrator of S. Sioux City, Nebraska, since 1980, and as assistant director of Siouxland Metro Council, Iowa.

**Sue Knight** is receiving an ICMA Service Award after 45 years with the city of Troy, Ohio, as assistant to the director.



**Stevan E. Kvenvold** has spent his 45-year career with Rochester, Minnesota, as city administrator since 1979, and assistant administrator, 1970–79.

**Kerry M. Lacy**, city manager, Elgin, Texas, since 2013, has spent his entire career in Texas. He has served as city manager in San Augustine, Watauga, Liberty, and Jasper, in addition to serving in other capacities and communities throughout the state.



**James F. Miller**, executive director, League of Minnesota Cities since 1993, served as city manager of Minnetonka, Minnesota, 1979–93, in addition to holding other positions in various communities.



**William R. Ross**, town manager, Mansfield, Massachusetts, since 2010, served as city manager of Jackson, Michigan; Auburn Hills, Michigan; and Yankton, South Dakota. He also served as village administrator of Sussex, Wisconsin.

**Gerald E. Schapiro** has been with Rock Hill, South Carolina, for his entire 45-year career. Deputy city manager since 2007, he has also served as finance director/municipal clerk, planning & management director, senior planner, and planner.



**James K. Spore**, city manager of Virginia Beach, Virginia, since 1991, has served as manager of Garland, Texas, and Burnsville, Minnesota; and as community development director in Lakewood, Colorado, and Elgin, Illinois.

**Linda L. Witko**, assistant city manager of Casper, Wyoming, since 1991, spent 20 years in Scottsbluff, Nebraska, as assistant city manager and personnel officer.



## 40 YEARS

|   |  |  |
|---|--|--|
| Stephen A. Alfred, town manager<br>South Kingstown, Rhode Island          | Aden E. Hogan Jr., city manager<br>Evans, Colorado   | Gary O'Connell, executive director<br>Albemarle County Service Authority, Virginia |
| Ronald C. Anderson Jr., assistant city manager<br>Suisun City, California | Joyce Hunt, assistant city manager<br>Thornton, Colorado                                       | Robert J. O'Neill Jr., executive director<br>ICMA, Washington, D.C.                |
| James C. Bacon Jr., town manager<br>Paradise Valley, Arizona              | Edwin J. Hunzeker, county administrator<br>Manatee, Florida                                    | Howard D. Partington, city administrator<br>Great Bend, Kansas                     |
| Don W. Baird, town manager<br>Granby, Colorado                            | Richard J. Johnson, town manager<br>Glastonbury, Connecticut                                   | Joe Patterson, city administrator<br>Hastings, Nebraska                            |
| Edward A. Barrett, city administrator<br>Lewiston, Maine                  | James W. Keinath, city administrator<br>Circle Pines, Minnesota                                | John H. Patterson, city manager/police chief<br>Cherry Hills Village, Colorado     |
| Robert J. Bartolotta, city administrator<br>Wentzville, Missouri          | Ronald R. Kimble, deputy city manager<br>Charlotte, North Carolina                             | Robert J. Regus, city administrator<br>Alpharetta, Georgia                         |
| Michael C. Bestor, city manager<br>Golden, Colorado                       | Gary F. Klaphake, city administrator<br>Lafayette, Colorado                                    | Randall H. Reid, Southeast regional director<br>ICMA, Washington, D.C.             |
| James A. Briggs, city administrator<br>Washington, Missouri               | Robert Knabel, city administrator<br>Newton, Iowa  | Thomas B. Robinson, town manager<br>Carthage, North Carolina                       |
| Richard M. Brown, town administrator<br>Somerset, MA                      | Harvey Krauss, city manager<br>Eloy, Arizona   | Valerie L. Salmons, village administrator<br>Bartlett, Illinois                    |
| Janice S. Casteel, city manager<br>Cleveland, Tennessee                   | Gary T. Kubic, county administrator<br>Beaufort, South Carolina                                | Mark W. Sather, city manager<br>White Bear Lake, Minnesota                         |
| Clayton W. Chandler, city manager<br>Mansfield, Texas                     | Rick W. Kuckahn, city manager<br>Scottsbluff, Nebraska   | Patrick C. Scheidel, town manager<br>Essex, Vermont                                |
| Sterling B. Cheatham, city manager<br>Wilmington, North Carolina          | Steven A. Kueny, city manager<br>Moorpark, California  | Philip K. Schenck Jr., town manager<br>Bloomfield, Connecticut                     |
| Patrick J. Coffield, county administrator<br>Augusta, Virginia            | Michael LeFevre, township manager<br>Abington, Pennsylvania                                    | Robert P. Schwartz, city manager<br>Oxford, Georgia                                |
| James Al Crace, county administrator<br>Charlton, Georgia                 | Robert Louiseau, city administrator<br>Detroit Lakes, Minnesota                                | Stephen L. Sechriest, township manager<br>Richland, Pennsylvania                   |
| David G. Cressman, town administrator<br>Dartmouth, Massachusetts         | Curtis H. Lunt, town manager<br>Monmouth, Maine  | John W. Sibley, city manager<br>Orange, California                                 |
| Gary S. Esplin, city manager<br>St. George, Utah                          | John A. MacLean, city manager<br>Keene, New Hampshire  | Reid Silverboard, city manager<br>Treasure Island, Florida                         |
| Daniel W. Fitzpatrick, city manager<br>Rochester, New Hampshire           | Samuel D. Mamet, executive director<br>Colorado Municipal League, Colorado                     | Cory Lee Smith, city administrator<br>Grandview, Missouri                          |
| John R. Flint, city manager<br>Weston, Florida                            | Richard L. McAlister, director of<br>administrative services<br>Cedar Falls, Iowa              | Stephen J. Sobers, city manager<br>Big Rapids, Michigan                            |
| Richard J. Garofano<br>Leawood, Kansas                                    | Scott C. McElree, borough manager<br>Quakertown, Pennsylvania                                  | Lewis J. Steinbrecher, city administrator<br>Moline, Illinois                      |
| Edward A. Geick, city administrator<br>Baraboo, Wisconsin                 | Ronald W. McLemore, deputy city manager<br>Daytona Beach, Florida                              | Stephen C. Sultzaberger, borough manager<br>New Cumberland, Pennsylvania           |
| Jay A. Gsell, county manager<br>Genesee, New York                         | Arjen J. Mewe, city manager<br>Emmen, Netherlands  | Thomas W. Tarkiewicz, city manager<br>Marshall, Michigan                           |
| Jack Hadge, chief financial officer<br>Springettsbury, Pennsylvania       | J. Scott Miller, city manager<br>Leavenworth, Kansas   | Frank Turner, deputy city manager<br>Plano, Texas                                  |
| Jack S. Hamlett, city manager<br>Beeville, Texas                          | Robert H. Moncur, city manager<br>Burnaby, British Columbia, Canada                            | G. Craig Weinaug, county administrator<br>Douglas, Kansas                          |
| Mark R. Henne, city manager<br>Wellsburg, West Virginia                   | Sid Morris, director, planning & development<br>Sycuan Band of the Kumeyaay Nation, California | Joseph W. Yarbrough, city manager<br>South Daytona, Florida                        |
| David D. Hicks, city manager<br>Moraine, Ohio                             | George K. Noe, city manager<br>Aurora, Colorado  | Greg E. Young, town manager<br>Boone, North Carolina                               |



## 35 YEARS

|                      |                       |                        |                      |
|----------------------|-----------------------|------------------------|----------------------|
| Glenn D. Anderson    | Janice M. Fransen     | David R. Larson        | Tony Ramos           |
| Richard E. Anderson  | Deborah L. Frederick  | William P. Lavin       | W. Alan Reddish      |
| Louis J. Baltz III   | James P. Freeman      | Patrick J. Lawton      | Donald D. Rose       |
| John S. Bennie       | Matthew Fulton        | Ronald LeBlanc         | Russell L. Rost      |
| Ralph E. Bentley     | Dan D. Galloway       | Barbara W. Lipscomb    | Ralph Schell         |
| Donald E. Berger     | David R. Garcia       | Rocco J. Longo         | Jody E. Smith        |
| David Biggs          | Sam S. Gaston         | Donald B. MacLellan    | Greg L. Sparks       |
| Michael J. Bobinsky  | Brian Gramentz        | Joseph A. Mangiamelli  | Curtis W. Sutherland |
| Harold E. Boldt      | Gino C. Grimaldi      | Anthony J. Marryatt    | Bonnie Svrcek        |
| James M. Bourey      | Samuel E. Grove       | Dennis W. McDuffie     | Andrew J. Takata     |
| Ronald C. Bowman     | Pall Gudgeirsson      | Anthony P. Mercantante | Earlene M. Teaster   |
| William Broughton    | Richard A. Haffey     | Dion O. Miller         | Edwin J. Thorne      |
| George A. Brown      | Scott A. Hancock      | Frederick S. Moody     | David R. Tooley      |
| George S. Brown      | Joel R. Hanson        | David R. Mora          | Donna S. VanderClock |
| John J. Burke        | Michael J. Hartman    | Anthony J. Mortillaro  | Gregory T. Vick      |
| Clarence L. Cassens  | Allan Heindel         | Jeffrey L. Mueller     | Paul Virgadamo Jr.   |
| R. Murray Clarke     | Patrick W. Hentges    | Mark E. Nagel          | Christina F. Volek   |
| David Clyne          | W. Brian Hiatt        | Andrew E. Neiditz      | David W. Warrington  |
| Barry Cook           | Henry J. Hill III     | William A. Neron       | Steven Wheeler       |
| Donald B. Cooper     | Christopher L. Holley | Richard U. Nienstedt   | William H. Whitley   |
| Tobias M. Cordek     | Robert E. Ihlein      | Leo E. Ochs Jr.        | Bonilyn F. Wilbanks  |
| Kirk L. Davis        | George Kenneth Jones  | Jeffrey R. O'Neill     | Mark M. Williams     |
| Merlin Dewing        | Steven A. Jones       | Terry B. Parker        | Michael Willis       |
| Gregory L. Dunham    | Byron D. Jorgenson    | Craig L. Pedro         | Karen Windon         |
| Meryl R. Dye         | Laurie Kadrich        | Martha L. Perego       | George S. Wolfe      |
| David Edgar          | William F. Ketcham    | Clayton Phillips       | Nolan K. Young       |
| James R. Eldridge    | Robert R. Kiely Jr.   | James S. Phillips      | David K. Zabell      |
| John H. Eskilson     | T. Robert Kindred     | LeRoy Nate Pierce      | Matthew D. Zimmerman |
| Kenneth R. Fields    | Blair F. King         | Denise M. Pieroni      | Alan Zordan          |
| Veronica A. Ferguson | Donald D. Krupp       | John T. Pierpont       |                      |
| Ronald M. Ferris     | Phillip R. Lammers    | James D. Prosser       |                      |
| Thomas Fontaine II   | David A. Landis       | Rick J. Quail          |                      |

## 30 YEARS

|                      |                        |                     |                        |
|----------------------|------------------------|---------------------|------------------------|
| Charles R. Abernathy | John R. Dowd           | Kurt Hodgen         | Mark L. McDaniel       |
| Randall D. Altimus   | Michael J. Driscoll    | David P. Hodgkins   | Christopher McKenzie   |
| Kelly E. Arnold      | Michael John Earl      | Curtis L. Holt      | Mary L. McKittrick     |
| Michael J. Bajorek   | Michael E. Embury      | Charles R. Horne    | David Meriwether       |
| Michele L. Baker     | Ryan Scott Evans       | Susan L. Hoyt       | Steven B. Miner        |
| Mark S. Baldwin      | Lee Feldman            | Brian P. Humphress  | Neill Morgan           |
| Rodney D. Barnes     | Mark S. Fitzgerald     | Keith D. Johnson    | John M. Moosey         |
| Warwick L. Bennett   | Kevin D. Friend        | Ronald S. Johnson   | Michael J. Mornson     |
| Brian Bingle         | Kurt P. Fritsch        | David C. Johnstone  | Richard A. Nahrstadt   |
| Hazen Blodgett       | Tonya Ann Galbraith    | Barbara A. Jones    | Janice R. Napper       |
| Patrick H. Burtch    | Yvonne Garrett         | Benjamin W. Jones   | Jesus Nava Jr.         |
| Jeff Butters         | Brenda G. Garton       | William M. Keefer   | Larry L. Nielsen       |
| Joseph A. Calabrigo  | Thomas C. Gates        | Larry R. Kruse      | Stephen C. North       |
| Sean P. Canning      | Carol King Gonzales    | Gary F. La Venia    | Nancy E. Novak McMahon |
| Curtis L. Carver     | Diane Goodwin          | Thomas Lawell       | Richard C. Olson       |
| Pamela S. Caskie     | Clint P. Gridley       | Jack P. Layne Jr.   | Steven C. O'Malley     |
| Donald D. Crawford   | John E. Haldeman       | Craig W. Lemin      | William Patrick Pate   |
| Anton Dahlerbruch    | Thomas A. Harmer       | John Lobaito        | Russell E. Phillips    |
| Karen Daly           | Bryan T. Havir         | Corbitt Loch        | Anthony A. Piasecki    |
| Julian DeCocq        | Kelly J. Hayworth      | Stephen A. Lutz     | Anthony T. Plante      |
| John T. Doan         | Joseph A. Helfenberger | Simon J. Markham    | Steven G. Rabe         |
| David A. Dodies      | Kent L. Hixson         | Phyllis L. Marshall | Jeffrey E. Repp        |
| Timothy J. Dolehanty | Fred E. Hlava          | Craig M. Martin     | David Ridpath          |



Frank W. Robinson  
Gene Rogers  
Steven R. Rogers  
Denise M. Rose  
Scott T. Sauer  
Scott N. Schroyer  
George T. Shackelford  
Laurence R. Shaffer  
Scott A. Shanley  
Garth Sherwin  
Tom Simonson

John Skorobohacz  
Rudolph Smith  
Marcia Somers  
Leonard B. Sossamon Jr.  
Keith E. Stahley  
Robert F. Stalker II  
Mark S. Stankiewicz  
Eric Albert Strahl  
J. David Strahl  
Kathleen E. Tempesta  
Steven E. Thomas

David J. Torgler  
Lenore K. Toser-Aldaz  
Bradley J. Townsend  
Isaac D. Turner  
Sheila D. Vanderhoef  
Bradley C. Vath  
Melvin L. Waldrop  
Peter A. Weiss  
Kevin M. Welch  
Martha L. White  
D. Craig Whitehead

Charles S. Whiting  
Robert L. Whritenour  
Michael Wilkes  
Allan T. Williams  
Michael B. Williams  
William P. Wilson Jr.  
Michael J. Woika  
Ray M. Young

## 25 YEARS

Mark Abeles-Allison  
Leif J. Ahnell  
Abimbola A. Akande  
Ted C. Alexiades  
Jill Anderson  
Tim A. Anderson  
David L. Andrews  
Thomas Bakaly  
Ronald R. Bates  
Kirk Bednar  
Martin S. Bernal  
Mick W. Berry  
William J. Brock  
James L. Brown  
Jeffrey E. Brown  
Mark S. Brown  
Mary B. Bunting  
Earl Burson  
Troy L. Butzlaff  
Eric D. Campbell  
Vincent J. Capelli  
Joseph P. Casey  
David Cavazos  
Robbie L. Chartier  
Dale Cheatham  
Christopher Clark  
Everette Todd Clark  
Martin A. Colburn  
David Collinsworth  
Melina Moran Conner  
Catherine Christie Cook  
David E. Cox  
Timothy J. Cruikshank  
Heather M. Dawson  
Manuel De La Rosa  
Kevin D. DeFebbo  
Rebecca T. Dickson  
Cheryl R. Dillingham  
Christopher J. Dorsey

John A. Dougherty  
Jerald P. Ducay  
Sue A. Edwards  
David Ellis  
Michael A. Ericson  
Larry J. Farley  
Reyna Farrales  
Patricia A. Finnigan  
Kate P. Fitzpatrick  
Jerry Flannery  
Mary Foley  
Denis C. Fraine  
Maureen Frank  
Thomas J. Fromme  
Charmelle Garrett  
Lee D. Garrity  
Lewis H. George  
Rick J. Goeckner  
Gary D. Greer  
Robert J. Gregory  
Al Grieshaber Jr.  
John F. Griffin  
Jeffrey B. Gushue  
Cynthia Haas  
Anthony T. Hamaday  
Laura J. Hannah  
William G. Hinchey  
Andrew Hollis  
John J. Holman  
Steve L. Howard  
Ricky A. Horst  
Timothy M. Hults  
Scott W. Huth  
Constance C. Jackson  
Mark A. Jackson  
David Junger  
Fariba Kassiri  
Darren M. Kettle  
Brian M. Kischnick

Randy S. Kunkle  
Richard J. LaFond  
Gary P. Larrowe  
Greg E. Larson  
Mark R. Lauzier  
Lori LaVerriere  
Raymond C. Liggins  
Herb E. Llewellyn Jr.  
Layne P. Long  
Suzanne Ludlow  
Susan Maggiotto  
Joseph F. Manning III  
Julian P. Mansfield  
Patsy King McGhee  
Michele E. Meade  
Edwin R. Meece  
Gideon Mhlongo  
Stephen A. Moore  
Christopher P. Morrill  
David M. Muir  
Modesto A. Mundo  
Scott D. Neilson  
Kenneth D. Noland  
Michael D. O'Leary  
Marketa George Oliver  
Molly F. O'Rourke  
Shane E. Pace  
Derrick Parham  
Kelly C. Passauer  
Allen Pate  
Michael M. Penny  
Eric J. Peterson  
M. Denis Peterson  
Carolynn Petru  
Scott D. Pickup  
Stephen Jeffery Piechura  
Shawn P. Raborn  
Larry Rains  
Fred L. Ramey Jr.

Rita M. Ramirez  
Anthony D. Roach  
Timothy D. Rooney  
Kelly Rudyk  
David A. Ruller  
G. Richard Sago II  
Brenda A. Samford  
Michael J. Scanlon  
Dan Schlandt  
David C. Scott  
Courtney Sharp  
Earl W. Sires  
Marc Skocypiec  
J. D. Spohn  
David L. Stack  
Kevin Stephenson  
Paul K. Stevens  
Thomas A. Tanghe  
Barry W. Thompson  
Kevin D. Trease  
Wilhelmus Van Den Berg  
Terri Velasquez  
Gustavo F. Vina  
Gerald D. Vincent  
Frank L. Walsh  
David Waltz  
Kenneth Le Roy Weaver  
Jeffrey W. Weldon  
Douglas B. White  
William R. Whitson  
Kenneth R. Williams  
Micah Tim Williams  
Lauren A. Wood  
Scot W. Wrighton  
Gerald W. Young  
Michael F. Young  
Thomas G. Younger  
Maureen E. Zamarripa  
Anthony J. Zampedro



# ICMA CERTIFICATES IN PERFORMANCE MANAGEMENT

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

## Certificate of Excellence Recipients

|                    |                       |                           |
|--------------------|-----------------------|---------------------------|
| Alachua County, FL | Fort Collins, CO      | Poudre Fire Authority, CO |
| Albany, OR         | Kansas City, MO       | Purcellville, VA          |
| Austin, TX         | Mesa, AZ              | Rock Hill, SC             |
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| Bellevue, WA       | Montgomery County, MD | San Francisco, CA         |
| Clayton, MO        | New Orleans, LA       | San Jose, CA              |
| Coral Springs, FL  | Oklahoma City, OK     | Scottsdale, AZ            |
| Dallas, TX         | Olathe, KS            | Tacoma, WA                |
| Decatur, GA        | Peoria, AZ            | Tamarac, FL               |
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| Fairfax County, VA | Phoenix, AZ           | Woodbury, MN              |

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|                     |                     |             |
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| Fayetteville, NC    | Palm Coast, FL      |             |
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For more information, visit [icma.org/performanceinsights](https://icma.org/performanceinsights)





ICMA



2016

ICMA AWARDS

**CELEBRATING THE DIFFERENCE**  
professional local government  
management makes



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

**Mark M. Levin**  
Professor, University of Indiana,  
Bloomington, Indiana

**Ronald S. Miller**  
Parker, Colorado

**Jeffrey I. Naftal**  
Pittsburgh, Pennsylvania

**Marcia L. Raines**  
City Manager, Millbrae,  
California (chair 2015–16)

**John Skorobohacz**  
Barrie, Ontario, Canada

This awards booklet was developed by

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ICMA Center for Performance  
Analytics

# 2016

## 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.
- The **Local Government Excellence Awards** recognize individual achievement as well as outstanding local government programs.
- **Service Awards** recognize and celebrate ICMA members' dedication to public service and professional management at the local level.
- The **ICMA Certificates in Performance Management** recognize local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

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## DISTINGUISHED SERVICE AWARD

This award is given to a manager who has retired from the profession and made an outstanding contribution to the management profession and local government. The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

### Ted A. Gaebler



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

Coauthor of *Reinventing Government*, forward-thinking leader, colleague, lecturer, teacher, entrepreneur, and mentor to countless MPA students, Mr. Gaebler has set the stage for government change—peacefully, from the inside out.

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

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

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

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

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

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

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

### Daniel A. Kleman



Daniel Kleman was only in his twenties when his peers elected him to his first local public management board of directors. In the five decades since, he has dedicated himself to local government management and promoting the profession through ICMA and the Florida City and County Management Association (FCCMA).

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

# DISTINGUISHED SERVICE AWARD

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

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

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

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

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

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

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

## Jan C. Perkins



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

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

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

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

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

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

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

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

# AWARD FOR CAREER EXCELLENCE

## in Memory of Mark E. Keane

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

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



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

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

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

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

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

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

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

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



# ASSISTANT EXCELLENCE IN LEADERSHIP AWARD

*in Memory of Buford M. Watson Jr.*

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

## Scott J. Bond

*Assistant Chief Administrative Officer, Sandy City, Utah*



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

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

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

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

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

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

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

# AWARD FOR CAREER DEVELOPMENT

*in Memory of L. P. Cookingham*

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

## Brenda W. Eivens

*City Manager, Cedar Park, Texas*



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

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

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

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

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

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

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



# ACADEMIC AWARD

## *in Memory of Stephen B. Sweeney*

Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.

### Dr. Chester A. Newland

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



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

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

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

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

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

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

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

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

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

# AWARD FOR EARLY CAREER LEADERSHIP

## *in Memory of William H. Hansell Jr.*

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

### Monica S. Irelan

*City Manager, Napoleon, Ohio*



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

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

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

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

and communicates with employees through appropriate channels.

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

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

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

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

# COMMUNITY HEALTH AND SAFETY AWARD

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

## Populations of 10,000 to 49,999



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

**Challenge:** Solve a long-standing flooding problem.

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

**Solution:** The creation of a comprehensive Stormwater Relief Program.

#### HOW THEY DID IT

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

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

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

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

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

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



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

#### RESULTS

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

#### LESSONS LEARNED

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

## Populations of 50,000 and greater



Brady



Kent



Pombier

### Community Care Initiative | Mesa, Arizona

Christopher J. Brady, City Manager  
Karolyn Kent, Assistant City Manager  
John Pombier, Assistant City Manager

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

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

#### BACKSTORY

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

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

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

#### THE SOLUTION

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

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



*Performing a behavioral health assessment.*

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

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

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

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

#### LESSONS LEARNED

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



# COMMUNITY PARTNERSHIP AWARD

This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.

## Populations of less than 10,000



Pederson

### Overcoming the Unspeakable | Bayside, Wisconsin

Andrew K. Pederson, Village Manager

Rebecca VanRegenmorter, Assistant Village Manager



VanRegenmorter

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

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

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

#### WHY IT WORKED

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

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

#### LESSONS LEARNED

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



Converting to a municipal water system.

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

## Populations of 10,000 to 49,999



Rothweiler

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

Travis P. Rothweiler, City Manager, Twin Falls

Mike Williams, City Administrator, Jerome

Mark A. Mitton, City Administrator, Burley



Williams



Mitton

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

**Solution:** Although a regional approach to economic development is relatively uncommon, in 2001, the cities of Twin Falls and Jerome offered funding to help launch a regional public-private venture, the Southern Idaho Economic Development Organization (SIEDO). Since then, eight other cities in the region have joined, chief among them the city of Burley. SIEDO participants also include local, regional, and state governments; community economic development leaders; business support organizations; chambers of commerce; the College of Southern Idaho; and Business Plus, a nonprofit organization of private businesses that support regional growth.

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

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

#### WHY IT WORKS

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



Working together to spruce up communities.

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

#### PAYOFFS

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





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

*Christopher L. Foss, City Manager*

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

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

### GOALS

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

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

### HOW THEY DID IT

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

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

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

### FINANCING

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



*Redeveloping a public housing development.*

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

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

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

## COMMUNITY SUSTAINABILITY AWARD

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



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

*Gayle L. Mabery, Town Manager*

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

### BACKSTORY

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

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

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

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

### HOW THEY DID IT

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

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

### How It Works:

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

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

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

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

### LESSONS LEARNED

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



*Developing a landscape that requires no potable water.*





## Sustainability Program | Las Vegas, Nevada

*Elizabeth N. Fretwell, City Manager*

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



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

facilities have cut water consumption by 200 million gallons annually.

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

### THE FUTURE

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

### LESSONS LEARNED

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

### BACKSTORY

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

### PROGRAM COMPONENTS, SAVINGS, AND RESULTS

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

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

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

## STRATEGIC LEADERSHIP & GOVERNANCE AWARD

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



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

*James R. Lewis, City Manager*

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

### BACKSTORY

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

### SOLUTION

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

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

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

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



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

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

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

### RESULTS

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

### LESSONS LEARNED

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





Jones

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

Maurice T. Jones, City Manager

Hollie Lee, Chief of Workforce Development Strategies



Lee

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



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

### BACKSTORY

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

### THE SOLUTION

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

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

Two other training programs are in the planning stages.

### RESULTS

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

### LESSONS LEARNED

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



## Women's Leadership Mentoring Program | San Antonio, Texas

Sheryl L. Sculley, City Manager

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

### BACKSTORY

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

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

### SOLUTION

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

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

WLMP's key goals include:

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

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



Helping women advance in the workplace.

### COST

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

### RESULTS

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

### LESSONS LEARNED

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

# HARVARD SENIOR EXECUTIVES IN STATE & LOCAL GOVERNMENT SCHOLARSHIP

*Sponsored by The Ferguson Group and eCivis*



## Peter Agh *City Manager, Dvory, Slovakia*



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

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

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

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

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

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



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

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

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

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

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

# CELEBRATION OF SERVICE

## *Congratulations to the 2016 Local Government Service Award Recipients!*

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

### 55 YEARS



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

### 50 YEARS



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



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

### 45 YEARS



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



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



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



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

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



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



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



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



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



40 YEARS

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

35 YEARS

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

30 YEARS

|                          |                      |                          |                          |
|--------------------------|----------------------|--------------------------|--------------------------|
| Scott D. Adams           | Kevin D. DeFebbo     | Jane E. Mahony Howington | David D. Reeves          |
| Kevin P. Anderson        | Dave M. Derragon     | Timothy M. Hults         | E. Thomas Ritter         |
| Richard A. Angelocci     | Joel D. Dhein        | Wallace B. Hunter        | Mark B. Roath            |
| Stephen A. Arbo          | Cheryl R. Dillingham | Constance C. Jackson     | Susan Robertson          |
| Thomas J. Aspell, Jr.    | Patricia Dwyer       | Martha Johnston          | Rocky D. Rogers          |
| Robert O. Barber         | Timothy J. Ellis     | John C. Krauss           | Cynthia D. Rohlf         |
| Charles P. Barnett       | Peter B. Elwell      | Kenneth D. Krombeen      | Susan Roltsch            |
| James A. Bennett         | D. Steven Endsley    | Linda K. Kutchenriter    | William H. Schimmel, Jr. |
| Alan J. Benson           | Steven B. Falk       | Robert J. Larson         | Curtis A. Schrader       |
| Daniel A. Berlowitz      | Artie Anrae Fields   | Raymond C. Liggins       | David C. Scott           |
| John M. Bernal           | Karl P. Frantz       | Robert W. Lohr, Jr.      | William R. Shane         |
| James A. Bodenmiller     | Curtis B. Freeland   | Merlin G. MacReynold     | Nabiel A. Shawa          |
| Michael T. Booker        | Brian S. Fritsinger  | Lynn H. Markland         | Jonathan R. Shull        |
| Rebecca Allen Bouska     | Todd R. Gerhardt     | Barbara Burns Matthews   | John Slaughter           |
| Jon R. Branson           | Riccardo F. Ginex    | Velton H. McDonald       | Michael B. Smith         |
| Richard A. Brook         | Mary K. Giordano     | Grady E. Miller          | Gerald C. Sprecher       |
| Mark S. Brown            | John K. Godwin       | Richard A. Mirgon        | Eileen F. Stein          |
| Kevin T. Celarek         | Michael G. Gracz     | Tim Moerman              | Craig Stephenson         |
| Robert F. Clark          | John F. Griffin      | Bill A. Monahan          | Robert Stowe             |
| Gerald L. Clausen        | Melvin R. Grose, Jr. | Don A. Morrison          | M. Chris Swartz          |
| David C. Cooke           | Steven R. Hall       | Gregory A. Nyhoff        | Russell P. Taylor        |
| Stephen Bradley Corcoran | Thomas K. Harmening  | Chad C. Olsen, Jr.       | Kenneth A. Terrinoni     |
| Michael Cornell          | William E. Harrell   | Byron Olson              | Kris C. Tierney          |
| Ricardo T. Cortes        | Bret C. Heitkamp     | Daniel P. O'Malley       | Kevin D. Trease          |
| Peter J. Crichton        | David J. Hemze       | Joseph F. Pantano        | Alan G. Vanderberg       |
| Roberta L. Crosbie       | Mark E. Hindman      | Tammy J. Perkins         | Monika A. Weierbach      |
| Selena Cuffee-Glenn      | Jack Hobbs           | Bret Plumlee             | William R. Whitson       |
| Richard C. Cushing       | Joseph M. Hoefgen    | Charles P. Potucek       | John M. Wohlmuth         |
| Michael J. Czymbor       | Kenneth K. Howard    | Steven D. Powers         |                          |

25 YEARS

|                        |                         |                         |                         |
|------------------------|-------------------------|-------------------------|-------------------------|
| Douglas R. Alexander   | Kevin M. Flannery       | Thomas K. Lynch         | David W. Rowlands       |
| Karen M. Anderson      | Malcolm H. Fleming      | Jon J. Lynch            | James P. Sanders        |
| Alan Archer            | John T. Flood, Jr.      | Marla P. Marcinko       | Franklin P. Schofield   |
| Michael C. Archinal    | Thomas Foley            | Jim Marino              | Paula D. Schumacher     |
| Darin A. Atteberry     | Jaime M. Fontes         | Gary Marks              | Reina J. Schwartz       |
| Peter E. Auger         | Jon E. Fortune          | Christopher A. Martin   | Thomas P. Scott         |
| Edmund Thomas Ault     | Anne Marie Gaura        | Marc L. Maxwell         | Debra A. Shackett       |
| Martha J. Bennett      | C. Elizabeth Gibson     | Benjamin Montgomery     | Lisa K. Shelley         |
| W. Bruce Bierma        | Tim Gleason             | Jeffrey Moon            | John M. Shepherd        |
| Alfred Bito, Jr.       | Jorge M. Gonzalez       | David V. Moorman        | Dana E. Shigley         |
| Dan Bottrill           | Karen R. Goon           | Thomas J. Muir          | Edward K. Shikada       |
| Michael E. Boynton     | Susan L. Grant          | Shawn M. Murphy         | Jeffrey N. Shroll       |
| Paul Lindsay Brake     | Robert R. Green         | Mr. Ken Nordhoff        | Christian M. Sigman     |
| David A. Bretl         | Gary Andrew Hall        | Andrew E. Nota          | Lynne Simons            |
| Michael L. Brillhart   | Daron R. Hall           | Reid T. Ottesen         | Marc A. Skocypec        |
| Gary L. Brown          | Thomas J. Hall          | Craig S. Owens          | Bruce R. Slagle         |
| Donald G. Burnette     | Richard Darrell Hampton | Cara L. Pavlicek        | Rodney S. Smith         |
| Christine M. Burns     | Robert C. Hanna         | Eric M. Pearson         | Tye R. Smith            |
| Brian W. Caputo        | Kellie A. Hebert        | Clay Pearson            | Kurt J. Starman         |
| Kevin Carruth          | Brian W. Heck           | Andrianna M. Peterson   | Ms. Rhonda L. Stewart   |
| Patrice L. Carson      | Phillip Hal Hegwer      | Jennifer F. Phillips    | Andrea L. Surratt       |
| John J. Caulfield      | Barry D. Helms          | John F. Pietig          | James E. Taliaferro, II |
| Jane M. Christenson    | Roberto Hernandez       | Daniel T. Porta         | Stephanie Teoli Kuhls   |
| Bruce A. Clymer        | Susan J. Holder         | Mark A. Pulone          | Susanne M. Torriente    |
| Matthew W. Coppler     | Iris Regina Holt        | Dennis L. Pyle          | Brent D. Trout          |
| Michael A. Cotter      | Kevin Hugman            | Pamela S. Reece         | L. Kelly Udall          |
| Kevin A. Cowper        | Linda Kelly             | Shane L. Reeside        | Donald L. Vanwormer     |
| Lane Danielzuk         | Thomas A. Klein         | William E. Rhinehart    | Ingrid Velkme           |
| Wayne S. Davis         | John Kross              | Jeffrey D. Rhodes       | John A. Vithoulkas      |
| Mark M. Delin          | Anita B. Lewis          | Jeffrey B. Richardson   | Steven C. Whitlock      |
| Charles M. Duggan, Jr. | April A Little          | James K. Ritsema        | Donald P. Witkowski     |
| Anthony D. Edlebeck    | Zane Q. Logan           | Blythe C. Robinson      | Warren Wood             |
| Timothy J. Eggleston   | Allyson C. Love         | Meredith Stengel Robson | Joel A. Young           |
| Clifton James Ervin    |                         | Greg L. Rogers          | Chris Zapata, Jr.       |
|                        |                         |                         | Stan B. Zemler          |



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