

2011

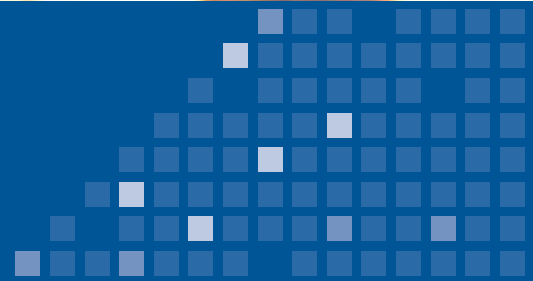
ICMA AWARDS

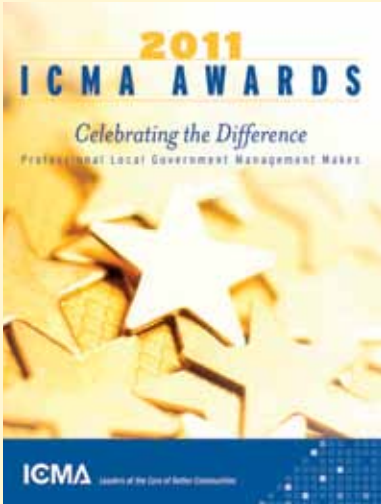
Celebrating the Difference

Professional Local Government Management Makes

ICMA

Leaders at the Core of Better Communities





2011 ICMA AWARDS

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

The Distinguished Service Award annually recognizes a retired member who has made an outstanding contribution to the management profession and local government.

ICMA Honorary membership is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of local government.

The Annual Awards recognize individual achievement as well as outstanding local government programs.

Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level.

The Center for Performance Measurement Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

Once again this year's booklet has been shortened, both in light of current fiscal realities and to make it more environmentally friendly. The winners' full submissions, as well as a list of all annual award nominees, can be found online at icma.org.

CONTENTS

Distinguished Service Awards	1
Annual Awards	2
Service Awards	10
Center for Performance Measurement Certificate Program	13

This awards booklet was developed by

Jane Cotnoir
Managing Editor

Kathleen Karas
Writer

Felicia Littky
Annual Awards Program Manager

Joyce Lee Brown
Service Awards Program Manager

Hannah Wolford
Center for Performance Measurement
Analyst

A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 97th ICMA Annual Conference:

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

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

Mike Goodrich, director of administration, Arlington County, Virginia

Robert Harrison, city administrator, Issaquah, Washington

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

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

DISTINGUISHED SERVICE AWARD



Frank Benest

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.

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

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

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

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

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

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

DISTINGUISHED SERVICE AWARD



Gregory J. Bielawski

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

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

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

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

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



DISTINGUISHED SERVICE AWARD



Sanford B. Wanner

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

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

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

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

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

AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE



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

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

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

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

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

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

ing last year's H1N1 pandemic and historic snowstorms.

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

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

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



Craig A. Waldron | City Administrator, Oakdale, Minnesota

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

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

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

networking events to attract and engage new talent.

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

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



James Becklenberg | Deputy City Manager, Pacific Grove, California

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

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

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

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

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



Veronica Adams-Cooper | Associate Professor, Albany State University

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

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

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

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

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

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



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

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

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

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

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

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



Highland Park, Illinois | David M. Limardi, city manager, and Emily Palm, assistant to the city manager

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

The Healthy Highland Park Task Force, a collaboration of the city of Highland Park, the Park District of Highland Park, the NorthShore University Health System, the Lake County Health Department, and Highland Park's residents, is aimed at increasing awareness, education, and participation in health and fitness opportunities throughout the community.

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

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



Promoting a healthy community in Highland Park

Lessons Learned

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

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

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

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

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

Lessons Learned

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



Conducting an intake assessment

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

Sonoma, California | Linda Kelly, city manager

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

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

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

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

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

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



The drought-resistant redesigned gardens at the Sonoma Community Center

of water each time the water is not turned on.

Lessons Learned

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

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

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

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

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

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



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

Lessons Learned

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

Mesquite, Texas | Ted Barron, city manager

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

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

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

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

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

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



Helping neighbors with minor home repairs on Addressing Mesquite Day

Lessons Learned

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

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

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

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

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

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

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

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



Using the mobile technology tool in the field

vehicle/personnel movements; and recording code enforcement issues.

Lessons Learned

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

Sugar Land, Texas | Allen Bogard, city manager

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

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

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

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

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

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



The Cultural Kite Festival, a city-sponsored special event

Lessons Learned

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

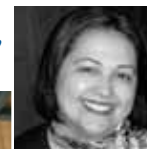
Windsor Heights, Iowa | Marketa George Oliver, city administrator, and Josh Heggen, administrative services director

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

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

- Improve communications (frequency, quality, and timeliness): The city created an e-newsletter, overhauled and updated its website, conducted citizen surveys, and uses social media.

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



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

free tickets to sporting events, and volunteer appreciation lunches.

Lessons Learned

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

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

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

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

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

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



Meeting the high-performance challenge

Lessons Learned

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

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

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

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

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

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

Lessons Learned

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



Investing local funds to stimulate the local construction industry

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

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

CELEBRATION OF SERVICE

2011 SERVICE AWARD RECIPIENTS

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

55 Years



Ronald J. Neighbors, general manager, Harris-Galveston Subsidence District, Texas. Mr. Neighbors started his career in 1956 as a budget officer in Lubbock, Texas. He also served in Snyder, Texas, as assistant city manager; in Arlington, Texas, as director of finance; and in both Carrollton and Odessa, Texas, as city manager.

45 Years



LeRoy J. Jackson, city manager of Torrance, California, served as an intern in Pasadena, California, before moving to Torrance, where he has served in various roles since 1966.



Dennis W. Stepke, city manager, North Muskegon, Michigan, served as administrator in Apex, North Carolina; city superintendent in East Jordan, Michigan; and engineering aide, II, in Wyoming, Michigan.

40 Years

Eric A. Anderson, city manager, Tacoma, Washington

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

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

Thomas P. Borchert

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

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

Vincent J. Capell, city manager, Kingsville, Texas

Steven C. Carter, city manager, Champaign, Illinois

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

William E. Dollar, city manager, Garland, Texas

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

Thomas J. Haun, city administrator, Bridgeton, Missouri

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

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

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

David W. Knapp, city manager, Cupertino, California

Kerry Lacy, city manager, San Augustine, Texas

Jack Lam, city manager, Rancho Cucamonga, California

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

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

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

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

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

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

Jeffrey B. Muzzy, town manager, Culpeper, Virginia

Paul C. Nicholson, city manager, Streator, Illinois

Dennis E. Piendak, town manager, Dracut, Massachusetts

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

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

Antonio Rivera, city manager, El Reno, Oklahoma

Donald B. Rose, city manager, Wheaton, Illinois

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

Steven M. Salomon, city manager, Visalia, California

Gary Sears, city manager, Englewood, Colorado

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

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

James E. Starbird, city manager, Glendale, California

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

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

Wallace C. Thiel, village administrator, Hartland, Wisconsin

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

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

William J. Verwolf, city administrator, Lynden, Washington

Ronald N. Whitehead, city manager, Addison, Texas

35 Years

Gary D. Adams

Randy L. Anstine

Robert R. Baldwin

Robert A. Barcinski

Billy P. Beckett

Mark Bernhardson

Russell D. Blackburn

Allen Bogard

Thomas E. Brymer

Kenneth W. Buchanan

Charles W. Burgess

Raymond J. Burton

Randall D. Byrne

James D. Campbell

Ron Carlee

Gary A. Carsten

Larry D. Cheeves

Christopher W. Chinault

Frank V. Ciaccia

Martin J. Corcoran

Christopher J. Cotter

Julie Couch

Sanford W. Daily

Kelly D. Daniels

Paul I. Davis

George Drumwright Jr.

Mark L. Falloon

Anita R. Favors Thompson

Alan M. Fisher

Daniel W. Fitzpatrick

George D. Forbes

Graham T. Foster

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

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

30 Years

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

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

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

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

25 Years

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

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

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

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

ICMA CENTER FOR PERFORMANCE MEASUREMENT™ CERTIFICATE PROGRAM

The ICMA Center for Performance Measurement's Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

Three types of certificates were awarded this year: Excellence, Achievement, and Distinction.

CERTIFICATE OF EXCELLENCE RECIPIENTS

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

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

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

CERTIFICATE OF DISTINCTION RECIPIENTS

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

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

Suwanee, Georgia
Tacoma, Washington
Williamsburg, Virginia

CERTIFICATE OF ACHIEVEMENT RECIPIENTS

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

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

Criteria for Certificate of Achievement include

- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials.
- Verification efforts to ensure the data's reliability.
- Staff training in the principles of performance measurement.

Criteria for Certificate of Distinction include

- Meeting all the criteria for a Certificate of Achievement.
- Using performance data in strategic planning and management decision making.
- Sharing of performance measurement knowledge with other local governments through presentations, site visits, and other networking.

Criteria for Certificate of Excellence include

- Meeting all the criteria for Certificates of Achievement and Distinction
- A commitment to tracking and reporting key outcome measures to the public.
- Surveying residents and local government employees.
- Communicating data via public-focused and timely reports, such as performance dashboards.

Help Spread the Word: Professional Local Government Matters



The ICMA Fund
for
Professional
Management

With the generous support of ICMA members, state associations, and other local government stakeholders, the Fund for Professional Management has contributed more than \$400,000 toward educating citizens about the role and value of professional local government management.

Now we are expanding our efforts to include a coordinated, national awareness campaign to proactively educate thought-leaders, elected officials, and citizens in your community about the role and value of professional local government management. Learn more about the campaign and join your colleagues by offering your support at icma.org/lifewellrun.

Grow the profession; give to the Fund.