

2013

ICMA *Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL
LOCAL GOVERNMENT MANAGEMENT MAKES



2013 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**.



ICMA *Awards*

CELEBRATING THE DIFFERENCE PROFESSIONAL
LOCAL GOVERNMENT MANAGEMENT MAKES

CONTENTS

Distinguished Service Awards	2
Annual Awards	3
Service Awards	10
Center for Performance Measurement Certificate Program	13

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 99th ICMA Annual Conference:

Shaun Carey, city manager, Sparks, Nevada

Paula Hertwig Hopkins, city manager, Warrensburg, Missouri

Douglas E. Matthews, chief communications director, Austin, Texas

Marcia L. Raines, city manager, Millbrae, California

Bryan L. White, assistant city manager, Canandaigua, New York

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

Gerald Young
ICMA Center for Performance Measurement

DISTINGUISHED SERVICE AWARD

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.

Severo Esquivel

Severo Esquivel retired in 2000 after an impressive career of local government service, throughout which he always had time to mentor young professionals, encouraging them to continue their education, seek opportunities, and, more importantly, take “prudent risks.”

As the first Hispanic to serve on the ICMA Executive Board (1976–77), Mr. Esquivel enlisted the support of Roy Pederson (CM-Scottsdale, Ariz.), the incoming ICMA president, and Joel Valdez (CM-Tucson, Ariz.) to establish the ICMA Hispanic Network. Shortly after, in an effort to increase the number of Hispanics entering city management, Mr. Esquivel was instrumental in implementing a HUD grant obtained by Mr. Valdez to fund MPA programs at universities throughout the country with significant Hispanic enrollment. The program’s success was demonstrated by the number of Hispanics who entered the profession in the early 1980s, particularly women. Many became city managers.

Under Mr. Esquivel’s leadership as president in 1986–87, the Arizona City/County Management Association convened its first international conference in Mexico. The agenda set the stage for an international exchange of ideas to encourage cross-border trade, education, and cultural awareness.

As the deputy city manager of transportation services in Phoenix, Mr. Esquivel oversaw the construction of a new airport

terminal with more than 70 jet ways and expansion capacity for more than 100. He was also among the principal architects of the Phoenix metro area’s transportation system, and he worked with stakeholders from all over the state to plan the freeway system. When the last stretch of Interstate-10 threatened to split a historic central neighborhood, Mr. Esquivel negotiated the building of a tunnel to take the I-10 underground and the creation of a park above it; today, the Margaret Hance Deck Park serves as a central gathering place in downtown Phoenix.

In 2003, Mr. Esquivel was coaxed out of retirement by Dan Hobbs, then city manager in Fresno, California, to turn around that city’s \$46 million downtown stadium. After that, he turned his attention to the stalled \$42 million Fresno Yosemite International Airport concourse. When the airport project was completed, Mr. Esquivel went back into full retirement but continued his membership in ICMA.

Mr. Esquivel once said, “When there is a call, step forward and do it.” This “can do” attitude is reflected in the many things he built and the hundreds of lives he touched through his lifelong devotion to public service.



DISTINGUISHED SERVICE AWARD

Lloyd Harrell

Lloyd Harrell has enjoyed a long and distinguished career in local government. It began in 1972 when, as city manager of Nevada, Missouri, he guided the city to financial stability after changes in state law caused it to lose 25% of its operating income. Six years later, Mr. Harrell moved to Liberty, Missouri, where he helped defeat a bond issue to move the county courthouse out of the historic district, and then successfully led the effort to pass a bond to build a new city hall complex in downtown.

As city manager of Denton, Texas (1986–1995), Mr. Harrell guided the community through a major city center revitalization project. He then became manager of Chandler, Arizona (1995–2002), when it was one of the fastest-growing cities in the country; during his tenure, the city built extensive infrastructure and added a substantial number of new employers.

Mr. Harrell has served on the faculty of the Arizona State University School of Public Affairs since 2001, where he helped create the Marvin Andrews program, an MPA program designed to identify the country’s most talented students aspiring to executive levels in local government. With his leadership, a foundation was established that

has raised nearly \$320,000, and the interest helps to provide a stipend to three students each year as Marvin Andrews Fellows. Mr. Harrell plays a critical role ensuring that the program maintains high academic standards.

Passionate about the next generation of managers, Mr. Harrell goes far beyond serving as a mentor. He often accompanies students to ICMA annual conferences; introduces them to colleagues and friends, helping them expand their professional networks; and takes a personal interest in their lives.

Upon retiring in 2002, Mr. Harrell became an ICMA Range Rider; as such, he is one of the first to reach out to members in transition, and he stays in touch after their termination. He also has served as an ICMA senior advisor since 2006.

Mr. Harrell is a 1985 recipient of the Jay Bell Excellence Award, the highest honor given by the Missouri City Management Association, and a 2005 recipient of the John J. Debolske Professional Award, the highest honor conferred by Arizona City Management Association.



HONORARY MEMBERSHIP

Honorary membership in ICMA 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.

Demitrios Moschos

Since 1982, Demitrios Moschos has been a senior partner with the law firm of Mirick, O'Connell in Worcester, Massachusetts, in the firm's Labor, Employment, and Employee Benefits Group. He serves as counsel to the Massachusetts Municipal Management Association on a pro bono basis, assisting managers with professional and contractual issues.

Mr. Moschos has dedicated his long career to Massachusetts personnel directors, city and town managers, countless elected boards, and collective bargaining units. In the 1970s and 1980s, before becoming an attorney, he worked for the city of Worcester for 12 years, leaving as the assistant city manager. Since then, he has helped draft much of the legislation that local governments propose to the state legislature relating to personnel matters, including a law establishing the right for town managers and administrators to have contracts with communities in the Commonwealth. He also drafted a portion of the Massachusetts Labor Statute. He is a founder and former management chair of the State Joint Labor Management Committee and the Worcester County Bar Association Labor and Employment Law Committee.

He has always been a strong advocate for the professional manager form of government, helping the state manager's association file legislation and support regulatory reform to advance the

profession. He also conducts an annual seminar designed to protect the manager's financial and legal interests, especially during employment disputes.

Mr. Moschos has been named one of Massachusetts's "Super Lawyers" by *Boston* magazine and *Law & Politics* every year since 2006. In 2007, he received the Massachusetts Municipal Personnel Association's annual Emil S. Skop Award for outstanding contributions to human resource management. In 2010, 2011, and 2012, *Human Resource Executive Magazine* and *Lawdragon* recognized him as one of the "Top 100 Employment Attorneys in the United States." And he was selected by his peers for inclusion in the 2013 edition of *The Best Lawyers in America* in the field of labor law and as "Lawyer of the Year, Labor Law-Management" in Worcester.

From time to time, Mr. Moschos contributes to the Massachusetts Municipal Association's publications, *The Beacon* and *Municipal Advocate*. His articles provide guidance and insight into how local officials and volunteers can be successful citizen members of their local governments.



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.

William "Bill" Spelman | Council Member, Austin City Council, Austin, Texas

Council member William "Bill" Spelman bridges the gap between theory and practice. As a member of the Austin City Council, Dr. Spelman understands the value of education in the community. As a public policy professor at the LBJ School of Public Affairs at the University of Texas at Austin, he has helped educate the next generation of policy makers and public administrators. Over the past 25 years, he has inspired countless individuals and demonstrated the value of public service.

Dr. Spelman believes that the most difficult thing about teaching government management and urban policy is giving people a sense of how decisions are really made. When teaching, he places particular emphasis on the concept of consequences, insisting that decisions be based on the impact they will have on the public.

Dr. Spelman offers his students something that most local policy teachers cannot: relevant examples based on real-world experiences. As he participates in city council meetings several times a

month, he can walk into his local policy class the next day and provide direct insight about what happened the previous night. It is through these tangible examples that he prepares his students for careers in local government.

Dr. Spelman uses his position at the LBJ School to give back to the community. Each year, the University of Texas hosts an event called Explore UT, in which the entire community is welcome to visit the campus and learn more about the university. For many years, Dr. Spelman has used this opportunity to teach classes on criminal justice policy and urban development in the hopes of inspiring the next generation.

Teaching and leading by example, Dr. Spelman consistently inspires his students with his overwhelming passion for local policy.





AWARD FOR CAREER EXCELLENCE in Memory of Mark E. Keane

Established in memory 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.

Marc A. Ott | City Manager, Austin, Texas

Austin city manager Marc Ott runs a \$3.3 billion municipal corporation with nearly 13,000 employees. Facing a \$30 million budget gap in 2009, the city set out to implement short- and long-term corrections. Mr. Ott began by asking his budget officer and human resource director to conduct a series of focus groups with employees, laying out the challenge and determining their support for various options. Guided by their feedback, Mr. Ott held employee pay to current levels and worked with departments to identify 124 vacant positions that could be cut to preserve the current workforce.

To close the structural gap, Mr. Ott then asked departments to name the top five programs they would cut if required. Using the list of 28 potential service reductions that were suggested, the city held a series of public workshops in which participants were asked to “keep” or “cut” programs, and it used their feedback to make the decisions. Other initiatives included “Dollars and Sense,” which solicited employee ideas for budget reductions and efficiencies and resulted in cuts of more than \$300,000; and “Accelerate Austin,” which identified “shovel-ready” construction and infrastructure projects scheduled for future years and moved them ahead of schedule to boost employment in local construction sectors.

The results speak for themselves. The structural gap in Austin’s budget has been closed, unemployment is well below the national average, and Austin remains one of the most economically viable and fastest-growing cities in the country.

In 2010, Mr. Ott went undercover: he removed his suit and tie, quit shaving, threw some belongings in a duffel bag, and spent the night in the downtown homeless shelter. What he experienced changed his perspective and galvanized his resolve to help. Since then, the city-owned shelter’s HVAC systems and shower and restroom

facilities have undergone critical renovations, and the shelter’s structural deficiencies have been addressed. Austin now has a multiagency partnership focused on permanent supportive housing, and it continues to make homelessness a priority.

Under Mr. Ott’s leadership, Austin has become the single largest contributor of volunteers to the local school system’s mentoring and tutoring program. Each week, more than 350 city employees give an hour of their time to help youth with reading and mathematics and are allowed to use paid time to participate. Employee participation has grown by 337% since 2008. Last year, the city contributed over 7,500 hours—equivalent to \$216,000 of in-kind contributions—to the school district.

With a record of achievement and Austin’s appearance on countless “best of” lists, it might be easy to be complacent, but Mr. Ott continues to press the organization forward, establishing a Sustainability Office, a Capital Planning Office, and, most recently, an Innovation Office. Open to ideas from all employees, the Innovation Office will select the best for rapid development, prototyping, and testing in collaboration with the employees themselves. It will also match local individuals and companies with city employees for knowledge sharing, job shadows, and product development partnerships that can lead to breakthrough innovations.



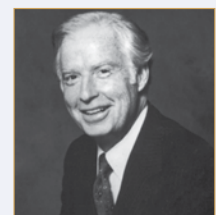
Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.

In Memoriam:

Mark E. Keane and William H. Hansell

This past spring brought sadness to the ICMA family as we mourned the loss of former executive directors Mark E. Keane and William H. Hansell.

Mark served as ICMA executive director from 1967 to 1983. Bill then took the reins, serving from 1983 to 2002. The Community Health and Safety Award has ties to both men as it is sponsored, in part, in memory of Carolyn Keane (Mark Keane’s first wife) as well as in memory of Bill and Alice Hansell (Bill Hansell’s parents). The Career Excellence Award, which was originally established in honor of Mark Keane, will now be given out in his memory. The 2013 Awards Program Booklet is dedicated to the memories of both Mark and Bill. We extend our sympathies to both the Keane and Hansell families.



Mark E. Keane



William H. Hansell

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.

Rudy Acosta | Community Health and Wellness Project Manager, Desert Hot Springs, California

Desert Hot Springs is a severely economically distressed community in the Coachella Valley of Riverside County, California. Since joining the city in 2007, Rudy Acosta has served in several capacities, including assistant city manager, director of redevelopment, and project manager for the Community Health and Wellness Center.

As director of the redevelopment agency, Mr. Acosta created and implemented the Vortex Specific Plan to revitalize the city's downtown. He aggressively sought out Community Development Block Grants (CDBGs) and HUD funds to implement neighborhood renewal programs, which, in conjunction with law enforcement efforts, were critical in reducing crime by over 35% since 2007.

With only one doctor for the entire population of 26,600, Desert Hot Springs is a federally designated Medically Underserved Area. Together with the city manager, Mr. Acosta created a plan to attract federally qualified, nonprofit health care facilities to the community.

To begin, the city negotiated an agreement with the Borrego Community Health Foundation to provide health care services, including nine doctors, a laboratory, and an x-ray facility. Mr. Acosta then assembled several public and privately owned parcels of land and worked with the city's youth to imagine a building that would meet residents' needs. The 32,200-square-foot Community Health

and Wellness Center includes a state-of-the-art Boys and Girls Club with 21st-century technology centers, a full-size gymnasium, and an aquatic center.

Through federal earmarks, CDBGs, New Market Tax Credits, private donations, state parks grants, and a grant from the Desert Healthcare District, more than \$22 million was raised for the project, which was completed in December 2012—on time and under budget.

Because of the city's partnership with the Desert Healthcare District and Borrego Health, all residents now have access to health care, diagnostic services, nutritional education, support groups, and screenings. And that success prompted the University of California Riverside to choose Desert Hot Springs as the site of its new School of Medicine Primary Care Clinic, which will deliver fully trained primary care doctors to the entire Coachella Valley.

In total, construction of the center created more than 450 jobs, and the primary care clinic will create 180 more. There is a direct link between these results and Rudy Acosta and his commitment to community.



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.

Pamela Brenner | Town Administrator, Peterborough, New Hampshire

Small towns and cities typically lack the resources to provide young employees with dedicated management training, and it can be very difficult for people with limited direct experience to enter the field of public administration. Pamela Brenner, town administrator of Peterborough, New Hampshire, since 1995, has played a significant role in rectifying this situation.

Ms. Brenner was instrumental in the creation of the Municipal Management Association of New Hampshire (MMANH) Fellowship Program. Formally instituted in 2008, the program enables MPA students at the University of New Hampshire to get paid for real-world municipal management experience in towns and cities throughout the state. Several students have gone on to become successful municipal managers.

As town administrator of Peterborough, Ms. Brenner has mentored countless town employees. In recruiting and training the next generation of managers, she makes hiring decisions based not just on what potential employees can do for the town, but also on what

she can do for them in terms of career development.

Not one to just assign tasks, Ms. Brenner allows staff members to prioritize their work, pursue self-initiated projects, accomplish their own goals, and make their own mistakes. She treats her interns and support staff as she treats department directors—with respect for their opinions and individual skills and abilities. She prepares her employees to advance from assistant-level to manager-level positions. She also emphasizes the importance of becoming a productive member of the community outside of work and of participating in professional associations such as ICMA and MMANH.

Through her leadership in Peterborough and her role in creating the fellowship program, Ms. Brenner is sure to have an impact on New Hampshire's municipal management community for decades to come.





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 E. Keane, and Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell.

POPULATIONS OF LESS THAN 10,000

Community Support Services | Uralla Shire, NSW, Australia

Thomas P. O'Connor, general manager

For the past 25 years, Uralla Shire Council (USC), a medium-sized (3,229 sq. km) rural council in New South Wales with a population of 6,034, has been providing community support services to special-needs residents, enabling them to age in place. With a reputation for excellent governance and delivery of services, USC now serves nine adjoining local government areas—a total expanse of 40,415 square kilometers.

Its first program was the Tablelands Community Support Options Program (TCSOP), which was initially intended only for nonindigenous people but has since expanded to serve the Aboriginal population as well. TCSOP provides support services and case management to the aged, the disabled, their caregivers, and other special-needs groups in some very isolated places that often lack everyday conveniences, such as electricity, running water, and sewerage

and refuse disposal. Along with providing regular transport to regional centers, delivering meals, and visiting clients regularly to monitor their well-being, TCSOP also purchases water and arranges for sanitary animal carcass disposal. Program success is measured purely by citizen satisfaction. In an annual survey, over 90% of clients said that they were able to continue living in their own homes and working toward meeting their goals.

Kamilaroi Ageing and Disability Service (KADS) offers an array of services to aged or disabled Aboriginal and Torres Strait Islander people. It, too, allows care recipients to stay in their homes and provides planned, time-limited breaks for families and caregivers.

Tablelands Community Transport (TCT), a rural, volunteer-based organization administered for the NSW Transport and Infrastructure, serves an area of 18,000 square kilometers (7,000 sq. mi.) and some 65,000



Tablelands Community Transport serves high-need clients and their caregivers

residents. TCT organizes regular transport of disadvantaged, aged/disabled high-need clients and their caregivers, and provides taxi vouchers for specific medical and related needs.

McMaugh Gardens Aged Care Centre, a 36-bed aged-care facility, provides care at all levels—low, high, and dementia. And three other community service programs provide similar services to other local government areas that support aging in place.



POPULATIONS OF 50,000 AND OVER

Homesafe | Surrey, British Columbia, Canada

Murray Dinwoodie, city manager

Since the 1990s, international research has shown that public education programs have had a positive impact on fire prevention. In Canada, home visitation initiatives have focused on such issues as the presence of working smoke alarms, development of fire escape plans, and common causes of preventable house fires.

Launched in October 2008, *HomeSafe* is a proactive, evidence-based fire prevention program in Surrey that uses local fire and demographic data to target neighborhoods with the greatest risk of fire and highest concentrations of high-risk residents (owing to such factors such as age, family structure, and lifestyle). Uniformed firefighters then go door-to-door to educate residents about fire safety, provide an information package, and offer to install a free smoke alarm

on the spot (a signed waiver is required). If residents are not home, the package is left on their doorknobs. As of the end of 2012, more than 37,500 homes had been visited.

The Surrey Fire Fighters' Charitable Association and a local shopping mall have funded the cost of the smoke detectors, and media coverage and free public announcements have been used to advertise the program. Formal evaluation shows that in its first two years alone, *HomeSafe* reduced the annual fire rate in Surrey's highest-risk homes by 64% and prevented an estimated \$1.26 million in fire losses. From 2006 to the end of 2012, the rate of death and injuries decreased by 42.3% despite a 14.8% increase in population, and the rate of fires per 1,000 dwellings decreased by 35.5%

despite a 15.2% increase in the number of dwellings. The program has also increased smoke alarm activations and reduced fire size and spread.

Undertaken through an analysis of local data and the targeted application of existing prevention methodologies, and with minimal added cost to the fire service, *HomeSafe* is an approach that can be replicated anywhere. Focusing on the highest-risk members of the community will produce the biggest return on investment.



A promotional poster for the *HomeSafe* program



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

Sharing Supper | Mauston, Wisconsin

Nathan R. Thiel, city administrator |
Marge Strouse, CEO, Sharing Supper | Doug Kryder, assistant principal

The city of Mauston has always struggled to get the word out and solicit productive public input. Sharing Supper, a nonprofit community meal program specifically designed to engage the citizens, provides a venue for local businesses, organizations, and individuals to serve the community. As such, it is one of Mauston's more successful partnerships.

For Mauston, Sharing Supper is more than just a meal. Its mission statement is, "To provide a dining experience that is free of social or economic barriers to build community relationships and nourish the soul." It is about coming to the table, serving, listening, sharing ideas, making new acquaintances, and building community. Every event is attended by representatives from the school, the city, and the county, affording easy access to officials. The city manager visits all the tables

asking, "What is the good news?" Typically, the table will want to learn what is happening in Mauston or someone will want to share an idea to improve the community. Many citizens have used Sharing Supper as a safe venue to access government programs and avoid the stigma of going to a government facility.

The first event, hosted in March 2007 at a local Moose Lodge Family Center, had about 180 attendees. By 2011, the increase in attendance and programming required Sharing Supper to move to the local high school for more space. In December 2012, over 800 people attended. And the program is expanding into other Wisconsin communities.

The best part about the partnership is that it has cost the city nothing: all Sharing Suppers are supported through volunteers and sponsorships. More than 53 organiza-



Sharing supper

tions, businesses, families, and individuals have sponsored events with \$300 contributions, and many attendees place smaller donations in the donation box at the entrance of each event. A typical event requires between 250 and 300 volunteer service hours; over 12,000 service hours have been donated between 2007 and the beginning of 2013.

POPULATIONS OF 10,000 TO 49,999

Greentree Health Science Academy | Middletown, Ohio

Judith A. Gilleland, city manager

For nearly a century, residents of Middletown and surrounding areas had their major health care needs met by the Middletown Regional Hospital in the center of the city. In 2007 the hospital moved to the city's outer edge, built an entirely new campus, and became Atrium Medical Center. The massive investment—\$195 million for the hospital alone and \$300 million for the overall campus—brought significant growth to the area and triggered a demand for more local health care workers in myriad fields and specialties.

Recognizing that Atrium and associated medical operations, such as the surgery center and children's hospital, were vital to the city's economic viability as well as to residents' access to health care, Middletown decided to actively encourage the growth of local health care training opportunities.

The idea of Greentree Health Science Academy originated with Atrium's chief

executive officer, who saw the need for a pipeline of well-educated personnel for various hospital positions and approached the dean of Miami University Middletown to discuss an educational partnership. In the end, the city partnered with Atrium, Miami University, Cincinnati State Technical and Community College, Warren County Port Authority, and Warren County Career Center to build a unique facility that would offer multiple programs from several academic institutions and provide increased access to real-world training opportunities. Middletown financed the debt, the port authority contributed Build America Bonds, and the federal government provided a grant of \$1 million toward the facility's completion.

The \$8 million Greentree Health Science Academy offers classes to about 700 students at various educational levels. For example, it offers high school students a two-



Health care training at Greentree Health Science Academy

year health science program through the Warren County Career Center, which also offers adult education and workforce development programs. The two academic institutions also hold some classes at Greentree.

In addition to ensuring the stability of an important local employer and medical facility, the partnership has made certain that area residents have better access to good jobs and vital emergency services.

POPULATIONS OF 50,000 AND OVER

SCORE Jail | Des Moines, Washington

Anthony A. Piasecki, city manager, Des Moines, Washington | Jay Covington, chief administrative officer, Renton, Washington | Todd Cutts, city manager, Sea Tac, Washington | David Cline, city administrator, Tukwila, Washington | Penny Bartley, director, SCORE
With the participation of Auburn, Burien, and Federal Way, Washington



In 2001, King County announced that it would no longer provide jail services for its cities and gave them 10 years to find other jails.

In 2006, a long-term needs study found that by 2026, those cities would need 1,450 jail beds, including 700 in South King County. The next year, seven South King County cities (Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac, and Tukwila) conducted a feasibility study and found that they could build and operate a jail for 92% of their current jail costs—\$14 million in 2007.

In 2009, having acquired a land parcel in Des Moines, the group set out to secure the needed funding and formed SCORE (South Correctional Entity), a government administrative agency and a public development authority, under the Interlocal Cooperation Act. The jail was built within two years with

prefabricated concrete panels and steel cells.

Overseen by a seven-member administrative board, the facility opened in September 2011 with inmates from Auburn and Renton. Over the next few months, the facility absorbed inmates from the seven member cities and 18 contract agencies, and hired all 27 corrections officers previously employed at the now-closed Auburn and Renton jails.

As a single-story jail with direct supervision, SCORE operates with 25% fewer staff than similarly sized jails. But as a large facility, it is able to obtain services that are unavailable to smaller jails. The King County Regional Automated Fingerprint Identification System handles fingerprinting; Valley Cities Counseling and Consulting provides mental health and peer forensic support services; King County Mental Health and Chemical Dependency



Action shot at SCORE

Services provides screening; and the jail's medical clinic provides digital x-rays and dental services. The facility also contains multiple video court suites, enabling inmates to make court appearances without leaving the jail.

Building this facility has enabled SCORE to provide professional, cost-effective, and efficient correctional services to its member cities and contract agencies.

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

Deploying Geo-Thermal Energy | Clarkdale, Arizona

Gayle L. Mabery, town manager

In the mid-2000s, in the midst of Arizona's boom in new home construction, Clarkdale's town manager and council recognized the signs of the impending recession and began discussing ways for the town to chart a new course for sustainability.

The Clark Memorial Clubhouse, listed on the National Register of Historic Places, was built in 1925 as a center for community recreation. But its furnaces were outdated and inefficient, unable to effectively heat the facility in winter or cool it in summer. As a result, activities there were limited during the hottest and coldest times of the year, and rental revenues were lost. Because geothermal heating and cooling uses the relatively constant temperatures of the Earth's natural thermal energy, a renewable resource, it uses

30%–70% less energy than conventional systems. Thus, the first project undertaken as part of the Sustainable Clarkdale Initiative was the installation of a geothermal heating and cooling system in "The Clubhouse."

The only local government applicant in the state to propose a geothermal project, Clarkdale received a \$65,961 grant in March 2010 through the American Recovery and Reinvestment Act. It also qualified for \$17,160 in renewable energy incentive funding from the local electrical utility. Those funds, combined with in-kind contributions from the town, covered the total project cost of \$84,621, and geothermal energy was deployed in The Clubhouse in August 2010.

With the geothermal system installed, facility use increased 53% between 2011



The Clubhouse before a council meeting in June

and 2012 and rental income increased 299%. While the greater usage has meant 27% higher overall utility costs, natural gas costs have decreased 52% over that period. And Clarkdale residents, who had already begun to embrace the use of solar energy, have been able to observe firsthand the benefits of geothermal energy.

zHome | Issaquah, Washington

Robert Harrison, city administrator



Issaquah has several challenging environmental policies, including an 80% reduction in carbon dioxide emissions by 2050. The city has operated a sustainable building program since the early 2000s, including free technical education, permit expediting for green-certified projects, code flexibility, LEED certification of new construction, and participation in a green demonstration house. But while the program has reduced carbon by about 15%–20%, it's not good enough.

Over the last decade in Europe, new demonstration buildings incorporating advanced technologies have catalyzed a wave of sustainable development with a significantly lower ecological footprint. Concluding that similar development could be beneficial locally and regionally, Issaquah began in 2006 by assembling a public-private partnership, including the regional government (King County), a private utility (Puget Sound Energy), a green building program (Built Green), an academic partner (Washington State University Energy

Program), and an industry partner (Port Blakely Communities). These partners provided credibility, technical and implementation support, and marketing opportunities.

The result is zHome, a compact, transit-oriented community with the smallest possible environmental footprint. As the first net-zero, carbon-neutral, multifamily community in the country, zHome also boasts a 70% reduction in water usage, 78% Forest Stewardship Council-certified wood, 100% low volatile organic compounds/low toxic finishes, storm-water infiltrated on site, and a 92% reduction in construction and demolition waste.

Building costs per square foot increased by less than 20%, while homeowner operating costs have been radically reduced. With the townhouses now fully occupied, initial results show that zHome is performing as expected.

A core reason for zHome's success is that the partners established specific goals early on, enabling a more entrepreneurial approach in project execution. In retro-



Opening of zHome

spect, although a partner agreement was created partway through the project, a more deliberate understanding among partners at higher management levels, both initially and throughout the project, would have been helpful. However, the benefits of the partnership hugely outweighed the difficulties.

A broad educational and marketing program accompanied the development, including on-site tours, classes/events for industry and government audiences, extensive media outreach, and an on-site Sustainability Education Center. Next-generation buildings in region are taking many of zHome's concepts and innovating them even further.

Austin Energy Green Building | Austin, Texas

Marc A. Ott, city manager



In 1990, Austin was the first community in the United States to create a comprehensive program for evaluating the energy and resource efficiency of private sector buildings. Initially a green building rating system for single-family homes, Austin Energy Green Building (AEGB) expanded to include multifamily and commercial buildings.

AEGB began with two \$50,000 grants from the U.S. Department of Energy. The second grant required the design and construction of a green affordable demonstration home, so AEGB recruited a volunteer architect and a volunteer structural engineer and solicited funds for materials from the Texas State Energy Conservation Office and Home Depot. It then partnered with Austin Habitat for Humanity, which provided the site and managed the mortgage for the buyer, and with the American Institute for Learning (now American YouthWorks), which created a young adult training program to teach at-

risk students life and construction skills and have them build the home under the guidance of construction industry professionals and an experienced teacher.

The American YouthWorks teaching project evolved into the Casa Verde Builders program, which continued to train at-risk youth and build green affordable homes throughout the 1990s. Its work and that of other similar organizations led to a Memorandum of Understanding between AEGB and Austin's Neighborhood Housing and Community Development Office that requires all city-subsidized housing to earn at least a one-star green building rating from AEGB. To date, 4,507 new homes and 9,600 multifamily housing units have been built more efficiently; use less water; and are healthier, more energy efficient, and more durable than typical homes.

To expand the benefits of green building throughout Austin, AEGB has partnered with city's Planning and Development Review



An AEGB-rated 5-star building

Department (PDRD). AEGB provides PDRD with funds to offset some of the costs of energy code plan review and inspections, and PDRD works closely with AEGB staff to ensure the highest level of energy code compliance possible. AEGB also reviews and amends the published energy codes to meet Austin's aggressive goals for energy efficiency.

Austin's comprehensive citywide strategy for green building has seen regular improvements in above-code and green-built buildings and in the energy efficiency of all buildings, especially affordable housing.

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 LESS THAN 10,000

Strategic Issues-Focused Governance System (SIGS) Westlake, Texas

Thomas E. Brymer, town manager | Amanda DeGan, assistant town manager

In 1999, when Westlake hired its first town manager, staff consisted of the manager, an assistant to the manager, and a town secretary. Strategy and direction were communicated in face-to-face meetings, and long-term planning was handled through the budget document. But as residential growth in Westlake increased by 380% over the ensuing decade—from 207 to 992—it was clearly time to move the planning process to the next level.

In June 2008, staff met with elected officials at an off-site retreat to develop mission, vision, and values statements for the community, which they matched with relevant goals and objectives and compiled into a “traditional” strategic planning document. Then the document was put aside and mostly forgotten.

So the Leadership Team identified an alternative strategic planning framework, the Balanced Scorecard (BSC), which it merged

with an issues-focused list of staff action items that incorporates four perspectives: customer service, operational processes, and organizational capacity with a financial viewpoint.

In May 2011, at a second off-site retreat, staff presented the BSC concept and issues-focused theory to the council, along with a basic strategy map to show how the plan would work and how results from a biennial resident survey could be integrated into it. The council provided positive feedback and direction for the team, which then worked to formulate strategic objectives for the four perspectives in the map. Six months later the team presented the completed strategic plan draft to the council, and the final draft of the Strategic Issues-focused Governance System (SIGS) was approved in December 2011.

Council members directed that the strategic plan drive monthly meeting agendas and

asked staff to identify ways to incorporate the strategy map and issues-focused action items into the process. The Leadership Team reworked the Council Agenda Memo to identify linkages to the vision statements, BSC perspectives, and action items.

To enhance accountability, staff created a Strategic Governance Calendar to show a four-month agenda of pending action items. And each employee received a SIGS binder.

The Leadership Team uses the plan during management meetings, and the calendar is updated and distributed monthly. The next draft will allow for input from the entire staff.



Cover of the Westlake Strategic Plan

POPULATIONS OF 50,000 AND OVER

Improving Accountability and Transparency Rock Hill, South Carolina

David B. Vebaun, city manager | Monica D. Croskey, budget and performance manager

Citizens in today's “Internet age” are less willing to wait for the annual budget documents to learn how their governments are performing and how their public servants are using public resources, so Rock Hill posts a strategic plan on its website that clearly states how success will be defined. It also posts midyear and year-end reports that quantify the city's progress at meeting those performance standards.

To complement its semiannual progress reports, the city developed a performance dashboard—updated monthly—that communicates the city's progress on addressing goals in the strategic plan. It also developed a financial dashboard, in which easy-to-understand graphs provide monthly updates on revenues by source and on expenditures by department. The data are compared against

budgeted amounts, so it is apparent when a department is overbudget or revenues are underperforming. And these tools are also available on the city website.

Although the first performance dashboard was created by a consultant for \$12,000, the strategic plan, semiannual reports, financial dashboard, and new performance dashboard were all developed and produced in-house.

One notable benefit of these efforts has been the growth of a culture that values data-driven decision making. Performance management efforts have permeated the organization, and the use and analysis of data have become standard practice in service delivery. Moreover, the transparency and accountability inherent in the system has motivated departments to use all available resources, including



Rock Hill's performance dashboard

interdepartmental communication and planning, to accomplish their goals. For example, the electric division, police department, and sanitation department found that police presence, street lighting, and litter-free streets all help to improve the perception of downtown safety. In this way, Rock Hill is championing the principles of accessible, open government.

Celebration of Service

Congratulations to the 2013 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.

50 YEARS



Aubrey Watts Jr., chief operating officer of Charlottesville, Virginia, since 2002, began his local government career in 1967 in Virginia Beach, where he held a number of positions before becoming city manager in 1987. In 1991 he left Virginia to serve as city manager of Greenville, South Carolina, only to return eight years later to Charlottesville as director of economic development.

45 YEARS



Michael G. Brown, chief administrative officer of Kirkwood, Missouri, spent his entire local government career serving in various communities and capacities in Missouri before being hired for his current position in 1984.



William P. Buchanan, county manager of Sedgwick, Kansas, since 1991, served communities in Pennsylvania, New York, and Michigan before being hired for his current position. President of the ICMA Executive Board in 2006–2007, he received ICMA's Award for Career Development in Memory of L. P. Cookingham in 2012.



Howard L. Chambers, city manager of Lakewood, California, has held various management positions in Lakewood since 1973, and with 35 years as Lakewood's chief executive, he is widely thought to be the longest-serving city manager with a single city in California. In 2012, he came out of a brief retirement to serve in his current position.



Thomas R. Hoover, town manager of Coventry, Rhode Island, since 2009, was previously city manager of Royal Oak, Michigan (2004–2009); Worcester, Massachusetts (1994–2004); and Toledo, Ohio (1990–1993). He began his career in local government as a professional engineer, holding several public works and public safety positions in Toledo.



Robert L. Schoelle Jr., village administrator of Garden City, New York, since 1980, began his local government career in Garden City in 1968 as deputy clerk–treasurer and then served four years as chief administrative officer/clerk–treasurer in Rockville Center, New York.

40 YEARS

Arthur A. Anselene, town manager Herndon, Virginia	John N. Crary, town administrator Greenwich, Connecticut	Richard F. Herbek, city manager Briarcliff Manor, New York	Dennis D. Redmond, city administrator Dayton, Kentucky
Larry N. Arft, city manager Beloit, Wisconsin	Ed Daley, city manager Hopewell, Virginia	Rodney Irwin, assistant city manager for economic development Clearwater, Florida	Dianne S. Robertson, village administrator Thiensville, Wisconsin
Lester B. Baird Sr., general manager LaBelle, Florida	Kevin C. Duggan, ICMA West Coast regional director Mountain View, California	Robert A. Kuntz, city administrator Ballwin, Missouri	Dwight J. Stanford, town manager Strathmore, Alberta, Canada
Paul A. Berg, city manager Eustis, Florida	E. Jay Ellington, executive director Manassas, Virginia	David A. Lane, city manager Blythe, California	David C. Stuart, chief administrative officer North Vancouver, British Columbia, Canada
Francis F. Boyles III, city manager Prior Lake, Minnesota	Gregory Ferrese, city manager Rehoboth Beach, Delaware	Anne S. Lyons, assistant town manager Jupiter, Florida	Alan E. Tandy, city manager Bakersfield, California
Stribling P. Boynton, city manager High Point, North Carolina	Alfred J. Fincham, city administrator Grosse Pointe Woods, Michigan	Craig J. Mattson, city administrator Wyoming, Minnesota	Kenneth A. Taylor, city manager Universal City, Texas
Steve Carpenter, city manager Harker Heights, Texas	Dennis R. Foltz, town manager Oakland, Florida	Gary D. Milliman, city manager Brookings, Oregon	David F. Watkins, city manager Bryan, Texas
William P. Charnisky, city administrator Saint Peters, Missouri	Maxwell N. Glyde, director corporate services Spit Junction, New South Wales, Australia	J. Michael Moore, town manager Surf City, North Carolina	James S. Williams, city manager Maitland, Florida
David Childs, city manager Palmdale, California	Fred G. Greene, assistant city manager Denton, Texas	Larry Paine, city administrator Hillsboro, Kansas	Mark Wollenweber, city manager Lakeport, Michigan
Edward J. Ciecka, city administrator Rossford, Ohio	Patrick J. Guilfoyle, city administrator De Soto, Kansas	John R. Pick, city administrator Salisbury, Maryland	Robert G. Yandow, town manager York, Maine
Richard A. Clark, city manager Des Moines, Iowa	Kenneth R. Hammons, city manager Panama City, Florida	Arthur E. Pizzano, city manager Fairfield, Ohio	
Larry M. Comunale, township manager Spring House, Pennsylvania	Douglas J. Harms, city administrator St. Louis, Missouri	Joe-Anne B. Priel, general manager, community services department Hamilton, Ontario, Canada	
Ray E. Corpuz Jr., city manager Salinas, California			

35 YEARS

Richard F. Almich	Danny O. Crew	Frederick L. Hilliard	Brian A. Moura	Stanley W. Seitzinger Jr.
Allen L. Barnes	Frank L. Crosby	Gregory B. Horn	Susan S. Muranishi	Paul J. Shives
Anthony William Barrett	Jennifer T. Cunningham	Stuart Jardine	Kent A. Myers	Frank R. Siffrinn
Michael W. Basque	Richard M. Czopp	Diane Jones	Gary A. Napper	Mary Jean Smith
Dennis W. Beach	Anthony De Fazio	Harry Jones	Paul J. Nutting	Nelson E. Smith
Bruce T. Bender	Thomas M. DeArman III	Dennis W. Kelly	Cindy Cameron Ogle	Curtis H. Snow
Paul J. Benedetto	Patrick A. DeGrave	Jeffrey L. Kooistra	Daniel P. Olpere	Eric M. Soroka
Bruce E. Benway	Daniel R. Dible	Howard D. Kunik	Robert R. Ovrom	Michael L. Stampfler
Keith A. Bergman	James T. Dinneen	Lynn A. Lander	Charles S. Ozaki	Larry J. Stevens
Alan H. Bergren	Billy Edwards	Scott D. Lazenby	Joseph S. Paxton	Bruce K. Stone
Cornelius L. Boganey	Edward W. Elam	Robert E. Lee	Robert M. Pellegrino	Mary K. Suhm
John P. Bohenko	Maurice S. Evans	Sam A. Listi	Frank A. Pleva	Thad N. Taylor
Kevin J. Bowens	Victor R. Ewing	Matthew J. Lutkus	Charles H. Potts	Edward D. Thatcher
Kirby M. Bowers	Dwight L. Farmer	Michael G. Mahaney	Benjamin E. Puritz	Stephen D. Tindale
Leamon B. Brice	Duane Feekes	Ronald L. Mattiussi	Marcia L. Raines	Henry M. Tingle
Dee F. Bruemmer	James L. Ferree	J. Thomas McCarty	Roger J. Reinke	James E. Tolbert
Paul L. Buckley	Francis A. Frobelt	Charles P. McClendon	Jorge J. Rifa	Russell G. Treadway
Lawrence Jeff Butzlaff	Ted A. Gaebler	Linda McConnell	Alan Riffel	Peter Vargas
Richard A. Carlucci	Timothy J. Gagen	Scott C. McElree	David Wayne Saunders	Benedict G. Vinzani Jr.
Eddie L. Carter	Richard Gertson	Michael K. McGovern	Steven L. Schainker	Mitchell Wasserman
Frank W. Clifton Jr.	G. William Hammon Jr.	Steve C. McGrath	Jack M. Schluckebier	Kenneth Wasson
William Cmorey	Douglass D. Hanley	Richard A. McGuire	Richard C. Schnaedter	John K. Weithofer
Adam R. Collins	D. James Hart	Michael P. McLaughlin	Richard J. Schuettler	Steven R. Werbner
Thomas M. Combiths III	Bertha W. Henry	Robert C. Middaugh Jr.	Mark A. Scott	Richard J. White
Richard Conrad	Anne Louise Heron	Kathleen A. Millison	Gerald J. Seeber	Chris A. Yonker

30 YEARS

Bennett W. Adams Jr.	Christopher G. Davis	Jeffrey M. Hull	Anthony P. Mercantante	Su Zanna K. Prophet
Steven D. Adams	Kaj H. Dentler	Ralph M. Hutchison	Peggy Merriss	Sean P. Quinn
Barbara J. Adkins	Frederick M. Diaz	Robert C. Hyatt	Eugene Scott Miles	David H. Ready
Greg L. Balukonis	Anna L. Doll	Michael D. Jackson	Clifford G. Miller	Mark A. Rohloff
Michael G. Bartholomew	David L. Douglas	Michael A. Jaillet	Liz R. Miller	Kathleen F. Rush
Marilynne M. Beard	Thomas Martin Dowling	Michael E. Janonis	Mark A. Mitton	Greg D. Scoles
Paul R. Benoit	John J. Drago	William G. Keegan Jr.	Debbie L. Moss	John F. Shirey
Robert Bentkofsky	Michael G. Dzigan	Daniel E. Keen	Fredrick Murry	Thomas Short
Raymond G. Boutwell	Edwin A. Eddy	Sandra L. Kerl	Frank L. Myers	Rochelle Denise Small-Toney
Vivyon Bowman	Stephen O. Eddy	Conrad R. Kiebles	Mark E. Nagel	Susan A. Stanton
Jeff D. Braun	Lorri A. Ericson	J. Clay Killian	Linda Neri	John R. Strutner
Joseph E. Breinig	Belinda B. Espinosa	Gary J. Koehler	Richard L. Newbern II	Lee Szymborski
James T. Brimberry	Veronica A. Ferguson	Dale M. Krajniak	David J. Niemeyer	Steve H. Thacker
John C. Brown	Linda Forsberg	Erik Kvarsten	Lisa G. Novotny	Douglas B. Thomas
Kevin M. Brunner	Brad C. Foster	Scot F. Lahrmer	Anne F. Odell	Patrick J. Thompson
Michael Cain	Nancy Freed	Marty K. Lawing	Beverly Collins Owens	Susan K. Thorpe
Clarence L. Cassens	Judith A. Gilleland	Richard J. Lemack	Allen J. Parker	Carl F. Valente
June W. Catalano	Anton L. Graff	Karen R. Levine	Jeffrey C. Parker	David A. Varley
Charlotte D. Cotton	Larry D. Hansen	William A. Lindsay	Wayne C. Parker	Joe Wade
Ryan D. Cotton	David F. Harp	Edward L. Long Jr.	Frank R. Pascarella	Michael K. West
Ava L. Couch	Robert D. Herron Jr.	Linda C. Lowry	Jeffrey A. Pederson	Christopher Whelan
Richard S. Crane	Daniel E. Hoins	Kirk C. McDonald	Paul E. Peterson	Thomas J. Wiczorek
Jay W. Cravens	Clayton L. Holstine	Larry S. Mead	Michael P. Pounds	
Michael S. Daly	R. Thomas Homan	Frans G. Mencke	Roman M. Pronczak	

25 YEARS

Kelvin L. Baker Sr.	Alberto S. DeFeo	James A. Inman	Faye W. Outlaw	Marcia Somers
Nancy A. Baker	Paul R. Deschaine	Julian L. Jackson	Eugene M. Palazzo	Keith A. Spoelker
Maryalice C. Barnett	Gregory P. Dietterick	Sean J. Joyce	Joni L. Pattillo	Stephen M. Spratt
Mark S. Barnhart	John H. Drury	Sam A. Karr	Robert A. Pauley	Michael L. Spurgeon
Kevin S. Barr	George H. Dunham	John F. Kelly	Mark C. Perkins	Scott C. Stiles
Andrew M. Barton	David M. Durrflinger	Theodore D. Kozak	Steven J. Pinkerton	David Sullivan
Larry J. Bauman	Joseph K. Durham	Jack Kramer	Gregory M. Porter	Steven W. Tanti
Fritz A. Behring	Graeme John Emonson	Arthur T. Lasher IV	David J. Putz	David S. Teel
James H. Bennett	James D. Estep	Laurie K. Lile	Georgia L. Ragland	Evan Teich
Rebecca M. Bentley	Tilden Fleming	Mark W. Luberd	John B. Ramme	Douglas K. Terry
Scott J. Bond	Michael A. Flynn	Andrea K. Lueker	Gary J. Riedner	Everett W. Thomas III
George M. Bosanic	David Gattis	Joseph P. Lynch	Douglas C. Rix	Patrick A. Thomas
James F. Bowden	Brannon J. Godfrey Jr.	Craig Malin	Russell L. Rost	Christine A. Thompson
Paul J. Brake	Kathleen Gotch	Michael D. Mallinoff	Jon R. Ruiz	James Thompson
David Bullock	Lynne N. Greene-Beldner	Debbie L. Manns	David A. Schmidt	Patrick E. Titterington
Barry A. Burton	Melvin R. Grose Jr.	Patrick J. McGinnis	Scott N. Schroyer	Jeffrey R. Towery
Jeff Butters	Timothy R. Hacker	Alexander D. McIntyre	Paul Schulz	Mark R. Vahlsing
John D. Butz	Mark W. Haddad	Marcel J. M. Meijs	Douglas Schulze	Bryon D. Vana
Duncan E. Campbell	A. Kim Haws	Mark C. Meyers	Randy Schwartz	David B. Vebaun
Barry P. Carroll	Jennifer Heft	Scott G. Miller	Mark W. Schwieterman	Bradley S. Vidro
Victoria W. Charlesworth	Gordon W. Heitke	Matshediso Moses Moadira	Ronald D. Scott	Patricia A. Vinchesi
Courtney W. Christensen	Dennis T. Henderson	Paul J. Moderacki	Douglas A. Selby	Douglas C. Walker
R. Leon Churchill Jr.	H. W. Herron Jr.	Clarence C. Monday	Edward J. Sheehy	Craig R. Ward
David A. Clark	Rick J. Hester	George E. Moon	Susan E. Sherman	David L. Watson
Craig M. Coffey	Robert C. Hillard	Andrew A. Morris	Mark S. Sievert	Monika A. Weierbach
William B. Cook	George R. Hoffman	Stephen P. Mountain	Katy Simon	Roderick L. Wensing
Jerry W. Cooper	Daniel C. Holler	Laurie Anderson Moyer	Kermit W. Skinner Jr.	Curtis C. Wenson
Karen J. Cumbo	Lyman E. Howard	Jeffrey I. Naftal	Richard C. Slingerland Jr.	Wendy Williams
James B. Currier	James R. Howell Jr.	Rick Naimark	Joseph Slocum	Ryan L. Wood
John H. Danielson	David A. Hulseberg	Manuel G. Ortiz	R. Scott Smith	Dianna S. Wright
John H. Davis	Nancy L. Huston	Roy H. Otto	William E. Smith Jr.	



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

Algonquin, Illinois
Bernalillo County, New Mexico
Grafton, Wisconsin
Johnson City, Tennessee

Loudoun County, Virginia
Sahuarita, Arizona
San Clemente, California
Smyrna, Georgia

Certificate of Distinction Recipients

Bettendorf, Iowa
Bloomington, Illinois
Marin County, California

New Orleans, Louisiana
North Hempstead, New York
Purcellville, Virginia

Suwanee, Georgia
Wichita, Kansas

Certificate of Excellence Recipients

Austin, Texas
Bayside, Wisconsin
Bellevue, Washington
Clayton, Missouri
Coral Springs, Florida
Decatur, Georgia
Durham, North Carolina
Fairfax County, Virginia
Fort Collins, Colorado

Kansas City, Missouri
Loveland, Ohio
Mesa, Arizona
Miami-Dade County, Florida
Montgomery County, Maryland
Oklahoma City, Oklahoma
Olathe, Kansas
Peoria, Arizona
Phoenix, Arizona

Poudre Fire Authority, Colorado
Rock Hill, South Carolina
San Antonio, Texas
San Francisco, California
San Jose, California
Scottsdale, Arizona
Tacoma, Washington
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.