**Nomination Narrative**

**Douglas J. Hewett**

**ICMA Assistant Excellence in Leadership Award**

Douglas J. Hewett began his tenure with the City of Fayetteville in 2004 as Senior Executive for Strategic Initiatives. He was promoted to Management Services Director in 2006 and while his responsibilities in that role were primarily focused on supporting the initiatives of the City Manager and City Council, it became quickly apparent that he was capable of the expanded role of Assistant City Manager, to which he was promoted in the spring of 2007.

Since his promotion, Doug has consistently brought a unique perspective and relevant input into every discussion and project in which he has taken part. He is a consistent team player, and participates actively and willingly in areas both within and outside of his assigned areas of responsibility.

During the last two years, the City of Fayetteville has undergone organizational changes that have posed significant challenges for our upper management staff. Doug never hesitated to assume additional responsibilities while vacancies were being filled. In fact, he was instrumental in recognizing the advantages and opportunity to combine the Building Inspections, Planning, Zoning and Code Enforcement departments under one umbrella to provide a one-stop center for development services. Doug worked diligently to establish the new position of Development Services Director and to recruit a qualified candidate who has the skill set and knowledge required to lead those combined functions during the critical time of reorganization and transition.

Doug has the ability to remain focused and on track while meeting the many unexpected day-to-day challenges with humor and a “can do” attitude. These qualities alone would make him an invaluable asset to any organization, but additionally, Doug has helped navigate his departments, some of which oversee the city’s most pressing issues, through these very trying economic times. Some of their impressive achievements are listed below:

**Environmental Services** – In 2008, Doug was responsible for overseeing the design and implementation of Fayetteville’s curbside recycling initiative. With a population of over 207,000 and only limited drop-off recycling available, this was a notable accomplishment and received accolades from the media and the citizens of Fayetteville. This program exceeded all expectations for collection and participation goals in the first year. The department also received the 2009 Siemens Sustainable Community Award in the mid-size community category for the comprehensive recycling program. The award recognizes public-private coalitions for taking on the challenge of sustainable development.

**Public Transportation** – The Fayetteville Area System of Transit (F.A.S.T.) has been an area of focus for City leadership with their interest being to provide an improved, reliable, expanded public transportation system for Fayetteville’s citizens. During the past two years, under Doug’s supervision, te Transit Department has:

* Increased ridership and expanded routes
* Upgraded the fleet to include hybrid buses
* Administered the joint city/county regional transit study
* Renovated the transfer station
* Redesigned the F.A.S.T. website
* Improved and expanded the number of bus shelters
* Renovated administrative and maintenance facilities

In addition to addressing many external issues, the Transit Department has also made internal changes in order to provide a more solid management and personnel base to meet the goal of providing reliable, convenient public transportation.

**Human Relations** – The Human Relations Department has spent the better part of the last year completing an ADA self-assessment in order to monitor our success towards ensuring all City facilities comply with ADA requirements. It had been many years since this issue had been properly addressed and it was at Doug’s insistence that staff made it their top priority to complete this important project.

**Human Resources Department** – Under Doug’s supervision, the Human Resources Development Department is completely overhauling the performance management system. In order to make the employee evaluation process more user-friendly and to ensure that all employees receive meaningful performance evaluations each year without fail, the City’s entire program had to be redesigned. As a result of his support and perseverance the City of Fayetteville is well on the way to implementing a program that will be embraced by both supervisors and our employees.

Doug has also worked diligently to get the City’s positive story out to the public. He recognized the trend toward government agencies utilizing web sites and other forms of media to share information with their citizens. In response, he created and serve as host of the award winning “Kaleidoscope” monthly program which is aired regularly on Time Warner Cable.

The City also received grant monies to improve the Council Chamber broadcast equipment and now provides a better quality telecast of our City Council meetings. In keeping with our ADA accessibility plans, we have instituted closed captioning, provide assistive listening devices for those attending meetings and have an accessible podium and wireless microphone to accommodate individuals with disabilities. While under the direction of Doug, the Corporate Communications Division has won three state communications awards (first place employee newsletter, first place electronic newsletter, first place service delivery for the recycling program, second place annual report) and one national award (printed publications/guides for Environmental Services).

In addition, Doug’s ability to understand the political arena is yet another important asset. Not only does he work with our legislative liaisons in Raleigh, North Carolina and Washington, DC to advocate the joint City/County/Chamber of Commerce Legislative Agenda, he also works to insure that those same items are reflected in the City’s Strategic Plan, Vision, and Core Beliefs.

On a personal note, I find Doug to be a vitally important member of my management team and a true leader. He’s a rare individual that employees migrate to when they reach a dead end on a project, need advice on a politically sensitive issue, or just an ear to listen. Equally important to me is that Doug has a way of keeping me grounded and focused on the big picture. Anyone who has been a public sector manager for as long as I have understands how the daily grind, the constant barrage of problems, complaints, phone calls, emails, and Council inquiries can drag you down. There are times when we wonder out loud why are we working so hard for so little appreciation? It’s during these conversations that Doug may provide the most value to me personally when he reminds me that we didn’t get into this profession to get rich, make friends, or receive accolades. We do the job to make communities better, to help people help themselves, to create public value and to do the right thing for the communities we serve.

It is with great pleasure that I submit this nomination for Douglas J. Hewlett for ICMA’s Assistant Excellence in Leadership Award. I can’t say enough about what he means to me personally and to our organization. It is with all confidence and sincerity that I say his contributions have made an immense difference in the many successes this city has enjoyed while he has been part of the team.

Dale Iman

City Manager

Fayetteville, NC