

**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.

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**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)

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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.

## 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 Kehrl 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.

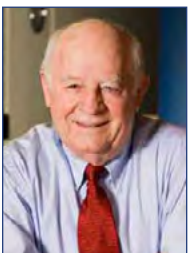
Mr. Muehlenbeck led the creation of the multiaward-winning Management Preparation Program of Plano (MP3), a 12-month, in-house management succession

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**



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

*Tom Lundy, county manager*

*Mary Sassi Furtado, assistant county manager*

**Lundy**



**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

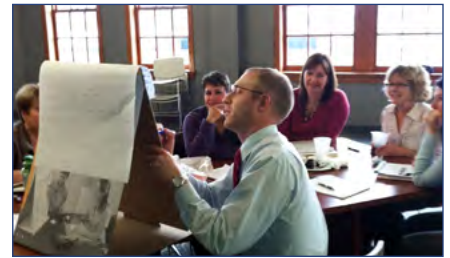
*Jason Molino, city manager*

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

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Melinda J. Coleman  
Jill E. Collins  
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Mark A. Cozy  
Norton W. Craig  
Jon Crusey  
Scott F. Dadson  
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Richard J. Hayden  
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