



Leaders at the Core of Better Communities

2010 Annual Awards Program

Program Excellence Awards Instructions and Nomination Form

Deadline for Nominations: March 12, 2010

Overview, Category Descriptions, and Eligibility Guidelines

ICMA's Annual Awards program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. The Program Excellence Awards are presented to local governments and their chief administrators in recognition of their innovative and successful programs. Nominations are reviewed according to the following three population categories: 9,999 and smaller; 10,000 to 49,999; and 50,000 and greater. *Multi-participant nominations will be categorized in the population range that corresponds to the population of the largest participating local government.*

A program can be nominated to one of four Program Excellence Award categories, each of which may have multiple recipients:

- **Community Health and Safety Awards**—recognize the local government programs or processes that demonstrate innovation, excellence, and success in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of ICMA's 4th executive director, Mark Keane, and in memory of Bill and Alice Hansell, parents of ICMA's 5th executive director, Bill Hansell, Jr.
- **Community Partnership Awards**—recognize the programs or processes that demonstrate innovation, excellence, and success in multi-participant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.
- **Community Sustainability Awards**—recognize the local government programs or processes that demonstrate innovation, excellence, and success in balancing that community's social, economic, environmental, and cultural needs.
- **Strategic Leadership and Governance Awards**—recognize the innovative and successful local government programs or processes that have significantly affected the local government organization's culture or strategic direction.

To be considered for a Program Excellence Award, the local government's chief administrator must be a Full (voting) ICMA member*. Local governments must limit their nominations to one program per category—with up to four programs nominated, one per category, per year. Each program nomination must be independent and cannot be a component of another program.

Eligible programs:

- Must be administered under the authority of one or more governmental entities, with only limited outside assistance from experts/consultants
- Must currently be in operation and have been fully implemented by January 31, 2009
- Must demonstrate tangible results
- Can only be nominated to one Program Excellence Award category per year.

* ICMA Full (voting) members are employed as chief appointed administrative officers, assistant administrators, or administrative assistants in municipalities, counties, or regional entities. The position must have overall management responsibility and be appointed or confirmed by the legislative body, the elected chief executive, and/or the chief appointed administrative officer. To check the nominee's membership status, please contact ICMA Member Services at membership@icma.org or 202/962-3680.

Nominators are cautioned that canvassing of any member of ICMA's Awards Evaluation Panel is grounds for the immediate disqualification of the nomination.

Making a Nomination

Prepare a brief, descriptive narrative, not to exceed five typed, double-spaced, single-sided pages (12-point font size with 1" margins). Complete Sections 1 and 2 of the nomination form and submit it with your narrative.

Notes:

- ICMA's Awards Evaluation Panel will not review supporting materials beyond the nomination form and descriptive narrative
- You must prepare a separate nomination form and descriptive narrative for each nomination.

The narrative should demonstrate how the local government has met a specific service delivery challenge by implementing the program nominated and must discuss in order:

- Problem assessment, the challenge or need that prompted the local government to develop the program
- Program implementation and costs
- Tangible results or measurable outcomes of the program
- Lessons learned during planning, implementation, and analysis of the program.

Submitting a Nomination

Forward the nomination form and descriptive narrative to be received at ICMA by close of business on **March 12, 2010**. Please email all submissions to: awards@icma.org

Questions should be addressed to ICMA's Awards Program at awards@icma.org or 202/962-3656.

Selection Criteria

An independent Awards Evaluation Panel of 17 U.S. and international ICMA members selects each year's award recipients. In addition to a program's overall creativity and/or innovation, ICMA's Awards Evaluation Panel will consider:

Scope, Importance, and Value of Activity/Contribution

- How important are the services? Who benefited?
- How has the program affected the lives of the service recipients?
- Is the program aligned with ICMA's core beliefs**?

Effectiveness Measures

- Has the program led to measurable efficiencies and/or cost savings?
- Has the program significantly improved service delivery or operations?
- Can the program be replicated in other communities?

Quality and Creativity

- Does the program demonstrate leadership?
- Does the program demonstrate excellence?
- How innovative was the program?

Other Factors *(if applicable)*

- Community engagement
- Positive feedback from constituents
- Overcoming barriers
- Partnerships
- Application of technology.

** ICMA Core Beliefs: representative democracy; the highest standards of honesty and integrity in local governance as expressed in the ICMA Code of Ethics; the value of professional management as an integral component of effective local government; the council-manager form of government as the preferred form; the value of international association; and ensuring diversity in local government and in the organization.



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Program Excellence Awards Nomination Form

Deadline for Nominations: March 12, 2010

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: Geographic Policing Program

Jurisdiction(s) where program originated: Roanoke, Virginia

Jurisdiction population(s): 94,000

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2009, to be eligible. The start date should not include the initial planning phase.)

Month: September Year: 2005

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in San José, California, October 2010. (Each individual listed MUST be an ICMA member to be recognized.):

Name: Christopher P. Morrill

Title: City Manager for the City of Roanoke Jurisdiction: Roanoke, VA

Name: _____

Title: _____ Jurisdiction: _____

Name: _____

Title: _____ Jurisdiction: _____

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: A.L. Gaskins
Title: Chief of Police Jurisdiction: Roanoke, VA
Street address: 348 Campbell Avenue, S.W.
City: Roanoke State/Province: VA
Zip/Postal Code: 24016 Country: United States
Telephone: (540) 853-2203 Fax: (540) 853-6049
E-mail: police@roanokeva.gov

Beginning in 2005, The Roanoke Police Department initiated a geographical policing concept as the primary operating format for the agency. This concept was developed to improve agency efficiency and community relations. By properly focusing dedicated manpower to specific geographic quadrants our agency endeavored to improve police services to our citizens. This fundamental change has proven to be a successful tool in the reduction of crime and our response to community needs.

Starting in 1999, the Roanoke Police Department moved toward enhancing community relations by instituting a department wide commitment to community policing. This was a slow and methodical change to adapt police response and problem solving to specific community policing concepts. In order to facilitate a complete shift in our policing ideology the agency focused on the education of officers and the community on the philosophy of community policing. Over the next five years the agency made great strides in the efforts to become a community policing agency. In 2005, it was determined that the agency was ready to evolve our community policing practices to a higher level; our current geographical policing concept.

Chief A.L. Gaskins tasked a core group of officers, supervisors, and civilian personnel with developing a potential geographical policing concept for our agency. It had been determined that our then operating format was no longer efficient in response to the needs of the community. Our previous format operated with a platoon system headed by a Lieutenant. Each platoon responded to calls for services city-wide. This proved to be problematic as officers seemed to lack the necessary working structure to become legitimate problem solvers. Many of the identified issues under our previous system included the fact that citizens often did not have consistent contacts with the same

officers and often had to work with numerous officers to solve repetitive problems. Additionally, citizens were not left with a feeling that officers took ownership over any one particular area since they shifted working locations on a frequent basis. It was also determined that officers concentrated on call taking and immediate response over problem solving and community involvement. Agency change was needed to solve these problems.

Our initiation of geographical policing began by identifying four zones in the city. Each zone was developed by equaling calls for service based on past performance and utilizing easily identified boundaries. Each zone was assigned to a commander who now has flexibility in scheduling and would assume full responsibility over each of the zones. A sergeant was placed on each shift who now acts as the immediate supervisor for each respected zone. Each sergeant was assigned a specific number of officers per shift to concentrate specifically in that zone. By making this fundamental change we found that we could manage calls for service while increasing our problem solving potential.

To further this system of ownership we developed a Community Resource Officer (CRO) position for each zone. This CRO works directly for the zone commander and is responsible for managing problems in the zone as well as communicating with the zone officers regarding issues in the zone. By utilizing this process we provided each citizen who lived in a specific zone the opportunity to have direct contact with the same individual officers and commander who were responsible for their area. We greatly reduced the necessity to have phone calls transferred between platoons or commanders and thereby created a direct link to the community.

By placing each officer in a specific zone we created ownership by the officer over problems in the community. The same officers were responding to the same calls for service and the consistent communication and direction by the CRO and zone commander allowed each officer to be informed of historical problems or issues in the zone. Citizens began to develop trust in the use of police services and we observed an increase in citizen involvement of problems solving issues. Furthermore we found that officers took a more proactive approach to targeting repeat offenders and serial offenders in their assigned area.

In order to determine the effectiveness of each zone commander's operation we instituted monthly geographical policing meetings. During these meetings each zone commander is required to articulate how crime prevention tactics as well as community policing tactics are being applied to problem solving. Additionally, they must demonstrate a productive use of personnel and resources by discussing how issues are addressed in the zone. Each commander has an opportunity to address these issues in the presence of command staff. These highly productive meetings are now updated in real time on media pages such as Twitter and Facebook, which further informs the community of our actions.

To assist zone commanders in the development of problem solving and resource efficiency the agency has two full time crime analysts who assist with the development of real time numerical data and crime mapping. This data is collected for each zone and can quickly identify hot spot crime locations and crime series offenses. The use of statistical data allows for real time deployment of personnel to strategic locations for either the prevention of crime or the apprehension of criminals.

To assist with the focus on geographical policing we instituted a community policing specialist program that provided officers with an additional 2 % pay increase for certification. This program requires officers to attend community meetings and conduct presentations to the community on any number of topics. This program has increased police and citizen interaction and allowed officers the opportunity to meet people who are committed to enhancing the quality of life in their neighborhoods. These interactions enforced the need for ownership over problem solving and developed strong bonds and trust in the process. Attendance at these meetings and presentations allowed both officers and civilians the opportunity to get acquainted and form working relationships.

In order to measure the success of geographical policing we continue to monitor statistical crime data. Since the implementation of our geographical policing program we have experienced a 19.81% drop in all Part I Crimes (robbery, rape, homicide, aggravated assault, motor vehicle theft, burglary, and arson.) This five year reduction is significant and is mirrored by increases in officer initiated offenses during this same time period. The familiarity of officers to a specific zone combined with real time crime data has allowed patrol officers to become highly productive and effective in interrupting criminal activity in progress. The agency places a strong focus on early intervention to prevent future crime.

Our agency realized that in order for police to help improve the quality of life for our citizens it was vital that officers are not viewed simply as uniforms. We have increased accountability to our citizens with minimal increase in operating costs for the agency. In order to embrace community policing we strongly believe that you must instill

the meaning of community into every officer in the agency while providing them with a system to be successful.

The Roanoke Police Department's geographical policing concept has been the subject of a featured article in the international *Police Chief Magazine* (published by the International Association of Chiefs of Police or IACP) and numerous agencies from across the United States has inquired about our concept. The agency has worked to establish accountability, performance, and citizen satisfaction as goals to improve the quality of life for citizens in our community. We have further endeavored to involve the community in all aspects of crime prevention and deterrence to further achieve our goal. We continue to look for improvements in our current operating system and apply subtle changes based on internal and external assessments.