

2010 ICMA AWARDS

Celebrating the Difference

Professional Local Government Management Makes





2010 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. For a complete list of these awards, their descriptions, eligibility criteria, and application dates, as well as access to all previous award booklets since 2001, visit icma.org/memberrecognition.

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

The Annual Awards recognize individual achievement as well as outstanding local government programs. The winners' full submissions, as well as a list of all annual award nominees, can be found online at icma.org.

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.

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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 96th ICMA Annual Conference:

Michael S. Blau, village administrator, Tarrytown, New York

Barry P. Carroll, chief administrative officer, District of Guysborough, Nova Scotia, Canada

Pamela Caskie, executive director, Northwest Colorado Council of Governments, Silverthorne, Colorado

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

Maria G. Lara, assistant to the city manager, Pleasanton, California

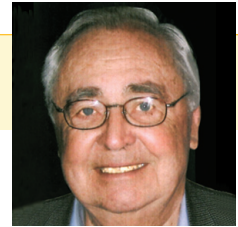
Lauren Palmer (vice-chair), assistant city manager, Manhattan, Kansas

Susan Thorpe, deputy city manager, Peoria, Arizona

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.

Stan E. Kennedy



More than 30 years ago, Stan Kennedy worked with a small group of suburban Chicago city managers to form the groundbreaking “Morrison Group.” The Morrison Group met monthly with Dr. David Morrison, a psychiatrist who assists executives in the private and public sector with work/life balance issues. Today the group continues to provide immeasurable support and training for city managers as they confront challenges in their public and personal lives.

Throughout his career, Mr. Kennedy regularly reached out to colleagues who faced difficulties at work or at home. His warm friendship, sense of humor, willingness to listen, and honest advice and

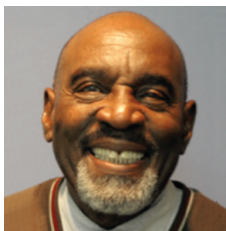
counsel were well received in what is often a lonely time for a city manager.

Mr. Kennedy’s concern for his fellow managers extended to his “family” of assistants, the young people whom he mentored, developed, and prepared for the rigors of management. He has also been an unwavering advocate for the advancement of women and minorities in the city management profession.

His commitment to professionals operating in smaller communities led directly to the creation of the “Small Communities” session track at the ICMA Annual Conference. And as one of the first leaders to openly acknowledge the pressures that the profession

places on one’s family and self, Mr. Kennedy promoted more training and development sessions that would help professionals deal with the rigors of the job and preserve a healthy family life. These “healthy” sessions that have become an integral part of state and annual conferences.

Since his retirement, Mr. Kennedy has continued to preach the importance of ethical, professional management and provide support for managers in transition.



Sylvester Murray

In addition to his long-standing career in local government, Sylvester Murray has made invaluable contributions to the profession through mentoring and teaching.

Mr. Murray has directly mentored 26 people in the public administration profession. He also has contributed to the development of countless individuals by devoting a significant portion of his time teaching at four different universities: University of Cincinnati, Ohio (1982–85); Franklin University, Ohio (1988–90); Cleveland State University, Ohio (1990–2008); and Savannah State University, Georgia (2008–present).

The first minority president of ICMA (1983–84), Mr. Murray also has served

as president of the American Society for Public Administration (ASPA). In addition, he has been on the board of directors for the Conference of Minority Public Administrators, Lincoln Institute of Land Policy, National Academy of Public Administration (NAPA), National Association of Schools of Public Affairs, National Civic League, National Forum for Black Public Administrators (NFBPA), Northeast Midwest Institute, and Public Technology Institute. He has received National Public Service Awards from NAPA and ASPA and from NFBPA, as well as a STAATS Lifetime Achievement Award from ASPA.

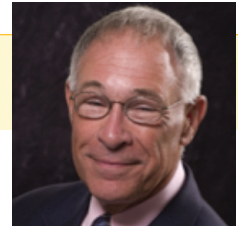
Mr. Murray’s contributions extend to areas outside of the United States. He currently serves as chair of the African Diaspora Governance Group of the World Bank and of the Africa Working

Group of NAPA. In addition, he has chaired the Consortium for International Management, Policy, and Development conferences in Ethiopia, Ghana, Senegal, and Uganda.

Governments throughout the United States and abroad have benefited from Mr. Murray’s expertise in public administration, as have his students and those he has mentored.



DISTINGUISHED SERVICE AWARD



Frank Ollendorff

Frank Ollendorff was a pioneer in actively promoting and working for true diversity in the local government management profession. In the 1970s, along with Sylvester Murray, Mr. Ollendorff cochaired the ICMA Affirmative Action Committee, which developed ICMA's first affirmative action plan with annual goals. He also chaired the Missouri Minority and Women Placement Committee, which promoted diversity through mentoring and education, obtaining excellent results for women in the profession.

Mr. Ollendorff was a member of the African-American city management group, which successfully advocated for ICMA funding for initiatives to promote

women and minorities in the profession. He strongly supported the Hispanic Network for many years, and served one year as the ICMA board liaison to the network.

Throughout his career, Mr. Ollendorff was a leader who truly "walked the talk" of fostering diversity. As city manager in University City, Missouri, he created model programs for diversity and community engagement, enforcing workplace rules pertaining to equal opportunity. He hired women and minorities into key positions as interns, assistant city managers, department heads, and other management positions and mentored them to help them grow and suc-

ceed in the local government management profession.

In 1996 Mr. Ollendorff received the Jay T. Bell Professional Management Award, the highest possible award in the Missouri City Management Association. Given annually to one manager who best demonstrates the ideals of exceptional professional management, the award was presented to Mr. Ollendorff for his leadership and proven ability to create a trusting and harmonious environment within the highly diverse community of University City.

AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE



James K. Spore | City Manager, Virginia Beach, Virginia

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

When James Spore became city manager of Virginia Beach in 1991, the city had the state's largest population but no identity or vision. It also had no independent water system, no downtown, and a severely eroded beach.

In Mr. Spore's first year in Virginia Beach, the council adopted a coherent vision and set in motion its first strategic plan. Since then, it has held an annual goal-setting retreat, which has greatly helped the city's long-term strategic planning.

Under Mr. Spore's leadership, Virginia Beach developed its own water source; it used tax increment financing to develop a downtown that features a convention center, a world-class performing arts center, office towers, apartments, restaurants, and shops; and it secured federal funding and agreements from residents to pay the taxes needed to restore the beach.

While his conservative temperament is reflected in the city's finances—Virginia Beach enjoys an AAA bond rating and the lowest property tax rate among major cities in the region—Mr. Spore will take short-term risks to realize long-term rewards. In 1994, when a local developer lost 1,200 acres to bankruptcy, Mr. Spore convinced the city to grab the land despite the \$9.5 million price tag. He then forged partnerships with the private sector, nonprofit groups, and other

public entities to develop Princess Anne Commons, a 1,200-acre educational/athletic/medical complex, and the land's value has skyrocketed.

Perhaps his greatest accomplishment came when the federal base closure commission threatened to close the city's largest employer, Naval Air Station Oceana, unless it halted new construction around the base and rolled back existing encroachment. With help from other leaders, Mr. Spore found a creative solution in which, among other things, the city and state would spend \$15 million a year to buy property around Oceana from voluntary sellers and would restrict development rights on other properties. To date, Oceana remains a bedrock of the city's economy.

AWARD FOR CAREER DEVELOPMENT IN MEMORY OF L. P. COOKINGHAM



Eric A. Anderson | City Manager, Tacoma, Washington

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.

A former intern himself, Eric Anderson has always valued the internship experience. As a city manager, he developed formal two-year internship programs in Des Moines, Iowa, and Tacoma, Washington, to provide interns with opportunities that would typically be out of reach and push them to develop the skills necessary to become successful managers in the future. To date, he has mentored 19 postgraduate students through these programs.

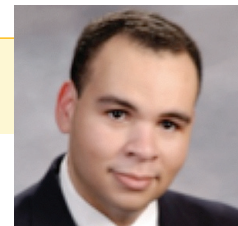
“Mr. Anderson allowed me to sit in when many other managers would have kept the intern out of the most sensitive sessions,” says Mike Matthes, a former intern and now assistant city manager. “He pushed you out of your comfort zone and created a safe place to fail.”

When asked about Mr. Anderson’s management philosophy, former and current employees consistently cited his vigilant adherence to guiding values. All hoped to emulate his commitment to integrity, respect, teamwork, accountability, and public service in their own careers.

Mark Rothert, a former intern and management assistant in Des Moines, attributes much of his philosophy to Mr. Anderson: “First, hire good people who are coachable, eager to learn, want to do good, and will work well on a team.

Second, mentor these people, give them the knowledge, tools, and responsibility necessary to succeed; give them an opportunity to fail, because failure is not a bad thing but rather another learning experience. Third, instill the value to continually learn so that interns continue to improve when you or they move on. Our careers are a process of life-long learning.... Last, encourage interns to pass on the knowledge to future generations when ready.”

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD IN MEMORY OF BUFORD M. WATSON JR.



Douglas J. Hewett | Assistant City Manager, Fayetteville, North Carolina

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.

Douglas Hewett joined the city of Fayetteville in 2004 as senior executive for Strategic Initiatives. Promoted to management services director in 2006, he was primarily responsible for supporting the initiatives of the city manager and city council. Just one year later he was named assistant city manager.

During the past two years, Fayetteville has undergone organizational changes that have posed significant challenges

for upper management, yet Mr. Hewett has never hesitated to assume additional responsibilities. He was instrumental in recognizing the advantages of combining the building inspections, planning, zoning and code enforcement departments under one umbrella to provide a one-stop center for development services. He worked diligently to establish the new position of development services director and to recruit a qualified candidate to lead those combined functions during the critical time of reorganization and transition.

In 2008, Mr. Hewett oversaw the design and implementation of Fayetteville’s curbside recycling initiative, which exceeded all expectations for collection and participation goals in its first year. The department also

received the 2009 Siemens Sustainable Community Award in the mid-size community category for its comprehensive recycling program.

Mr. Hewett consistently brings a unique perspective to every discussion and project in which he takes part. He is a team player who participates actively and willingly in areas both within and outside of his assigned realm of responsibility.

To Dale Iman, Fayetteville’s city manager, Mr. Hewett is “a rare individual who employees migrate to when they reach a dead end on a project, need advice on a politically sensitive issue, or just an ear to listen. Equally important to me is that Mr. Hewett has a way of keeping me grounded and focused on the big picture.”



Marvin K. Hoffman | Professor, Appalachian State University

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

Since 1990, Marvin Hoffman has directed the MPA program at Appalachian State University (ASU) in Boone, North Carolina, a university known for its city/county management program. Graduates include local government managers and assistant managers, planning directors, code enforcement officers, emergency management directors, budget analysts, and personnel directors.

Dr. Hoffman was instrumental in raising funds to permanently endow nine

scholarships for students pursuing careers in local government management. He also obtained \$764,348 in grant funding to support a unique partnership between ASU and the University of North Carolina at Chapel Hill School of Government. Designed to bring professional management to small communities that cannot afford to hire professional managers, this program will train two MPA students from each school to spend two years as grant writers and management analysts in some of North Carolina's poorest communities.

Between stints as a professor at ASU, Dr. Hoffman has served in various local government management positions, including town manager of Boone and county manager of Chatham, North Carolina.

He has advised several European universities on public administration curricu-

lum development and has pursued cooperative international ventures between ASU and universities in Poland, Macedonia, and Serbia. He recruited, selected, and secured funding for 15 international students to earn an MPA at ASU; so far, 11 graduates have returned to their native countries to work in local government. In fall 2007, Dr. Hoffman was a Fulbright Scholar at the Center for the Studies of the United States at the Faculty of Political Sciences of the University of Belgrade.

Nearly 300 students have earned an MPA at ASU, most of whom were under Dr. Hoffman's supervision. In 2004, ASU's Graduate School Association of Students presented him with their Outstanding Mentor Award. His professionalism and outstanding commitment to students are only two of many qualities for which he has been honored.

Cornelius, Oregon | David R. Waffle, city manager

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

Cornelius faced a range of problems, including health and safety issues, accessibility barriers to residents with mobility challenges, and city operations that were minimally bilingual and not fully accessible to the Latino population.

In March 2006, faculty and trainees of the Leadership for Neurodevelopmental and Related Disabilities (LEND) program at Oregon Health and Sciences University brought together families with

children with disabilities, the new city manager and planning director, and local service agencies in a community engagement process. After hearing from the families, city representatives formed the Cornelius Committee: A Vision for an Accessible Community/Comité de Cornelius: Una Visión para una Comunidad Accesible. Results to date include

- A video about mobility and infrastructure challenges in the city
- Significant improvements to the city's streets and sidewalks
- A master plan for parks with an Americans with Disabilities Act transition plan
- Expansion of the Day of the Child Celebration/Celebración del Día del Niño, making those with disabilities feel more welcome



"Different Abilities—Equal Rights," the theme of the 2008 Celebración del Día del Niño

- An outline resource book for families with children with disabilities that is also available in hard copy.

Lessons Learned

- Engaged families are valuable partners in city improvement efforts.
- Inclusion means opportunity, not burdens.

Wake County, North Carolina | David C. Cooke, county manager

Emergency medical service (EMS) calls are often made by chronically sick persons, who usually seek treatment and transport once their conditions have deteriorated into full-blown medical crises. The EMS also responds regularly to substance abuse patients and persons in mental health crises—but only to bring them to the hospital for evaluation; patients are often discharged only to require EMS intervention again within hours.

For Wake County, a shortage of well-experienced paramedics, coupled with the need for rapid assessment, intervention decisions, and myriad time-sensitive paramedic-level procedures, often under difficult circumstances, made it a challenge to adequately staff ambulances. To address these issues, the county gave 19 paramedics the opportunity to enter a competitive eight-week academy. Coordinated and operated by two full-

time administrative EMS chief officers, the academy employs about 30 guest instructors at minimal cost.

Now, using 14 full-time field advanced practice paramedic (APP) units divided into two daily shifts, the county has reduced the need for frequent and repetitive ambulance response to target populations. In addition, its APP units regularly assist ambulance crews on critical-level calls and have increased the number of home visits to high-risk populations. By making EMS provision more cost-efficient and improving service delivery, this service has made objective improvements in the wellness of its customers.

Lessons Learned

- APPs are a relatively small, yet highly specialized pool of employees, so planning for vacation requests, sick



Using APPs to expand and improve EMS delivery

days, fill-in staffing, and other functions requires careful consideration.

- Developing and maintaining inter-agency working relationships are vitally important.

Central City, Nebraska | Christopher Anderson, city administrator

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

In the mid-2000s, Central City had identified a number of seemingly unrelated issues for improvement in the community:

- New residential construction was at a virtual standstill, and the existing housing stock was rapidly aging.
- A trailer park was severely degraded and down to about one-third occupancy; an adjacent property was overgrown with vegetation; and an abandoned pit of water was creating a hazard.
- The introduction of soccer leagues had led to a demand for soccer fields.

- The city's fifty-year-old swimming pool was reaching the end of its useful life.
- Additional open space was needed for recreation and walking areas.

A wide range of community residents and organizations came together to develop a proposal. As it became apparent that all five issues shared a symbiotic relationship, their proposal evolved into the South Recreation Project.

Open public meetings were held to determine what features were desired. Anyone who wished to be involved could present and revise suggestions. School students of various ages provided input on the design, particularly for the swimming pool. The result was the South Recreation Complex, which includes a trailer park, new lake, aquatic center, soccer facilities, residential subdivision, and hiking/biking trail.



The new swimming pool at the South Recreation Complex

Lessons Learned

- Resolving financial issues in advance makes it easier to manage a project and establish buy-in.
- Community involvement provides a wider range of ideas.
- Construction activities can take longer than anticipated.

Needham, Massachusetts | Kate P. Fitzpatrick, town manager, and Christopher T. Coleman, assistant town manager

A common complaint among Needham's citizens was speeding cars on local roads. But the Traffic Management Advisory Committee (TMAC), comprising members of the engineering and police departments, the town manager's office, and the general public, learned that signs that show the speed limit or read "Slow" or "Slow Children" are ineffective; that the proliferation of signs detracts from the town's appearance; and that educational efforts urging patience, courtesy, and attention to road conditions and usage are inadequate.

At the 2007 ICMA Annual Conference, Daniel Pink challenged local government managers to evaluate signage with a critical eye. According to Pink, research reveals that people are more satisfied, less frustrated, and

more willing to comply with "empathetic signs"—those that show concern for the public or trigger their empathy.

Shortly after, Needham's town manager met with eighth-graders as part of a civics curriculum. After explaining the concept of emotionally intelligent signage, she asked them to create signs to get drivers to slow down. Students created over 100 imaginative posters, which were made into 18 × 24-inch signs costing \$41. About 15 signs were installed, primarily in school zones. One sign shows blazing red and orange flames and the slogan "Where's the Fire? Slow Down!" Signs are also available to residents upon request and are rotated among neighborhoods to prevent long-standing signs from becoming "invisible."



Eye-catching, intelligent signage slowing traffic in Needham

Emotional intelligence is now a key consideration for town employees in their daily work!

Lessons Learned

- Kids have great ideas.
- Unusual signs attract the attention of motorists.

Sugar Land, Texas | Allen Bogard, city manager

To meet the community's educational needs, the University of Houston (UH) spent five years planning and constructing a new campus at Sugar Land. The state of Texas donated 248 acres for the university and 428 adjoining acres of parkland for the city, which committed \$3.5 million toward the construction of the \$11 million, 57,000-square-foot building and joined the university in an aggressive campaign to attract additional funding from private donations and foundation grants

The collaboration marked the first time in Texas history that the state legislature donated land to another jurisdiction. It was also the first time a municipality helped to fund a state project, demonstrating the city's commitment to education and workforce development.

The new facility contains general classrooms, a multimedia center, library

resource center, four interactive television rooms, and a community education room for public use. Upon opening in 2002, the campus enrolled 2,300 students and offered 34 graduate and junior- and senior-level undergraduate programs.

In 2005, the city and UH extended their partnership to build a second facility that would offer space to Wharton County Junior College (WCJC) and thus create a full undergraduate curriculum. The city committed another \$3.5 million toward construction and fundraising; in turn, UH leased an adjacent 52 acres to the city for parkland that would include a park and recreation center for the college and the general public.

The new WCJC building is a 145,000-square-foot facility containing 44 classrooms, a performance hall, five computer labs, nine science laboratories, a nursing skills laboratory, and



The University of Houston at Sugar Land

a two-level, 150-seat auditorium and large multipurpose room. It had 2,100 enrollees in its spring 2009 semester, and UH anticipates a 5 percent enrollment growth annually.

Lessons Learned

- Partnering increases the likelihood of success.
- Citizens embrace partnerships.

Bayside, Wisconsin | Andrew K. Pederson, village manager

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

Among several core “green” initiatives that the village of Bayside has implemented, two stand out.

First, to reduce its facility energy consumption, Bayside enrolled in the U.S. Environmental Protection Agency’s Energy Star for Local Government Program; installed an energy-efficient HVAC system in the village hall/police department facility, efficient lighting in public works maintenance facilities, and motion sensor and zone lighting in common and large areas; relocated and adjusted thermostats to reflect building usage patterns; and conducted an audit to identify other conservation measures. By 2009, overall energy

consumption was down by 23 percent, and overall utility costs by 21 percent.

Second, to deliver quality services cost-effectively, Bayside implemented comprehensive collection efficiency measurement. Finding that the number of hours that the public works crews spent annually collecting garbage, recycling, and yard waste left them little time for maintaining village-owned vehicles, machinery, and roadways, the village reprioritized the department’s work allocations, modified its collections schedule, adopted a more demand-based service, and set collections benchmarks. The result was a 30 percent reduction in hours spent on collections and a savings of almost \$97,000.

Now crews have more time for infrastructure maintenance and building and equipment upkeep, and the village has cut nearly 5 percent of its general fund budget without affecting service levels.



Fully automated garbage and recycling collection improves efficiency and saves money

Lessons Learned

- Measurement and accountability can produce significant enhancements without any loss in service.
- Several small changes can make a very large impact.
- Implementation and results may not occur quickly, so patience and resolve are vital.

Hickory, North Carolina | Mick Berry, city manager, and Andrea Surratt, assistant city manager

Between 2000 and 2009, a steep decline in manufacturing left over 3 million square feet of vacant space in commercial buildings within Hickory’s metro area, especially along the city’s two rail corridors.

To address this blight, a council member suggested using an existing list of more than 190 vacant or underused commercial properties and researching the properties for their redevelopment potential. Thus began Operation No Vacancy.

A committee was formed to enhance the vacant building inventory tool, designate a commercial revitalization area, unify existing redevelopment programs, create and review applications for a vacant building revitalization grant program, and reach out to community stakeholders.

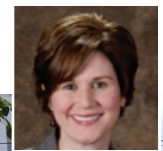
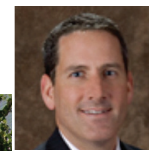
The grant program offers matching funds of up to \$25,000 for projects that

renovate vacant or underused buildings in the designated area, especially brown-field sites. Since the program’s inception, nine grants have been approved, leveraging about \$847,064 in private investment.

Operation No Vacancy is revitalizing Hickory’s distressed commercial and industrial areas by using existing infrastructure, rejuvenating old industrial and rail corridors, increasing property values, and improving community aesthetics.

Lessons Learned

- A streamlined process makes it easier to market vacant commercial and industrial buildings.
- Grant programs encourage renovation of and relocation in vacant and underused buildings.



Before



After

Redevelopment under Operation No Vacancy

Heerhugowaard, Netherlands | Joost G. den Hertog, city manager

With more than 3,000 houses and a broad range of facilities, City of the Sun (*Stad van de Zon*) occupies 304 acres on the south side of Heerhugowaard (30 miles from Amsterdam), surrounded by a spacious 420-acre recreational area.

Until 1629, seawater had free rein in Heerhugowaard. Vegetated sandbanks dominated the landscape. Then the land was reclaimed, and it became an agricultural area.

Development of City of the Sun began in 2002 as new houses and amenities were integrated with existing farmhouses on one of the country's oldest and most picturesque roads. An island was raised, water channels were excavated, higher areas were created in the new wooded region; and a large embankment was constructed with soil that came from digging out the lake.

Many residential roads are traffic free, developed with extra greenery, special paving, and play areas; cars are kept in special areas, in underground car parks, or behind houses. Solar panels create a CO₂-neutral neighborhood, homes are energy-efficient (ISO++), and three wind turbines in the recreational area together produce almost 7 MW of renewable energy.

The development has schools, shops, a café and a restaurant, a medical center, a drugstore, and a community center. There are 99 acres of woods with walking, skating, and mountain biking paths; open spaces for events; sunbathing and picnicking areas; 185 acres of water for boating and swimming; and a real sand beach.

With City of the Sun, Heerhugowaard has shown that sustainable cities are possible goals for future generations.



Lessons Learned

- Plans must be solid enough to survive financial fluctuations and subsidy setbacks.
- Renewable energy goals must be distinct from the measurements by which they are achieved.
- Partners must be prepared for a long-term commitment.

Mission, Kansas | Mike J. Scanlon, city administrator

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

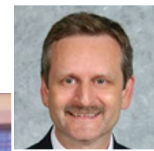
After enjoying enormous growth during the 1960s and 1970s, Mission, a first-ring suburb of Kansas City, Missouri, now has little to no vacant ground available for generating critical new investment in the 21st century. Many residential and commercial buildings are lacking in modern-day amenities; single-story buildings predominate; and large surface parking lots consume valuable acreage. Other challenges include flooding, storm-water drainage, and aging infrastructure.

Over a half dozen planning studies have concluded that Mission needs (1) higher-density housing options (e.g., town homes and condominiums); (2) multistory

commercial opportunities developed in harmony with green space; (3) expanded transportation options, and (4) more transit- and pedestrian-oriented development.

These findings, together with input from staff, the city council, and residents and with the requisite adopting ordinances and policies, led to the Mission Vision redevelopment plan. This plan goes beyond land use questions, tackling issues of sustainability, smart growth, and the financing of future redevelopment.

Some early successes include three new infill developments: two are focused primarily on businesses/commercial redevelopment and reinvestment; the third provides an alternate transportation route while simultaneously helping the city to achieve storm-water best management practices. Each project supports the policies and goals set forth in the Mission Vision document.



Gateway Project, a future \$280,000,000 mixed-use redevelopment project in Mission

Lessons Learned

- Incorporating all relevant studies and policies into one document makes the redevelopment process easier.
- A redevelopment plan is as important as a comprehensive plan.

*Decatur, Georgia | Peggy Merriss, city manager;
Andrea T. Arnold, assistant city manager; and
Meredith M. Roark, assistant to the city manager*

In Decatur's new budget process, department heads develop a city budget that promotes the city's vision while adhering to the city's fiscal constraints. At the regular budget review meeting, each head describes the past year's accomplishments, presents his or her department's proposed budget, and explains how its budget and work plan support the city's vision. The department heads make any needed cuts and then present the budget to the city manager. The manager can still modify this budget document, but any adjustments can now be more strategic.

The budget document incorporates "budget narratives" so that each department can tell its "story," explain how expenditure requests were determined,

and show how they address the larger goals of the organization.

With this new collaborative process, department heads have a deeper knowledge of the operations of other departments, a greater appreciation for how each department strives to achieve the city's vision, and a clearer understanding of how they work together to accomplish that goal. This means increased cooperation, less duplication of effort, and even some unforeseen revenue enhancement opportunities. Rather than focusing on winning as much as they can for their departments, city staff now think collectively about the most efficient way to provide the highest level of service for the least possible cost.



A collaborative budget process supports the vision of Decatur

Lessons Learned

- A collaborative budget process empowers managers to work together for the good of the organization and citizens they serve.
- A narrative helps the city commission understand the numbers.

*Schaumburg, Illinois | Ken J. Fritz, village manager, and
Paula Hewson, senior assistant to the village manager*

To improve the leadership capability of all village staff and develop a pool of high-potential employees, Schaumburg's chief administrative officer selected a team to create a talent management plan (TMP). Using the best research available, the team identified five elements as part of the plan and established specific tasks, tools, courses, and deadlines for each:

1. Attract the right talent with the right competencies for the job
2. Engage talent you already have with innovation and challenges
3. Build talent through assessment and development
4. Promote talent by giving the best performers the biggest opportunities
5. Retain talent by recognizing performance and contribution to the vision.

Two tasks were identified early on as critical to success. First, the TMP needed a competency model to serve as its foundation and provide a common language linking the five elements together. For this purpose, the village selected the 67 research-based competencies developed by Lominger International.

Second, the village needed to convene top performers to create "success profiles" for each of the four main levels of employment: individual contributor, professional, supervisor/manager, and executive. After discussing the strategic purpose of the position, key deliverables, barriers to success, and expected changes in the village over the next decade, participants produced a list of 15 competencies that distinguish "star performers" from average or poor ones. Job-specific success



Identifying, building, and retaining star performers in Schaumburg

profiles are currently being developed for every position in the village for use in hiring, 360-degree feedback assessments, development, and succession planning.

Lessons Learned

- Talent management becomes even more important during tight economic times.
- Be flexible and be patient.

CELEBRATION OF SERVICE

2010 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. For a complete list of 2010 Service Award recipients, visit icma.org/serviceawards.

55 Years



John Weichsel, town manager of Southington, Connecticut, began his local government career in 1955.

He served communities in Michigan and New York before coming to his current position in 1966. He was the first nonelected chief administrative officer to become president of the Connecticut Conference of Municipalities.

He says, "It is surreal to be listed as having 55 years' experience in the council-manager profession. When I entered the Fels Institute of Government at the University of Pennsylvania, it certainly was not in my mind that I might achieve such longevity.... Successful management requires teamwork. The councilpersons, department heads, secretaries, and others that have helped me along the way are a very long list and they are greatly appreciated."

45 Years



John P. Applegate, city manager of Union, Ohio, began his local government career in 1965.

He worked in maintenance operations and served as superintendent of water and wastewater before he was hired for his current position in 1982.



Robert J. Ball, general manager of Hornsby Shire Council in New South Wales, Australia, began his local government career in 1964.

He served the communities of

Rockdale and Waverley before he was hired for his current position in 1992.



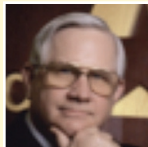
Donald J. Borut, executive director of the National League of Cities, began his local government career in 1964.

He worked in Ann Arbor, Michigan, and at ICMA before he was hired for his current position in 1990.



Richard A. Jentsch, assistant city manager and airport director of Page, Arizona, began his local government career in 1957.

He served communities in Wyoming, Utah, Oregon, Ohio, and Indiana before he was hired by the city of Page in 1989. He received the 2005 Arizona Airport of the Year award from the aeronautics division of the Arizona Department of Transportation.



Thomas Muehlenbeck, city manager of Plano, Texas, began his local government career in 1965.

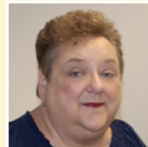
He served communities in Georgia, Kansas, Texas, and Virginia before he was hired for his current position in 1987. He is a 2009 National Academy of Public Administration Fellow.



Donald E. Taylor, city manager of Schertz, Texas, began his local government career in 1962.

He served communities in Oklahoma and Texas before he was hired for his

current position in 2005. He recently received a lifetime achievement award from the Texas City Management Association.



Judith A. Vicchio, assistant township manager of Upper Merion, Pennsylvania, began her local government career in Upper Merion in 1965.

She worked her way up through the ranks and was hired for her current position in 1998.

40 Years

Rodney W. Avery, city manager, Boise City, Oklahoma

Charles G. Blosten, director of public services & community development, Littleton, Colorado

Michael F. Brown, county executive officer, Santa Barbara County, California

Michael DiTullio, district manager, Fort Collins-Loveland Water District, Colorado

Daniel J. Donahue, city administrator, Corcoran, Minnesota

Bruce A. Dorbian, borough manager, Marcus Hook, Pennsylvania
Kenneth C. Frank, city manager, Laguna Beach, California

Charles B. Graham, city manager, Frankenmuth, Michigan

Robert W. Healy, city manager, Cambridge, Massachusetts

Lance A. Hedquist, city administrator, South Sioux City, Nebraska

Peter J. Herlofsky Jr., city administrator, Farmington, Minnesota

William A. Huston, city manager, Tustin, California

Sue Knight, administrative assistant, Troy, Ohio

Stevan E. Kvenvold, city adminis-

trator, Rochester, Minnesota

Kim D. Leinbach, city manager, Temple Terrace, Florida

Kenneth W. Parker, city manager, Port Orange, Florida

Gary F. Pokorny, city manager, Walnut Creek, California

William R. Ross, town manager, Mansfield, Massachusetts

Gerald E. Schapiro, assistant city manager, Rock Hill, South Carolina

William D. Sleeper, county administrator, Pittsylvania County, VA

David L. Smith, chief executive, Society of Local Government Managers, New Zealand

James C. Smith, city manager, Washington, North Carolina

James K. Spore, city manager, Virginia Beach, Virginia

Terrance Stewart, interim town manager, Fort Myers Beach, Florida

George R. Sylvestre, town manager/director of administrative services, Stonington, Connecticut

Linda L. Witko, assistant city manager, Casper, Wyoming

35 Years

Stephen A. Alfred

Michael S. Allison

Ronald C. Anderson Jr.

Edward A. Barrett

Robert J. Bartolotta

Allan R. Bawden

Paul G. Beecher

Rodger L. Bennett

L. Chriswell Bickley Jr.

Brian J. Bowling

Vicky Boyington

James A. Briggs

Gary R. Brown

Glenn D. Brown
Michael B. Brown
Richard M. Brown
Clarence H. Bryant
Julie E. Burch
John E. Carter
W. Douglas Caskey
Clayton W. Chandler
Sterling B. Cheatham
Rickey Childers
Douglas S. Cleland
Michael S. Copp
David A. Crawford
David G. Cressman
McDuffie Cummings
Douglas G. Detling
J. Michael Dornan
Fredrick E. Enderle
Timothy F. Ernster
Gary S. Esplin
Charles Faranda
John R. Flint
David L. Foglesong
Edward A. Geick
Carol E. Giovanatto
Maxwell N. Glyde
James Grassman
Anthony H. Griffin
Joseph M. Gryniewicz Jr.
Jay A. Gsell
Jack Hadge
Dennis M. Hays
Dale E. Helling
Mark R. Henne
David D. Hicks
Richard P. Holmer
Steve Howerton
Michael W. Huggins
Garry G. Hunt
Joyce Hunt
Greg Ingham
James W. Keinath
Steven H. Kendall
Ronald R. Kimble
John G. Kines Jr.
Gary F. Klaphake
Gregory D. Korduner
Harvey Krauss
Gary T. Kubic
Rick W. Kuckkahn
Steven A. Kueny
Thomas R. Lebak
Ronald Lee
Douglas K. Leslie
Huey P. Long
Robert Louiseau

John C. Lovell Jr.
Curtis H. Lunt
John A. MacLean
Dale J. Majerczyk
Mac D. Manning Jr.
Joel R. Mashburn
Vicki G. Mayes
T. Michael McDowell
Ronald W. McLemore
Rene L. Mendez
Carl M. Metzger
J. Scott Miller
Robert H. Moncur
Frederick Nutt
Gary O'Connell
Kevin O'Donnell
Howard D. Partington
Joe Patterson
Donald F. Pauley
Donald E. Penman
Richard J. Ramirez
Stephen W. Raper
Robert J. Regus
Randall Reid
Valerie L. Salmons
Mark W. Sather
Patrick C. Scheidel
Timothy W. Schuenke
Stephen L. Sechriest
Reid Silverboard
Cory L. Smith
Stephen J. Sobers
Lewis J. Steinbrecher
Stephen C. Sultzaberger
Hugh L. Thomas
Frank Turner
Carlos A. Urrutia
Mary L. Watt
G. Craig Weinaug
Robert Wherry
Ronald R. Wood
Thomas J. Wood
Alan J. Young
Gregory E. Young

30 Years

Greg Alexander
J. Russell Allen
Glenn D. Anderson
Stephen L. Anderson
Greg M. Applegate
Mark F. Arbuthnot
Douglas C. Arndt
Louis J. Baltz III

Allen L. Barnes
Perry E. Beck Jr.
John Bennett
Donald E. Berger
Jane A. Berry
Michael J. Bobinsky
Ronald C. Bowman
Paul C. Boyer Jr.
Pamela Brangaccio
George A. Brown
George S. Brown
Richard N. Burdine
John J. Burke
Raymond J. Burton
Stephen R. Casey
Larry D. Cheeves
David Edward Clyne
Barry A. Cook
Christopher J. Cotter
Paul J. Daminato
Charles O. Dobbins Jr.
Randy B. Dubord
John E. Duso
David Edgar
James R. Eldridge
David L. Ellison
John H. Eskilson
Stewart C. Fairburn
Bruce S. Feng
Ronald M. Ferris
Thomas J. Fountaine II
Matthew Fulton
Dan D. Galloway
Sam S. Gaston
Rita L. Geldert
Brian Gramentz
Sam K. Greenwood
Gino C. Grimaldi
Samuel E. Grove
Pall Gudgeirsson
John Howard Guldner
Peter Hames
Scott A. Hancock
Joel R. Hanson
Michael J. Hartman
David L. Harvey
Mir Aref Hassan
Allan J. Heindel
Patrick W. Hentges
Ralph Hester
W. Brian Hiatt
Henry J. Hill III
William A. Holtby
Evelyn Honea
Philip D. Honsey
C. Jack Horton

Edwin J. Hunzeker
James C. Hurm
Daniel G. Jaxel
Steven R. Jepsen
Steven A. Jones
Byron D. Jorgenson
Laurie Kadrich
Pamela Kavanaugh
Suzanne K. Kennedy
Robert R. Kiely Jr.
T. Robert Kindred
Joseph C. King
Cornell F. Knight
Jeffrey C. Kolin
Edward B. Koryzno Jr.
Debra Kurita
Phillip R. Lammers
William P. Lavin
Patrick J. Lawton
Robert Layman
Ronald LeBlanc
Paul A. Leonard
Phyllis C. Lieberman
Barbara W. Lipscomb
Susan M. Loftus
Rocco J. Longo
Sheila Lundt
Gary C. Mahannah
Anthony J. Marryatt
Dennis W. McDuffie
Jeffrey L. Miller
Mark W. Miller
Keith P. Montag
Michael Morrison
Anthony Mortillaro
Jeffrey L. Mueller
James H. Mullen
Edward J. Murphy Jr.
William A. Neron
Michael Nicoletti
Anthony W. Nowicki
Leo E. Ochs Jr.
Thomas P. O'Connor
Craig L. Pedro
Clayton Phillips
James S. Phillips
LeRoy Nate Pierce
John T. Pierpont
Harold J. Porr III
Richard R. Price
W. Alan Reddish
Harry J. Rudberg
John D. Shugart
Bryan C. Shuler
Judith J. Smith
Kenny L. Smith

Greg L. Sparks
Paul Stapleton
Mark C. Stevens
David C. Stuart
William F. Studer Jr.
Thomas A. Sullivan
Curtis W. Sutherland
Bonnie Svrcek
Earlene M. Teaster
Edwin J. Thorne
David R. Tooley
John C. Tracy
David W. Tyson
William F. Underwood II
Maryann I. Ustick
Donna S. VanderClock
Joseph L. Verruni
Paul J. Virgadamo Jr.
Jeannelle B. Wallace
David W. Warrington
William P. Whisnant
Bonilyn F. Wilbanks
Mark M. Williams
Michael Willis
Pamela Windsor
Chris A. Yonker
Nolan K. Young
Alan Zordan

25 Years

Charles R. Abernathy
Steven D. Adams
David Page Adamson
Scott A. Adkins
Randall D. Altimus
Dave R. Anderson
Clark E. Arneson
Kelly E. Arnold
John B. Bahorski
Geraldyn R. Barone
Edward Beasley
Warwick L. Bennett
Nancy L. Benroth
Willie Best
Mark T. Biernacki
Robert Ben Bifoss
Priscilla Jane Blanchard
Norton Bonaparte Jr.

David A. Bovee
Adam T. Brumbaugh
Joseph A. Calabrigo
Kenneth P. Collard
David Cook
David C. Cooke
William J. Cornwall
Mary M. Corriveau
Phillip W. Cortese
Charlotte D. Cotton
Stephen J. Cottrell
Bill Daily
Karen Daly
Mark G. Deven
Erdal Donmez
John R. Dowd
Michael J. Driscoll
Wendy B. DuBord
Rick Dudley
Michelle F. Dugan
Patricia Dwyer
Darnell Earley
Michael E. Embury
Richard B. Englehart
Ryan Scott Evans
Helene V. Fall
Darrell A. Fecho
Lee Feldman
Mark S. Fitzgerald
R. Michael Flaherty
Rodney D. Foster
Janice M. Fransen
Kevin D. Friend
Brenda G. Garton
Thomas C. Gates
James A. Genellie
Thomas P. Genovese
Thomas J. Ginter
Carol King Gonzales
Alfred W. Greene
Clinton P. Gridley
Larry D. Groth
Thomas B. Hadden III
John E. Haldeman
Terri E. Hale
Larry H. Hanson
Carl Harness
Donita M. Harper
James K. Hartmann
Kelly J. Hayworth

Jeffrey A. Hecksel
Joseph A. Helfenberger
Anne Louise Heron
Mark E. Hindman
Kent L. Hixson
Fred E. Hlava
Kurt D. Hodgen
David P. Hodgkins
Jon D. Hohenstein
Curtis L. Holt
Charles R. Horne
Jeffrey J. Howell
Brian P. Humphress
Paul G. Janssen Jr.
Eric R. Johnson
Michael W. Johnson
Ronald S. Johnson
Benjamin W. Jones
John M. Kalmar
Alan C. Kapanicas
William M. Keefer
Janet S. Keeter
William A. Kelly
J. Clay Killian
Jean E. Kitchen
Larry R. Kruse
Robert F. Laing
Keith R. Langdon
M. Thomas Lawell
Steven J. Leblanc
Debi L. Lee
Gerard Lewis
John Lobaito
Corbitt T. Loch
Allen L. Loomis Jr.
Stephen A. Lutz
Brian D. MacRae
William J. Malinen
Richard B. Manning
Mark A. McAnarney
Mark L. McDaniel
Dianne McWethy
Mark Meneray
Joseph A. Menicucci
Ellis E. Mitchell
Catherine A. Mitton
John M. Moosey
Neil Morgan
William J. Morton Jr.
Larry L. Nielsen

Mark R. Oefinger
Steven C. O'Malley
Jeffrey R. O'Neill
Terry B. Parker
Anthony T. Plante
Ricky L. Prill
Craig B. Prosser
Tony Ramos
Jeffrey E. Repp
Jose L. Reyna
David Ridpath
Danny Roberts
David J. Robertson
Susan E. Robertson
Denise M. Rose
Susan C. Schlerf
Robert J. Schrage
Gregory A. Seefeldt
Scott A. Shanley
Albert R. Sharp Jr.
Tom Simonson
Thomas C. Smith
Linda L. Snow
Joanne M. Spina
James R. Stahle
Robert F. Stalker II
J. David Strahl
Mary K. Swanson
Kathleen E. Tempesta
Steven E. Thomas
Lenore K. Toser-Aldaz
Bradley J. Townsend
Stephen A. Truman
Kenneth H. Tsuchiyama
Ann M. Turnquist
Sheila D. Vanderhoef
Bradley C. Vath
Joe Wade
Craig A. Waldron
Robert A. Walker
Jacqueline I. Wedding-Scott
John A. Wells
Martha L. White
Robert L. Whritenour
John Michael Wilkes
Michael B. Williams
Gregory S. Withers
Mark P. Withers
Ramon M. Young

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. For more information on the certificate program, visit icma.org/performance.

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

CERTIFICATE OF ACHIEVEMENT RECIPIENTS

Dublin, Ohio
Gardner, Kansas
Highland Park, Illinois
Maitland, Florida
Marin County, California
Pearland, Texas
Queen Creek, Arizona
Sammamish, Washington

CERTIFICATE OF DISTINCTION RECIPIENTS

Albany, Oregon
Arlington, Texas
Dallas, Texas
Decatur, Georgia
Deschutes County, Oregon
Eugene, Oregon
Fishers, Indiana
Howard, Wisconsin
Loveland, Ohio
Mecklenburg County, North Carolina
Ogdensburg, New York
Rock Hill, South Carolina
City and County of San Francisco, California
Shoreline, Washington
Suwanee, Georgia
Tacoma, Washington
Williamsburg, Virginia
Woodbury, Minnesota

CERTIFICATE OF EXCELLENCE RECIPIENTS

Austin, Texas
Bellevue, Washington
Cartersville, Georgia
Casper, Wyoming
Centralia, Illinois
Collinsville, Illinois
Coral Springs, Florida
Corvallis, Oregon
Fairfax County, Virginia
Fort Collins, Colorado
Long Beach, California
Mesa, Arizona
Miami-Dade County, Florida
Olathe, Kansas
Peoria, Arizona
Phoenix, Arizona
San José, California
Santa Barbara County, California
Sarasota County, Florida
Vancouver, Washington
Westminster, Colorado

Criteria for Certificate of Achievement:

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

Criteria for Certificate of Distinction:

- 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:

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

Help Spread the Word: Professional Local Government Matters



The ICMA Fund
for
Professional
Management

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

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

Grow the profession; give to the Fund.