# 2011 Annual Awards Program

## Program Excellence Awards Instructions and Nomination Form

## Deadline for Nominations: March 11, 2011

### 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, 2010
* 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](mailto: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 11, 2011**. Please email all submissions to: [awards@icma.org](mailto:awards@icma.org).

Questions should be addressed to ICMA’s Awards Program at [awards@icma.org](mailto: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.



# 2011 Annual Awards Program

## Program Excellence Awards Nomination Form

## Deadline for Nominations: March 11, 2011

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: | Transforming Livermore 2010 Teams – Bring *Good to Great* Alive! | | |
| Jurisdiction(s) where program originated: | City of Livermore, Livermore California | | |
| Jurisdiction population(s): | 81,000 | | |
| 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, 2010, to be eligible. The start date should not include the initial planning phase.) | | | |
| Month: | December | Year: | 2009 |
| Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Milwaukee, Wisconsin, September 2011. (Each individual listed MUST be an ICMA member to be recognized.): | | | |
| Name: | Linda Barton | | |
| Title: | City Manager | Jurisdiction: | City of Livermore |
| Name: | Troy Brown | | |
| Title: | Assistant City Manager | Jurisdiction: | City of Livermore |
| Name: | Rob White | | |
| Title: | Economic Development Director | Jurisdiction: | City of Livermore |

### SECTION 2: Information About the Nominator/Primary Contact

|  |  |  |  |
| --- | --- | --- | --- |
| Name of contact: | Rob White | | |
| Title: | Economic Development Director | Jurisdiction: | City of Livermore |
| Street address: | 1052 S. Livermore Avenue | | |
| City: | Livermore | State/Province: | CA |
| Zip/Postal Code: | 94550 | Country: | USA |
| Telephone: | 925-960-4145 | Fax: | 925-960-4149 |
| E-mail: | mrwhite@ci.livermore.ca.us | | |

**Transforming Livermore 2010 Teams – *Good to Great* for Economic Evolution!**

Like all cities, the recent economic downturn created considerable impacts to Livermore’s revenues: a 40% revenue reduction led to staff layoffs and significant service reductions to the community for the first time since the 1970’s. Confronting the “brutal facts” of the new economic reality, City Manager Linda Barton challenged administrators and staff alike to find a change to business as usual, which couldn’t continue for a city offering a full range of services including an airport, police and fire services, and a library system. After a recent review of the *Good to Great* principles by the City-wide management group, two department heads realized that the principles appeared beacon-like and could be applied to change –to evolve – the way Livermore conducted business. In other words, survival of the fittest in local government!

The synergy between Jim Collins’s insightful principles, the economic downturn as a catalyst for reexamination of service delivery, and the City’s employee development values led to the establishment of five employee-centered work teams in July 2009. The project was named Transforming Livermore 2010 to reflect a goal of making significant changes within the organization by the end of 2010. Designed to empower and engage the whole organization, the primary project goals were to 1) excel in the present economic downturn, 2) prepare the organization for changes in long-term community service needs, and 3) provide an extraordinary professional growth opportunity for employees.

The entire Livermore leadership and management group – 70 people – read and discussed *Good to Great* in spring 2009 – at a cost of $1400. *Good to Great* provided staff with a common language for problem-solving and decision-making. References to “bus seats”, “hedgehog concept”, and “flywheels” were common, as well as a need to tear down silos in order to view the “brutal facts” of the City’s big picture. Staff understood that difficult, unpopular changes and Level 5 Leadership decisions were necessary to move to the City’s new economic and social reality. Staff brainstormed ideas about core service delivery, excellence, and more.

The City’s Leadership Team next developed the five distinct Transforming Livermore 2010 Teams: 1) streamlining and operations, 2) volunteerism, 3) green and sustainability initiatives, 4) information technology, and 5) selling services to outside agencies. The teams were tasked with saving money, identifying needed procedural and process changes, and creating opportunities for employee engagement within a set period of time. Teams were created by an organization-wide recruitment and application process that resulted in over 60 volunteers. Applicants created efficiencies in their own departmental workload processes to participate in this City-wide project. Each seven-to-nine member team reflected a mix of staff levels and departmental representation. Each team generally met weekly, developed work plans, identified “low hanging fruit” and also suggested longer-term changes requiring further research to implement.

The Teams varied in their successes at service delivery changes and cost savings. However, positive team participation impacts included more direct engagement with the City decision-making processes, a broad understanding of city-wide functions, an increase in visibility within the organization, and further development as risk-taking, idea-generating leaders. Team highlights are outlined below.

Streamlining and Operations Team **–** Recognizing an unfunded fiscal liability of $215,940 due to vacation accruals over the existing MOU limits, an accrual reduction program was designed and rolled-out by the team to city-wide staff in December 2010. This team also examined many request for proposals (RFPs) and contracts used by the various City departments. The City could save up to $100,000 per year by evaluating contracted services and ensuring that contracts are necessary, represent the best value, and are not duplicated across the City.

Volunteerism Team – With staff reductions seriously affecting service delivery, this team worked with several existing City volunteer programs in Police and Human Services to identify ways for citizens to supplement service delivery. The team identified and implemented an inexpensive software package that allows for community members to review and sign-up for opportunities to work on projects across the City.

Greening Livermore Team – Taking into account an important tenant of the Livermore culture, this team identified many ways for the City to save money and green the daily operations. Broad-ranging solutions saved the City in excess of $200,000 per year. One solution included removing bottled water service from the City facilities and encouraging staff to use reusable bottles. Other green efforts included moving from daily newspaper delivery to online news, double-sided printing as a default, and removal of desktop printers in favor of centralized printing.

Information Technology Team – As an example of cross-team collaboration, this team was part of the effort in assessing and implementing duplex printing City-wide for a savings of over $125,000 per year in paper, elimination of desktop printers in favor of networked printer/copiers at a savings of $9,000 per year, and implementing desktop computer power-offs in the evening to save $40,000 in electricity.

Selling Services to Outside Agencies Team – This team quickly implemented an opportunity to provide contracted planning and permitting services to Sandia National Laboratories, which helps to defray staff and benefit costs for Livermore employees. This team has also identified ways for the City to potentially offer contracted services to several agencies for permitting, landscaping, and transportation maintenance.

The Transforming Livermore 2010 project continues through the work of its remaining teams and the creation of additional teams with different outcomes but similar frameworks and expectations. For example, when new projects or issues arise, hiring consultants is a typical response for jurisdictions. Instead, the City created a reorganization plan and conducted a service audit without consultants. City staff handled the responsibility based on principles, parameters, and support from City management. The expanded employee knowledge growth, skills and trust has also been deployed in other broad-sweeping areas: the development of the City’s new website and CMS and hosting a major tourism event -- Stage 4 of the 2011 Amgen Tour of California professional cycling race.

Numerous lessons were learned:

* Value taking time to develop great solutions rather than quick solutions—even in an economic crisis! Many cities quickly instituted furloughs, gutted training and travel dollars, and shut City Hall doors when revenues plunged. Livermore chose a slower, staff involved, team-building process for cutting costs. The Transforming Teams further reinforced a culture of responsibility – **or discipline** - for problem-solving. These teams contributed to overall staff “buy-in” for the enormity of the problem and a personal responsibility to mitigate it.
* Big picture views help all staff understand the differences between a core service and a sacred cow and the “cost” of “doing things the way it has always been done”. Big picture views also help illuminate a City’s **hedgehog concept.**
* Don’t underestimate your employees – especially the ones who want to run with an opportunity. That’s one sure way to discover who you want on the bus and which seat to give them! These employees will also help spread the new essential organizational DNA!

To ensure that the strategic efforts accomplished by the TL2010 teams continue to evolve, the teams are being reformatted into a single large group that will be able to break into small 3 to 5 person task teams based on identified action items. This change in structure acts as a natural break, or mutation, that provides for a memorialization of previous teams efforts and a celebration of their accomplishments, while creating a refreshed set of goals and energy.

Survival is a powerful emotion in local governments, too.  The current economic shift is strong, pervasive, and likely to be long-lasting.  Primitive “fear and flight” solutions only work for so long.  Instead, quality adaptation requires a combination of calm, rational analysis and passionate allegiance to quality public service.  In Livermore, staff purposefully embarked on a positive journey toward adjustment and adaptation rather than a negative stance and rigid adherence to the old paradigms. Having already achieved savings of over $590,000, this new model will preserve additional dollars in the months and years to come. Livermore’s TL2010 Teams, aided by *Good to Great* principles, position the City to not only survive in the new economy, but to thrive.