

2012

**ICMA**  
*Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES



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. (No honorary memberships were awarded this year.)
- 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.

**The winners' full submissions, as well as a list of all annual award nominees, can be found online at [icma.org](http://icma.org)**



# ICMA Awards

CELEBRATING THE DIFFERENCE PROFESSIONAL  
LOCAL GOVERNMENT MANAGEMENT MAKES



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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 98th ICMA Annual Conference:

**Norton N. Bonaparte Jr.**, city manager, Sanford, Florida

**Paul L. Buckley**, chief executive officer, Latrobe, Victoria, Australia

**Kevin L. Helms**, city manager, Oak Hill, Tennessee

**Marianna Marysheva-Martinez**, assistant town manager, Mammoth Lakes, California

**Wesley Pierson**, assistant city manager, Corpus Christi, Texas

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## DISTINGUISHED SERVICE AWARD

*This award is given to a manager who has been retired from the profession for a minimum of three years and has 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.*

### G. Curtis Branscome

Many years ago, Decatur, Georgia, sponsored an internship program with Decatur High School, enabling about two dozen high school juniors and seniors to work with the city on short-term service and research projects. Although the program was initiated before Curtis Branscome was appointed manager in 1973, it would not have continued without his support and participation.

In the late 1970s, in cooperation with the University of Georgia's MPA program, Mr. Branscome recommended funds for a summer intern in the Decatur city manager's office. Committed to the program, he spent a significant amount of time over the years working with the interns. As a strong supporter of women and minorities in the field, he took risks to ensure that employment opportunities were available to diverse groups.

In the early 1970s, as assistant city manager of Charlotte, North Carolina, Mr. Branscome headed an experimental program called MUNIS (municipal information system). Supported by a large, multiyear federal grant, MUNIS sought to bring together the best city governments, university researchers, private sector

software and hardware companies, and federal experts to find new ways of managing information and thereby improve local government operations. Some of the work—done on mainframes and minis—seems elementary now, but then it was cutting edge.

Over the years, Mr. Branscome became the go-to person on matters of ethics in the profession. He regularly led programs or participated on panels for the Georgia City/County Management Association on ethics in the profession and on the ICMA Code of Ethics in particular.

An ICMA Credentialed Manager since 2003, Credentialing Advisory Board member (2002–2006), and chair of the board (2006–present), Mr. Branscome has led by example, staying focused on the importance of learning and its application to quality local government management. His collegial, commonsense style keeps board meetings productive and harmoniously collaborative.



## DISTINGUISHED SERVICE AWARD

### Arne Croce

Highly ethical, highly engaged, Arne Croce has long been viewed as an exemplary public service professional. Among his valuable contributions to the field, he mentored many young staffers who later became managers, and he participated regularly in Next-Generation programs to help develop aspiring professionals. Often appearing before local civic groups and government classes, he was dedicated to educating young people about civic engagement and recruiting them into the field of local government.

However, Mr. Croce's most meaningful contribution could be his extraordinary and selfless service to the city of Bell, California, during a time of dire need. In July 2010, after the Los Angeles district attorney filed 53 felony counts against eight top officials in that city's government, the recruitment effort to find an interim city manager yielded zero applications. Having just returned from

Kosovo, Mr. Croce was planning a trip to England with his wife. But he heard the call to service in Bell and, after discussing the idea with colleagues, applied for the position. Within a few days, on August 25, 2011, Mr. Croce became Bell's interim city manager, and time with his family, including the trip to England, was postponed for many months.

Mr. Croce turned the city of Bell around by establishing trust between the public and city government, adopting best practice policies and procedures, supporting council efforts, providing training to staff, and initiating recruitment for a long-term city manager.





## AWARD FOR CAREER EXCELLENCE in Honor of Mark E. Keane

*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.*

### Gary D. Milliman | City Manager, Brookings, Oregon

Gary Milliman began his distinguished career in 1971 as an appointed administrative assistant for Bell Gardens, California. In 1976, he became city manager of Cotati, California, where he and five other managers formed the Redwood Empire Municipal Insurance Fund, the nation's first municipal joint risk-sharing pool, for which they received the ICMA Management Innovation Award.

Between 1979 and 1997, Mr. Milliman served as city manager of Fort Bragg, California, where he developed a program to train and employ developmentally disabled persons in municipal jobs; this program received the League of California Cities' Helen Putnam Award for Excellence. He also helped form the North Coast Railroad Authority, a regional agency that acquired over 300 miles of abandoned railroad line and put the railroad back in service.

In 2000, Mr. Milliman began serving the League of California Cities as director of Southern California and executive director of the Los Angeles County Division. There he reorganized the league's field operations and implemented a statewide program to enhance the effectiveness of cities in state legislative affairs.

For six weeks in 2003, Mr. Milliman served as interim city manager for South Gate, California, a community rocked by corruption, mismanagement, and economic turmoil. Five months after leaving—and one week after three council members and a

city treasurer were ousted amid allegations of corruption—he returned as permanent city manager. With a \$26 million budget, an \$8 million deficit, and less than \$200,000 in the bank, the city was facing imminent collapse. Mr. Milliman moved quickly to cut spending and reduce staff. By the end of his tenure in 2007, the city's general fund balance topped \$15 million, and South Gate had secured an AAA bond rating.

As city manager of Brookings, Oregon, Mr. Milliman led the effort to form the Border Coast Regional Airport Authority, the first-ever joint powers agency to include two cities and two counties in two states and two sovereign Native American Tribes.

Mr. Milliman also worked with FEMA for 18 years, and he is the only person to serve on the governor's emergency preparedness advisory panel in two states (California and Oregon).



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



## AWARD FOR CAREER DEVELOPMENT in Memory of L. P. Cookingham

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

### William P. Buchanan | County Manager, Sedgwick County, Kansas

As manager of Sedgwick County, William Buchanan has striven to develop new talent in local government management by focusing on young professionals and on professionals in new roles.

Since 1991, the county has had an internship program, hiring two or three interns each year and exposing them to all areas of county government management. Many of the 56 interns hired to date have gone on to serve as managers or department heads. In 2008, Mr. Buchanan established an "informal mentoring" program to connect interns with former interns who are in management positions within the organization.

For young professionals, Mr. Buchanan has actively supported the Hugo Wall School of Urban and Public Affairs at Wichita State University, where he is on the faculty, serves on the advisory board, and encourages mentoring and shadowing matches.

Among county employees, Mr. Buchanan has fostered the culture of a "learning organization," creating new opportunities for personal growth and development for all staff. These oppor-

tunities include classes on such topics as leadership, diversity, and conflict resolution; Leadership Wichita, a leadership training program in which one management team member participates each year; customer service training, required for all employees; an Executive Development Institute for division directors and department and assistant department heads; a mini-MPA 12-week program; and a Leadership Academy.

Through these efforts, Mr. Buchanan has impressed upon staff members that they are all on a continuous journey of learning. The programs created under his leadership and guidance are about connecting staff members; strengthening their management skills; and helping them grow into different roles, gain a better understanding of the communities they serve, and flourish as public servants and leaders.





## ASSISTANT EXCELLENCE IN LEADERSHIP AWARD in Memory of Buford M. Watson Jr.

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

### Sarah J. Medary | Assistant City Manager, Eugene, Oregon

Excellence is a habit for Sarah Medary. She asks new questions about old problems, invites all voices into the conversation, and looks into the intersections between different disciplines to find fresh solutions.

When the director of the Planning and Development Department (PDD) moved on, the city manager appointed Ms. Medary, her assistant city manager, as interim director. The PDD is at the epicenter of the city's often tumultuous growth/no-growth debate, a debate that has been exacerbated by a current effort to update the city's 20-year general plan. The community's contentious history of land use had hindered implementation of the plan for years. However, a recently approved regional economic prosperity plan—the first in over three decades—would make possible the long-sought turnaround of the city's downtown area.

The city chose an approach that would not only set out a growth future but also heal the long-standing community rift and foster a culture of working through complex issues constructively. Under Ms. Medary's innovative and steady leadership, the PDD is bringing neighborhood leaders, builders, environmentalists, busi-

nesses, housing advocates, and others together to forge a satisfying conclusion. Leading the PDD requires credibility, sensitivity, and a strong backbone. That Ms. Medary succeeded as interim director while continuing as assistant city manager is a testament to her leadership skills and abilities.



Ms. Medary's natural management style is collaborative and inclusive and committed to team success. This style has been instrumental in her many achievements, including a strengthened town/gown relationship with the University of Oregon, participation in a performance management program, implementation of a sustainability framework, and downtown revitalization.

An assistant county manager's path is fraught with potholes and rocks, but Ms. Medary keeps her focus on the journey and has the spirit, discernment, and wisdom to avoid or overcome the pitfalls. Her refreshing pursuit of and dedication to what's possible has helped Eugene to thrive despite the economic recession.



## ACADEMIC AWARD in Memory of Stephen B. Sweeney

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

### C. Robert Stripling | Virginia Polytechnic Institute, Blacksburg, Virginia

In 2008, the Center for Public Administration and Policy at Virginia Tech began a partnership with the Virginia Local Government Management Association to educate the next generation of local government professionals through the Local Government Management Certificate Program. Chosen to lead this fledgling program was new professor of practice C. Robert "Bob" Stripling, a retired city manager with over 30 years in local government management who had served as manager of Colonial Beach, Blacksburg, and Staunton, Virginia, as well as of Colleyville, Texas.

Mr. Stripling was instrumental in getting the certificate program off the ground. He created professional partnerships between Virginia Tech, the Virginia Local Government Management Association, the Virginia Municipal League, and the Virginia Association of Counties. He was also able to garner support in the form of financial commitments to the program and scholarships for students.

Four years later, thanks to Mr. Stripling's tireless leadership, the program is thriving. It has nearly tripled in size from its first class of 26 students—all local government employees from 16 communities across the state—to more than 73 students today. A total of 128 individuals, including 18 local government managers, have completed the program, which has been fully integrated into Virginia Tech's MPA program and budget. A number of universities across the state now accept its credits toward their own graduate degrees.



In addition to his role as program administrator, Mr. Stripling is an instructor whose outgoing nature and spirit of engagement has won him tremendous respect from his students. They credit him with creating a classroom environment that is engaging, rigorous, and relevant.





## COMMUNITY HEALTH AND SAFETY AWARD

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

### POPULATIONS OF 10,000 TO 49,999

#### DOYLESTOWN, BUCKINGHAM, AND PLUMSTEAD TOWNSHIPS, PENNSYLVANIA



**Stephanie J. Mason**, township manager, Doylestown Township, Pennsylvania

**Dana Sime Cozza**, township manager, Buckingham Township, Pennsylvania

**Carolyn McCreary**, township manager, Plumstead Township, Pennsylvania

Groundwater pollution throughout the Cross Keys neighborhood of Doylestown Township required residents and businesses to maintain carbon filters and rely on bottled water for their daily needs. The contamination affected not only Doylestown but also the adjacent townships of Buckingham and Plumstead. The best solution would be to extend the Doylestown Township Municipal Authority (DTMA) water system; however, running a public water line to the area would cost over \$2 million.

To gain support for the project, Doylestown officials hosted public meetings with stakeholders. They then obtained a \$2 million grant from the Pennsylvania Department of Environmental Protection

(DEP), and the three townships signed intermunicipal agreements naming Doylestown as the lead agency and authorizing the DTMA to acquire the necessary easements, construct the project, and operate the system.

Bidding for the project began in April 2010; by December 2010, most properties were connected to the new system. Water lines were run through backyards to avoid the cost of restoring state roads. The cost was \$2.76 million, with commercial property owners closing the \$800,000 funding gap.

Thanks to the collaborative efforts of the managers and elected officials of the three townships; the executive director and



Preparations are made to extend public water lines to properties.

board of DTMA; commercial property owners; and the state DEP, the Cross Keys Water Project has enabled residents and business owners to enjoy clean water for the first time in 30 years—all at no cost to them.

### POPULATIONS OF 50,000 AND OVER

#### FORT SMITH, ARKANSAS



**Raymond W. Gosack**, city administrator

**Jeffrey W. Dingman**, deputy city administrator

Fort Smith has a property maintenance code requiring property owners and tenants to maintain their properties for the health and safety of the community. Since many residents are physically or financially unable to make the necessary home repairs, the city initiated Good Neighbors Day in 2005, convening community leaders, local businesses, and volunteers to help citizens bring their properties up to code. The program also hosts a weekend event each summer to provide needs-based home maintenance assistance to qualifying citizens.

In 2010, former mayor Ray Baker introduced a partnership with World Changers, an organization operated through a network of churches. The partnership expanded the program, bringing in

over 300 youth and young adult volunteers who donate their labor on such projects as roof and siding repairs, painting, graffiti removal, and yard cleanup. Homeowners receiving assistance are selected on the basis of income and project criteria determined with the help of World Changers, the Arkansas Institute of Architects, and the program planning committee.

The program is funded by annual Community Development Block Grants (CDBGs) for about \$30,000. CDBG funds are used solely to pay for materials and related repair expenses. Local business donations help with material costs.

The labor donated by World Changers in 2010 alone was estimated at \$68,000. Through the generosity of partnership



Volunteers with World Changers install siding on a Fort Smith residence.

church organizations in the local community, World Changers also provides accommodations and meals for its volunteers. And many city administrators not only work behind the scenes but also get directly involved in the hands-on activities.



## COMMUNITY PARTNERSHIP AWARD

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

### POPULATIONS OF LESS THAN 10,000

#### BAYSIDE, WISCONSIN

**Andrew K. Pederson**, village manager  
**Alex J. Henderson**, deputy village manager



Bayside, an urban village, has a limited number of sidewalks but a large volume of traffic. Its major thoroughfare is State Highway 32, which many children must cross to go to school. To make this busy road safer for pedestrians and cyclists, residents began working together to find solutions, such as organized bike-to-school days with the police department providing added enforcement and visibility. An e-mail to the village proposed several other improvements: more crossing lines, strobe lights to alert vehicles to slow down, a 15-mile-per-hour zone before and after the crosswalk during peak hours—all great ideas that were already in place!

So the village tried a different tack: it proposed a contest inviting residents to

create attention-getting signage that would force motorists to slow down and stop at crosswalks. The winning designs would be made into actual traffic signs.

Quickly the program garnered media attention. Many local schools incorporated sign design into their classroom syllabi. A local arts and crafts business held a Sign Design Night and provided supplies to children who wanted to participate. The village then spearheaded several community engagement initiatives to evaluate and judge the entries, including displays at each of the three local schools and at Village Hall, online judging, and a community gathering in the park. In the end, 115 signs were submitted, 2,412 votes were cast, and 12 entries were selected



Contest entries are displayed at a local school.

to be turned into traffic signs and placed throughout the village.

Bayside took a problem (pedestrian/bike safety) and turned it into a full-scale community engagement process, encouraging resident stakeholders to become part of the solution.

### POPULATIONS OF 10,000 TO 49,999

#### GLENVIEW, ILLINOIS | LAKE FOREST, ILLINOIS

**Lawrence Todd Hileman**, village manager, Glenview, Illinois  
**Robert R. Kiely Jr.**, city manager, Lake Forest, Illinois



Motivated by the national economic downturn and state's fiscal crisis, management of 18 northern Cook County and Lake County municipalities began meeting in September 2010 to discuss a new business model of purchasing in bulk and working together rather than independently. Their solution, the Municipal Partnering Initiative (MPI), is primarily designed to save tax dollars while preserving product quality and service level.

As they developed the program, MPI partners confronted two potential obstacles. First, the initiative would require significant amounts of staff time to review bid specifications, service-level needs, and current contract costs and to write new bid specifications, so the communities divided up the work, forming committees to evaluate and write specifications for

different services and commodities. Each community assigns staff to work on the committees. Committee members cultivate relationships with and learn from their counterparts in other municipalities.

Second, because 18 communities are likely to have 18 different perspectives on bid specifications, each community is allowed to opt out of a contract with the group's specifications. This process respects each community's unique needs and political sensitivities while still compelling the community to consider different approaches.

To date, the MPI partners have entered into 12 joint contracts, saving their taxpayers \$405,500 to \$545,500 and unearthing savings in their budgets that can be allocated to other projects.



A joint roadway resurfacing project was bid via the MPI.

Completed projects include sealing cracks, painting fire hydrants, and lining sewers. Contracts are currently in the works for water meter testing, roadway pavement testing, and janitorial work. Future opportunities include street sweeping, tree planting, and leaf collection.





POPULATIONS OF 50,000 AND OVER

# TOWNSVILLE, QUEENSLAND, AUSTRALIA



Raymond J. Burton, chief executive officer

Increasing costs associated with a growing population and demand for services led the Townsville Council to look for more efficient ways to serve its citizens. Historically, Townsville has sought corporate sponsorships for various projects and events, but it has done so in an ad hoc manner, with little consistency in formal agreements, assessment criteria, financial coordination, and overall governance. But there has been an identifiable shift in corporate philanthropy: rather than just giving financial support, many organizations are now looking to enhance brand value through active community involvement and the investment of time, personnel, and resources.

Together Townsville, a program for long-term strategic partnerships between the corporate and community sectors, enables Townsville to acquire sponsorships

for council initiatives, standardize the sponsorship process, and facilitate the active involvement of sponsoring organizations in their projects and events. At the heart of the program is the Initiatives Bank, through which sponsors can select projects linked to the council's overall vision for the city. They elect a level of sponsorship, and each tier has set benefits, such as opportunities to actively engage in the project, business and brand acknowledgments, invitations to special events, and support of the council's media team.

Together Townsville is a win-win for all stakeholders. The community can undertake major projects for which funding might not have been available. Beyond their own enhanced brand recognition, partners gain credibility in the community through association with council's positive



Townsville's mayor serves lunch at the annual Seniors Picnic in the Park, a free event for those over 60.

brand image and can have input into project planning and implementation. And the council enjoys stronger community ties; pooled resources to fund more significant projects; identification of collaboration opportunities; and the improved delivery of community services with minimum impact on the taxpayers.



## COMMUNITY SUSTAINABILITY AWARD

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

POPULATIONS OF LESS THAN 10,000

# WESTLAKE, TEXAS



Thomas E. Brymer, town manager

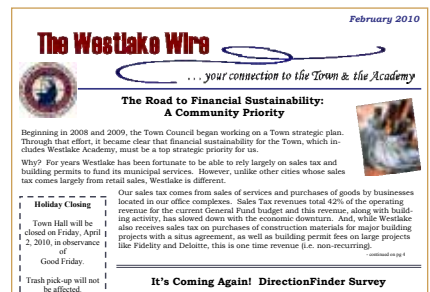
Over the past 10 years, Westlake has seen a 380 percent increase in residential growth—from 207 to 992. That growth has raised tough questions about financial and social sustainability. And that has meant a need to communicate more effectively with town residents and businesses.

Throughout its history, Westlake has provided basic services through a single funding source: the sales and use tax. When inclusion of an ad valorem property tax was proposed, residents were divided into those for and against the tax as well as those who favored dissolving the local government entirely. To maintain their small-town sense of community and provide for the community's long-term financial sustainability, elected officials and

staff developed Westlake Windows: TGIF! (Transparent Government in Focus!).

The goals of Westlake Windows: TGIF! are to foster excellence in outreach, innovation at the local level, enhancement through community involvement, and financial sustainability. To communicate these goals, the town developed a comprehensive website. In addition, it publishes a quarterly newsletter, *The Westlake Wire*; conducts surveys to learn what services residents value; implements "voice shots" and "e-mail blasts" to provide prompt and timely local news; holds neighborhood meetings; and produces video spots for *Westlake e-tube*.

This strategy has received positive feedback: 74 percent of residents are satis-



*The Westlake Wire* keeps residents informed about their town government and services.

fied with the council's efforts to keep them informed. And when the ad valorem tax was discussed at neighborhood meetings, 91 percent found the gatherings informative and 84 percent appreciated the opportunity to discuss their concerns.



POPULATIONS OF 10,000 TO 49,999

EL CERRITO, CALIFORNIA

Scott Hanin, city manager
Karen E. Pinkos, assistant city manager
Melanie Mintz, environmental service manager



San Pablo Avenue, a 7.5-mile stretch that runs from Oakland to Richmond and through El Cerrito as the city's main commercial corridor, is an unattractive, auto-dominated roadway that is unfriendly to pedestrians and has little identity in common with the communities it traverses.

By partnering with nonprofit and community-based organizations, the California Department of Transportation, and numerous state and regional regulatory and funding agencies, the city was able to leverage over \$2.6 million in grant funding toward the \$7.3 million project.

to detain and treat storm-water runoff; Cerrito Creek restoration; a greenway at El Cerrito Plaza; a LEED-certified city hall and civic plaza; and an enhanced arts, cultural, and historical presence.

Since its completion in 2010, the San Pablo Avenue Streetscape Project has created a more vibrant roadway within the city and has helped El Cerrito become a distinct and identifiable place within the region.



Bay-friendly medians eliminate the need to mow or use chemicals.

Most importantly, the project has helped to invigorate the community's imagination and sense of possibility. San Pablo Avenue in El Cerrito highlights the potential of fully integrating community design and environmental planning to achieve sustainability and enhance overall quality of life.

POPULATIONS OF 50,000 AND OVER

LETHBRIDGE, ALBERTA, CANADA

Garth Sherwin, city manager



Environmental deconstruction at the municipal level is in its infancy, but it is slowly catching on as a large-scale initiative toward environmental conservation and sustainability.

Deconstruction is the selective dismantlement of building components, specifically for reuse, recycling, and waste management. Unlike demolition, in which a site is cleared of its buildings by the most expedient means available, deconstruction incorporates "waste streaming": the identification and assessment of various building elements prior to deconstruction so they can be harvested and reconverted

into useful building material and diverted accordingly. Hazardous materials are properly abated to render a safe and clean site, and prearranged "homes" are found for remaining usable materials before work is even started.

Deconstruction can also support communities by providing local jobs: the work typically employs three to six workers for every one employed in a comparable demolition project. However, the prime benefit is that solid waste from conventional demolition is diverted from local landfills.

Deconstruction projects recently completed by the city include hotels, an auto warehouse, a multifacility, and a grocery



Deconstruction secures building components for reuse, recycling, or waste management.

store. As of September 2011, Lethbridge has diverted 9,478 tons of construction and demolition waste—the equivalent of 70 average 2,000-square-foot houses—from local landfills, resulting in only 1,038 tons—or the equivalent volume of only 7.7 houses—being landfilled.



## STRATEGIC LEADERSHIP AND GOVERNANCE AWARD

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



POPULATIONS OF 10,000 TO 49,999

### WHEAT RIDGE, COLORADO

**Patrick Goff**, city manager  
**Heather Geyer**, administrative services director/public information officer

The Executive Management Team (EMT) of Wheat Ridge embarked on a three-year culture development journey. It began by asking, "What is the state of our culture?" Employees answered questions about the city's operation in terms of adaptability, mission, involvement, and consistency. Using those responses, the EMT developed the city's mission statement and core values. It then asked a committee of seven employees to develop a fun and memorable plan for unveiling the core values to employees.

The A.C.T.I.O.N! – Mission Rollout Program started with the mission statement and core values developed by the EMT. The Mission Rollout Committee then created a core value brand and logo, using a casual font and upbeat primary colors to mimic the classic cartoons of the 1960s.

The city invested \$6,997 in the program to cover the cost of a video (\$2,997); rental of a big screen and audio equipment (\$2,000); and lanyards, popcorn, and power bars for distribution at the meetings (\$2,000).

Over two days, more than 225 employees at all levels of the organization attended one of four rollout meetings. The 12-minute video captured images of city employees at work. Each director described how a core value is exemplified daily. Employees explained how a particular value, such as integrity, is important in their positions. Large, colorful posters and cutouts placed around the room reinforced each core value with a memorable visual display. The committee enhanced the movie theater experience by serving popcorn and power bars wrapped in the rollout brand.



The core value brand and logo mimic the classic cartoons on the 1960s.

The ACTION! Mission Rollout Program provided a low-cost, fun, and creative way to get Wheat Ridge employees excited about core values while positively affecting the city's culture and supporting the strategic direction outlined by the management team.

POPULATIONS OF 50,000 AND OVER

### HAMPTON, VIRGINIA

**Mary Bunting**, city manager

In fiscal year 2011, Hampton confronted an approximate \$19 million shortfall. Making community involvement in the budget process a top priority, the city manager pulled together a multidisciplinary team of professionals and challenged them to embark on the most extensive community involvement project in the city's history. They rose to the challenge with the "I Value" campaign.

Besides traditional communication methods, such as newspaper placement, flyers, suggestion boxes, and formal meetings, the team took an innovative approach by using social media, keypad polling technology, videos, electronic surveys, a dedicated website, and informal meet-and-greets—more than 30 methods

of communication in all. In so doing, they reached demographics that otherwise would have been passive or indifferent.

Over 380 people attended public budget meetings in 2011, a 2,900 percent increase over the previous year's attendance. Nearly 600 people took the online survey; 132 either phoned or wrote in comments on budget issues; and 112 participated in online chats. All feedback, comments, and conversations were posted on the website within 24 hours of every event, so transparency was achieved and a new relationship with citizens was formed.

Despite its comprehensiveness, the campaign cost only \$860 to implement. What it achieved, however, was worth far more! The council approved



The "I Value" campaign seeks input from residents by asking, "What do you value?"

a \$412.4 million budget without major controversy, and while the final budget might not have included what everyone requested, every citizen felt that his or her opinions were heard, carefully deliberated, and valued.



# CELEBRATION OF SERVICE

## Congratulations to the 2012 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



**R. Marvin Townsend**, executive director, Texas Municipal League, Austin, Texas, began his career in 1968 as city manager of Corpus Christi, Texas, and then served in Laredo. He has been executive director of the Texas Municipal League since 1992.



**R. Michael Eastland**, executive director of the North Central Texas Council of Governments since 1992, began his career as assistant city manager in Richardson, Texas, and then served as city manager of Killeen, deputy city manager of Waco, and city manager of Carrollton, Texas.

Richard J. Crayne, city administrator, Waverly, Iowa

Paul I. Davis, director of economic development, Pasadena, Texas

Amar Dwarkanath, interim city manager, Chesapeake, Virginia

T. Jon Ellestad, city manager, Lexington, Virginia

Lee C. Erdmann, chief administrative and financial officer, Springfield, Massachusetts

Manuel A. Esquibel, city manager, Brighton, Colorado

Jack B. Ethredge Jr., city manager, Thornton, Colorado

Bruce S. Feng, city manager, Camarillo, California

Brenda Jones Fox, county manager, Guilford County, North Carolina

James R. Griesemer, dean emeritus, University of Denver, Denver, Colorado

Darryl C. Griffin, manager democracy services, Auckland, New Zealand

David Harden, city manager, Delray Beach, Florida

George Harvie, chief administrative officer, Delta, British Columbia, Canada

Virgil R. Hazelett, county manager, Henrico County, Virginia

Thomas L. Hedges, city administrator, Eagan, Minnesota

James W. Holcombe, director of workforce, Kilgore, Texas

John M. Holpe, town manager, Spring Hope, North Carolina

Robert C. Homan, township manager, Belmont, Michigan

Richard P. Johnson, county administrator, Hennepin County, Minnesota

Larry C. Kaufman, assistant city manager, Independence, Missouri

Robert S. LaSala, county administrator, Pinellas County, Florida

Tom Lundy, county manager, Catawba County, North Carolina

Andrew A. Mair, county administrator, Mercer County, New Jersey

Richard E. Maslowski, city administrator, Glendale, Wisconsin

Florentine Miller, deputy town manager, Chapel Hill, North Carolina

Larry S. Mitchell, city manager, Lawton, Oklahoma

Charles K. Moore III, town manager, Mount Jackson, Virginia

James M. Nantell, city manager, Burlingame, California

Paul L. Parker, city manager, Lufkin, Texas

James L. Pennington, city manager, Peachtree City, Georgia

Howard L. Penrod, managing director, Monroe County, Michigan

Stanley H. Rickard, city manager, Hart, Michigan

John R. Riley Jr., county administrator, Frederick County, Virginia

Bobby M. Snipes, deputy county manager, Athens-Clarke County, Georgia

Roger L. Stancil, town manager, Chapel Hill, North Carolina

Rodney A. Storm, city administrator, Blair, Nebraska

David A. Tatrow, village manager, Reese, Michigan

Kent L. Taylor, city manager, McMinnville, Oregon

### 45 YEARS



**Ross Michael Amyx**, executive director of the Virginia Municipal League since

1980, was previously executive director of the Kentucky Municipal League. He has served on the National League of Cities Board of Directors and is a past chair of the state league executive directors' organization. Prior positions include city manager, assistant city manager, and senior staff member with a state municipal league (Kansas).



**Donald E. Bradley**, city manager of Cathedral City, California, since November 1999,

started his career in Livermore, California, as administrative assistant/personnel officer and then served as city manager of Pinole, California, from 1976 to 1999.



**Joseph O. D'Arco**, borough administrator of Paramus, New Jersey, also served

as administrator in Sayreville and in Bloomfield, Caldwell, South Orange, and Rockaway Townships, New Jersey.



**Frank R. Spence**, currently president of his own local government consulting firm, has

served as city manager of Miami Beach, Miami Springs, Biscayne Park, North Palm Beach, Mangonia Park, and Loxahatchee Groves, as well as county administrator of Alachua County and Putnam County, Florida. He has also been an OPEX advisor to the Republic of Liberia and administrator of the King Faisal Medical City in Riyadh, Saudi Arabia.

### 40 YEARS

Alex R. Allie, city manager, Huntington Woods, Michigan

David I. Blanchard, city manager, Federal Heights, Colorado

John M. Bramble, city manager, Merced, California

Edward Brookshier, city manager, Hermiston, Oregon

Johnny Carline, chief administrative officer, Burnaby, British Columbia, Canada

Timothy J. Casey, city manager, Laguna Niguel, California

Patrick J. Clifford, chief executive, Palmerston North, New Zealand

William J. Conn, township manager, Spring Grove, Pennsylvania



J. Edward Todd, city manager,  
Dinuba, California

Charles A. Turpin, deputy  
city manager, Burnaby, British  
Columbia, Canada

Dale M. Walker, director of finance,  
Macon, Georgia

William T. Walker, protective  
services director, Grande Prairie,  
Alberta, Canada

Richard A. Watkins, township  
manager, Delta Township, Michigan

Jan H. Winters, county manager,  
Gaston County, North Carolina

James W. Zumwalt, city manager,  
Manassas Park, Virginia

## 35 YEARS

Anthony John Altfeld

Stephen V. Altieri

Jerry A. Andree

Aaron Anthony

Mark J. Arentsen

James L. Armstrong

Ronald D. Autry

Bill J. Baker

Scott J. Barber

Walter O. Barry

Kenneth R. Bays

Barbara L. Beckett

Lynn P. Behrns

Robert M. Belmore

Paul J. Benedetto

Jack B. Benson

Jerry A. Bentrrott

Thomas Bonfield

Jeffrey Broughton

Robert W. Bruschi

Randy J. Bukas

Steven C. Burkett

William W. Burns

Bruce E. Channing

Louie Chapman Jr.

James V. Chisholm

Fred E. Cohn

David O. Cole

Graham C. Collins

Michael P. Crotty

Maria E. Dadian

Dan J. Dean

Peter A. DeAngelis Jr.

Anthony De Fazio

Robert E. Deis

Daryl J. Delabbio

Jacques Des Ormeaux

Richard A. Dlugas

Robert C. Downey

Michael Dula

Donald Eikmeier

William R. Eisen

Terry S. Fedorchak

Alfred J. Fincham

Robert F. Flatley

John J. Gallagher

Jesse A. Garcia

Andres Garza Jr.

James Patrick Gleason

Eugene L. Goldfeder

Ray G. Green

David L. Greene

Lawrence J. Gregan

James M. Haag Jr.

J. Jeff Hancock

John F. Hansley

John Doug Harris

Thomas E. Harris

Bernie Hayen

Edmund M. Henschel

John Guy Henson

Michael G. Herring

Gary B. Holmes

James R. Holt

C. Jack Horton

Gordon M. Howie

Gary A. Huff

Dianne Hunter

Jack W. Ingstad

Robert W. Jasper

Daniel G. Jaxel

Mark B. Jinks

Daniel A. Johnson

James R. Johnson

Gary C. Kratz

Robert F. Laing

David A. Lane

Mark L. Latham

Steven L. Ledoux

James E. Leidlein

David M. Limardi

Lewis R. Loebe Jr.

Raymond R. Lubomski

Gary C. Mahannah

N. Roy Main

Robert F. McConkie

Michael McLaurin

Ernie B. McNeely

Arjen J. Mewe

Richard R. Michaud

Peter J. Miller

Stephen F. Miller

Gary D. Milliman

Keith P. Montag

Larry R. Morley

Gary H. Neumann

Martin J. Nichols

Dale C. Olmstead

Ronald L. Olson

David W. Owen

John Pedersen Jr.

Gilbert T. Perales

Mike R. Perez

Leonard T. Perrone

Ken J. Pfeifer

Allan D. Pietrefesa

Kenneth R. Pulskamp

Wayne G. Reed Sr.

Gregory W. Robinson

James L. Rule

Mark K. Ryan

Patricia M. Ryan

James Sanderson

Steven Sarkozy

George E. Scarborough

John F. Sherman

Edward J. Shukle Jr.

William L. Sorah

Edmund F. Sotelo

James C. Steff

Craig R. Stevenson

Steven B. Stilwell

David C. Stuart

James L. Taylor Sr.

J. William Taylor

John W. Thacker

David G. Timmons

Roger A. Tinklenberg

Jackson C. Tuttle II

Michael C. Van Milligen

Michael Walker

George W. Waterman III

Mark S. Watson

Barry L. Webb

W. Allan Weegar

J. Paul Wetzal

Erroll G. Williams

William P. Yenne

Louis A. Zullo

Patrick G. Casey

R. Murray Clarke

Gary R. Clough

Kenneth P. Collard

David A. Colton

Richard E. Cotton

Michael R. Couzzo Jr.

Jay B. Covington

Peter J. Cristiano

Steven S. Crowell Jr.

James H. Crumley

Bill Daily

Gregory C. Devereaux

Brian D. Donovan

Jim D. Dunaway

Jeffrey S. Earlywine

Bryan Elliott

William B. Elliott

Douglas G. Faselor

John S. Fawcett

Michael J. Fraser

William J. Fraser

William T. Friel

Kenneth J. Fritz

Joseph L. Gallegos

Diane M. Gard

James A. Genellie

Richard Gestrich

R. Lee Gilmour

Kenneth C. Griffin

Robert T. Grimm

Kathie S. Grinzinger

Lloyd N. Halverson

Michael E. Hays

Wally J. Hill

John M. Hodgson

Grace Magistrale Hoffman

Richard E. Huff II

Kay W. James

Van James

Eric R. Johnson

Michael J. Johnson

James Keene Jr.

Stephen P. King

Mark M. Krane

James Landon

Richard A. Leahy

Murray A. Levison

Richard I. Lewis

William E. Lewis

William Henry Lindley

Sam A. Listi

W. Christopher Lochner

Bert Lumberas

Donald B. MacLellan

Chris MacPherson

Thomas S. Marrow

John F. Mason

Joyce M. Mason

Thomas L. Mattis

Ronald L. Mattiussi

## 30 YEARS

David Page Adamson

Mark R. Alger

Leroy D. Alsup

Charles B. Archer

Clark E. Arneson

William P. Barlow III

Bruce T. Bender

David Biggs

Jim C. Blagg

Michael S. Blau

Michael Bonfield

Thomas G. Bradford III

Doris Burgess Bruck

Kris M. Busse

Beverly R. Cameron

John G. Campbell

Shaun Carey

David N. Carmany





## 25 YEARS

Bruce McCandless  
Allen McKinley  
Rita McMahon  
James O. McReynolds  
Robert Mellor  
David R. Mercier  
Lucinda L. Mester  
Jo Ann Miller  
David John Molchany  
Mitchell B. Moore  
Susan S. Muranishi  
Gregory B. Murray  
Kelli D. Narde  
Spencer R. Nebel  
John D. Newman  
Mark R. Oefinger  
David M. Osberg  
Marc Anthony Ott  
Alan M. Ours  
Russell Overman  
Joseph D. Parente  
Melissa Peacor  
Donald C. Pepe  
William A. Peterson Jr.  
Steven A. Preston  
Douglas R. Prichard  
Marcia L. Raines  
Carl E. Ramey  
Mark R. Randall  
Gerald J. Richards  
Brandt Richardson  
Hunter F. Rieseberg  
Michael K. Riley  
David C. Ritz  
Carl R. Rogers  
Michael G. Ross  
Allen Rothermel  
Christopher J. Russo  
Frank L. Salvato  
Donald L. Sandor  
Carl L. Schwing  
William A. Shepeluk  
David W. Stone  
Stuart D. Summers  
Carl Swenson  
Malcolm L. Tilberg  
Howard N. Tipton  
Dean Torreson  
Anthony J. Traxler  
Robert M. Turner  
James M. Twombly  
Russell Van Gompel  
Richard N. Warne  
Jay A. Weiskircher  
John A. Wells  
Gary Whatcott  
Frederick A. Wilson  
Karen Windon  
George S. Wolfe  
David K. Zabell  
Matthew D. Zimmerman

Terri S. Ackerman  
Barbara J. Adkins  
James M. Andersen  
David E. Anderson  
M. Joan Anderton  
Thomas J. Aspell Jr.  
Charles P. Barnett  
Marilynne M. Beard  
Neal J. Beets  
Michael R. Beimer  
Eric G. Berlin  
Jan M. Blasé  
Gary W. Boden  
James A. Bodenmiller  
M. Michelle Bono  
Larry D. Bradford  
Christopher J. Brady  
Harvey D. Bragg  
Brenda Breault  
Michael C. Brice  
Thomas L. Brownlow  
Karen Plover Brust  
William F. Bruton Jr.  
Brian M. Bulthuis  
Tim Caffrey  
James Kent Cagle  
David W. Calder  
John M. Call  
Sherry C. Callahan  
William D. Cargo  
Stephen A. Carter  
Joseph A. Cavallaro  
Kenneth L. Chandler  
Angela Dawson Christian  
John M. Coakley  
Michael S. Collins  
Toni W. Connor-Rooks  
David Corliss  
Ava L. Couch  
James V. Creech  
Peter J. Crichton  
Charles J. Cristello  
Selena Cuffee-Glenn  
Mark S. Cundiff  
James B. Currier  
Kathleen M. Dailey  
Dorothy Ann David  
Alfred J. Davis Sr.  
James R. Dismuke  
Robert G. DiSpirito Jr.  
John T. Doan  
David A. Dodies  
Randall G. Dowling  
Paul Eckert  
Donald Scott Elliott  
Jeff B. Emory  
Robert C. English  
David P. Fanslau

James Feuerborn  
Artie Anrae Fields  
Peter P. Garwood  
Vernon J. Gerth  
Rick L. Gifford  
Laura S. Gill  
Marcia E. Glick  
Manuel T. Gonzalez  
Alan E. Guard  
Kathleen D. Guzi  
Andrew C. Hammond  
Cecil R. Harris Jr.  
David L. Haugland  
Robert Heacock  
Michael T. Hinnenkamp  
John D. Hobson  
Ron M. Holifield  
Scott K. Huebler  
Alex R. Jensen  
Iris B. Jessie  
Allen Johnson  
William R. Johnson  
Angel L. Jones  
Joseph M. Kernell  
Conrad R. Kiebles  
Kimberly A. Kiefer  
David R. Kowal  
Seth T. Lawless  
Michael Leavitt  
James H. Lewellen  
Gregory D. Lewis  
Linda C. Lowry  
Gary M. Luebbers  
Mari E. Macomber  
G. K. Maenius  
James J. Malloy  
Jeffery Mark  
Robert T. Markel  
Phyllis L. Marshall  
Stephanie J. Mason  
Suzanne R. Mason  
Martin C. McDaniel  
Paul E. McIntosh  
Kenneth Lee McLawhon  
Larry S. Mead  
Frans G. Mencke  
Phil M. Messina  
Richard L. Meyers  
David L. Miller Jr.  
Grady E. Miller  
Steven B. Miner  
Edward R. Mitchell  
Scott W. Mitnick  
William A. Monahan  
Phillip J. Moore  
Wanda Mortensen  
Richard N. Morton Jr.  
Benjamin I. Myers  
Keith A. Nelson  
Eric P. Norenberg

George E. Olson  
Mark R. Palesh  
Stephen M. Pappalardo  
James E. Park Jr.  
John W. Park  
Ron K. Patterson Jr.  
Bret Plumlee  
David S. Plyman  
Kevin C. Poe  
Beth A. Pollard  
J. Milton Pope  
Michael J. Powers  
H. Blake Proctor  
Rodney B. Proffitt  
Roman M. Pronczak  
James W. Quin  
Susan M. Rash  
Stephen G. Riley  
E. Thomas Ritter  
Frank W. Robinson  
Rocky D. Rogers  
Bruno R. Rumbelow  
Raymond R. Rummel  
Gerald D. Sagona Jr.  
Brent Schleisman  
George T. Shackelford  
Rick L. Shain  
Joyce A. Shanahan  
Robert O. Sheehan  
Ehman Jacob Sheldon  
Gary P. Shimun  
Jonathan R. Shull  
Jill Silverboard  
John Skorobohacz  
Marianne Smith  
Nat Erskine Smith Jr.  
William L. Smith III  
Curtis E. Snyder  
Eileen F. Stein  
Peter M. Stephenson  
James V. Toye  
Frederic E. Turkington Jr.  
Isaac D. Turner  
Mark D. Vanderpool  
Daniel T. Vindigni  
John P. Vodopich  
Ann E. Wall  
David S. Wayman  
Barbara E. Weber  
Thomas R. Webster  
Nancy J. Weiss  
Peter A. Weiss  
Steven D. Wilke  
Betty J. Williams  
David Witt  
Cecil E. Wood  
Charlette T. Woolridge  
Dawn L. Wucki-Rossbach  
Bunyamin B. Yazici  
Shana Yelverton



# 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: Achievement, Distinction, and Excellence*

## Certificate of Achievement Recipients

Loudoun County, Virginia  
Sammamish, Washington  
San Clemente, California

San Diego County Water Authority, California  
Wichita, Kansas

## Certificate of Distinction Recipients

Alachua County, Florida  
Bayside, Wisconsin  
Bloomington, Illinois  
Broward County, Florida  
Doral, Florida

Durham, North Carolina  
Grafton, Wisconsin  
Marin County, California  
North Hempstead, New York  
Purcellville, Virginia

Queen Creek, Arizona  
Scottsdale, Arizona  
Sparks, Nevada  
Suwanee, Georgia  
Tacoma, Washington

## Certificate of Excellence Recipients

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

Decatur, Georgia  
Fairfax County, Virginia  
Fort Collins, Colorado  
Kansas City, Missouri  
Loveland, Ohio  
Mesa, Arizona  
Miami-Dade County, Florida  
Oklahoma City, Oklahoma  
Olathe, Kansas

Peoria, Arizona  
Phoenix, Arizona  
Pinal County, Arizona  
Poudre Fire Authority, Colorado  
Rock Hill, South Carolina  
San Antonio, Texas  
San José, California  
Williamsburg, Virginia  
Woodbury, Minnesota

### Criteria for Certificate of Achievement include

- Reporting of performance data and key targets to the public through budgets, newsletters, mailings, or online postings
- 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 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.

# Life, Well Run

The *Life, Well Run* campaign plans to launch nationwide next year, but you don't have to wait to get involved.

- 1 Link to [LifeWellRun.org](https://LifeWellRun.org)
- 2 Share your proudest moment as a manager with us at [yourstory@LifeWellRun.org](mailto:yourstory@LifeWellRun.org)
- 3 Show the *Life, Well Run* videos on your local cable station
- 4 Like us on Facebook and follow us on Twitter
- 5 Donate to *Life, Well Run* through the Fund for Professional Development  
Visit [LifeWellRun.org](https://LifeWellRun.org) and click on [Support the Campaign](#)