

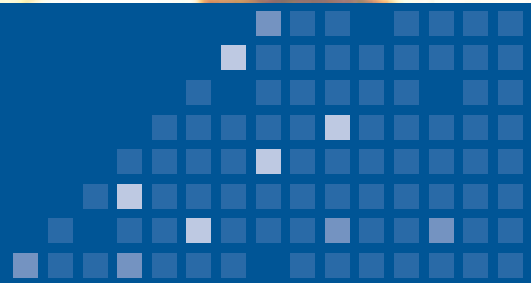


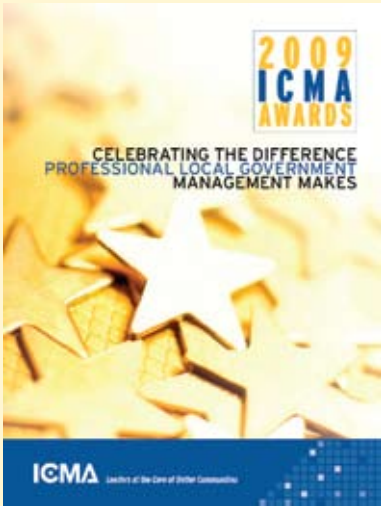
**CELEBRATING THE DIFFERENCE
PROFESSIONAL LOCAL GOVERNMENT
MANAGEMENT MAKES**



ICMA

Leaders at the Core of Better Communities





2009 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.

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.

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This awards booklet was developed by:

Kathleen Karas
Managing Editor

Amy Mayers
Writer

Will Kemp
Graphic Designer

Felicia Littky
Annual Awards Program Manager

Alison Miller Richards
Membership Programs Manager

Amanda Relyea
Service Awards Program Manager

Kira Hasbargen
Performance Measurement Analyst

A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 95th ICMA Annual Conference:

David M. Childs, assistant county manager, Washoe County, Nevada

Frank W. Clifton Jr., interim manager, Orange County, North Carolina

Cameron Davis, village administrator, Cary, Illinois

John Deardoff, city manager, Hutchinson, Kansas (2008-09 committee chair)

Maryann I. Ustick, assistant city manager-development, North Las Vegas, Nevada

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.

Under former City Manager Dennis Beach's leadership, the city of Fort Pierce, Florida, became the redevelopment success story of the New Urbanism. During Mr. Beach's tenure from March 1995 to October 2008, he spearheaded strategies and initiatives to enhance both public and private sector sustainability.

Fort Pierce had good basic elements—historical architecture and a downtown located on the water—on which to build. Mr. Beach guided the design of a \$29 million capital improvement program that upgraded the city's infrastructure, expanded its marina, and built a downtown library, police substation, and visitor's center. He then

led fundraising efforts that brought in another \$36 million for capital improvements, including street reconstruction, a marina park, storm water control, and golf course improvement.

The Fort Pierce Redevelopment Agency was expanded from 20 blocks to four square miles, resulting in new resources for capital improvements. The city implemented a storm water management utility producing in excess of \$2 million per year. And a promotional campaign to showcase the rebirth of Fort Pierce's historic downtown core brought millions of dollars in new private investment and media attention.

Today, the Fort Pierce Redevelopment Agency continues its strong capital

reinvestment in projects that enhance its beach, historic neighborhoods, and commercial districts. Fort Pierce's revitalization has made it a choice meeting location for organizations including the Florida League of Cities, Florida Main Street Program, Florida Redevelopment Agency, and Florida Planning Association.

And, perhaps in the greatest compliment to Dennis Beach's creative vision, other communities use Fort Pierce as a model for their own redevelopment.



Dennis Beach



David B. Elder

David B. Elder's vision and leadership helped guide the city of Worthington, Ohio, for 36 years, through thick and thin.

Mr. Elder began his career with the city as administrative assistant in 1971. Over the next 10 years, he served as assistant to the city manager and assistant city manager. In 1981, he became city manager, the position he held until his retirement in November 2007.

The city of Worthington can thank Mr. Elder for a handsome list of accomplishments, including revitalization of the city's historic downtown; construction of a new municipal administration building, state-of-the-art community center, and senior center; negotiation of the transfer

of the Sharon Township Fire Department to the city of Worthington; and numerous infrastructure improvements.

He hired and mentored numerous interns from master's degree programs, many of whom have gone on to careers in local, state, and federal government. He also enjoyed speaking to graduate-level public administration classes at Ohio State University.

He has received a number of awards, including the Ohio City/County Management Association (OCMA) Career Achievement Award; Mid-Ohio Regional Planning Commission William H. Anderson Award for Public Service; OCMA Career Development and Mentoring Award; and a Distinguished Alumni Award from the John Glenn School of Public Affairs at Ohio State University.

Mr. Elder has been active with ICMA, OCMA (serving as president from 1988 to 1990), Ohio Municipal League, Central Ohio Area Managers Association, Mid-Ohio Regional Planning Commission, Franklin County Emergency Management Association Board, and Franklin County Emergency Management Agency.

David Elder's 36 years with the city of Worthington amply demonstrate his dedication to his community and public service.



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.



Robert B. Denhardt

Dr. Robert B. Denhardt has directed two of the country's leading programs in urban management. He is director of the School of Public Affairs at Arizona State University (ASU) and previously served as director of the graduate program in urban management at the University of Kansas.

Dr. Denhardt is an ASU Regents professor, Coor Presidential chair, Lincoln professor of leadership and ethics, distinguished visiting scholar at the University of Delaware, board member of the Alliance for Innovation, and member of the National Academy of Public Administration. At ASU, he was the driving force for the establishment of the Marvin Andrews Graduate Program

in urban management and the Melikian Distinguished Visiting Scholar in Urban Management endowment.

His research has focused on leadership in local government. He has published a number of books and articles primarily in the areas of public administration theory and organizational behavior, especially leadership and organizational change.

Dr. Denhardt is past president of the American Society for Public Administration (ASPA), and founder and first chair of ASPA's National Campaign for Public Service. He was the 2004 recipient of ASPA's Dwight Waldo Award, celebrating lifetime achievement in scholarship in public administration.

Dr. Denhardt has been a consultant to public and private organizations, primarily in the areas of strategic planning, leadership, organizational development, productivity improvement, and quality service. He was appointed by Governor Kit Bond to chair the Missouri Governor's Advisory Council on Productivity and reappointed by Governor John Ashcroft. He received ICMA's Stephen Sweeney Award in 1983 in recognition of his contributions as an academic to advancing public management, and in 2008, he received the Arizona City/County Management Association Associate Award for Excellence in Leadership.



Jay A. Gershen

Every organization needs a leader who can guide it through periods of change and transition. This is the role Dr. Jay A. Gershen, vice chancellor for external affairs for the University of Colorado at Denver, has carved out for himself.

Dr. Gershen was executive vice chancellor of the University of Colorado Health Sciences Center in 1995 when the Fitzsimons Army Medical Center in Aurora was placed on the Base Realignment and Closure list. An innovative \$3.4 billion public/private partnership of the Health Sciences Center, University of Colorado Hospital, and city of Aurora sought to recreate the decommissioned base as a world-class academic health and life sciences center.

Dr. Gershen played a key role in securing Department of Defense approval for the project, raising public and private funding, creating a master plan, and working closely with city elected and administrative officials.

He has served on Aurora's Blue Ribbon Citizen's Panel to evaluate form of government, which recommended the creation of a city and county of Aurora. He works closely with the mayor, city council, and city manager to foster closer ties between the university and the city.

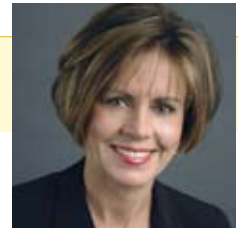
Dr. Gershen has held both academic and administrative positions at the University of Colorado Health Sciences Center and within the University of Colorado system. As the Health Sciences Center liaison for business development, community affairs, and local govern-

ment/external relations, Dr. Gershen worked with the city to improve communication between the university, the city, and the business community.

Dr. Gershen's continued efforts to build a strong partnership between the city of Aurora and the Health Sciences Center have been a real benefit to Aurora and the region.



AWARD FOR CAREER EXCELLENCE IN HONOR OF MARK E. KEANE



Sheryl L. Sculley

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 local government officials and consistently initiated creative and successful programs.

For 35 years, Sheryl Sculley has been a trailblazer, the first woman in almost every position she held during her first 30 years as a member of ICMA.

Her career has taken her to Kalamazoo, Phoenix, and now San Antonio. She has always been guided by her core values: teamwork, focus on results, working with integrity, and making each city a better place.

Since becoming San Antonio city manager in November 2005, Ms. Sculley

has fostered a more efficient and business-friendly organizational structure, progressive quality-of-life projects, and a commitment to consensus building among local elected officials.

While overseeing San Antonio's annual budget of more than \$2 billion, she increased the city's financial reserves from three percent in 2006 to nine percent in 2008, making it one of only two US cities with a population of one million or more to earn Standard & Poor's AAA rating. In 2008, *Forbes* magazine endorsed the city as the nation's second most recession proof city.

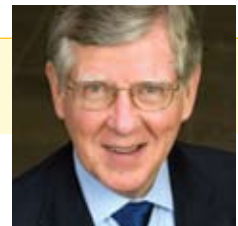
Ms. Sculley has led projects that marry preservation of San Antonio's historic and natural heritage with smart economic development, won voter support for a bond referendum to improve

city infrastructure and services, and more than doubled the city's park space. She worked with the mayor and community leaders to develop a one-stop campus offering services and resources to treat the root causes of chronic homelessness.

She has made it a priority to nurture and retain talented staff members by adjusting salaries to market levels, improving health benefits, offering employee wellness programs, and creating a management intern program.

Ms. Sculley has been active in her state associations and ICMA. She has served on the ICMA board and its task force on ending racism, and has won a number of awards.

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



Ted Gaebler

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.

Many know Ted Gaebler as the coauthor of the book *Reinventing Government*, an invaluable resource for public sector managers. But he's also known as a forward-thinking city manager who is passionate about invigorating and advancing the profession by inspiring values of entrepreneurialism, innovation, and dynamism in would-be leaders.

Mr. Gaebler's career has taken him from coast to coast; he has had an impact on young leaders at every stop.

He favors the Socratic method of teaching, questioning and challenging, discussing and debating. As a result, more than 30 of his mentees have gone on to careers in local government management.

Gaebler's passion for his profession extends to helping develop positive cultures within governmental organizations. As city manager of Visalia, California, he established training and professional development activities for the entire organization. He also launched a "training of trainers" program to develop staff capabilities for training and development throughout the organization.

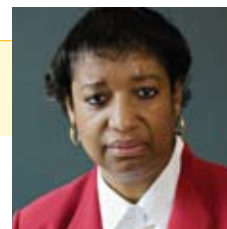
As CEO of Nevada County, California, in the early 2000s, Gaebler introduced a concept called "The Next 100" for mentoring and succession planning. He worked with a group of

assistant department heads, middle managers, and senior staff to create action teams to address important organizational challenges and solve communications issues between management and staff.

Gaebler believes in the untapped potential within each individual. He is taking advantage of being the first city manager of Rancho Cordova, California, by creating a new cutting-edge city government culture, drawing fully on the talents of his diverse staff.

"Some of us are managers; some of us inspire others to manage better," says Mark Scott, city manager of Spartanburg, South Carolina. "Ted does both, and he has had remarkable impacts on generations of managers who might never have considered careers in local government management."

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



Florentine Miller

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.

Florentine “Flo” Miller has become a management institution in her 20 years with Chapel Hill, North Carolina. She is known as a consummate professional, for mentoring department heads, nurturing staff development, being a good listener and skilled communicator, and upholding the highest professional ethics. She is highly respected for her leadership abilities as well as for the support she gives to the leadership of others.

“I have told Flo that as good as I was as deputy manager, she is better,” says Roger L. Stancil, Chapel Hill town manager.

In fact, former Chapel Hill Town Manager Cal Horton recommended that the city create the deputy manager position in 2003 because of Ms. Miller’s consistently high level of executive leadership. As a woman of color in a field still dominated by white men, she has never made an issue of her gender or race. She has simply provided an example and encouragement for other women and people of color.

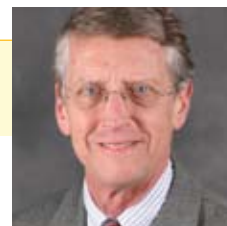
Among her notable accomplishments is helping to shepherd the transit system through a period of dramatic growth during the last five years. Serving the towns of Carrboro and Chapel Hill and

the University of North Carolina, it is the largest fare-free system in the country. She provided continuity, insight, and professional staff work, and led the effort to create a participatory group process to address employee concerns.

Ms. Miller also has been the lead staff member working on technology enhancement, which is a key work improvement objective of the council and manager. She worked with town staff, citizens, consultants, and elected officials to help develop a technology plan that addresses a wide variety of service needs, from connectivity to information dissemination to departmental productivity improvements.

Flo Miller personifies the best qualities of the deputy manager.

ACADEMIC AWARD IN MEMORY OF STEPHEN B. SWEENEY



James H. Svara

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.

James H. Svara, director of the Center for Urban Innovation at Arizona State University and board member of the Alliance for Innovation, has always sought to bring the worlds of public administration and academia closer together.

Dr. Svara has made great contributions to programs at three universities that prepare students for careers in local government. His teaching, research, and

writing have contributed to students’ understanding of the role of administrators and their relationship to elected officials. He has prepared hundreds, perhaps thousands, of students to enter public service. And through his outreach and training, he contributes to the continuing education of local government managers as they advance through their careers.

At Arizona State University, Dr. Svara helped create the Marvin Andrews Graduate Program in Urban Management, already the country’s premier program in innovation in the field. As one of the founding faculty members of the MPA degree at the University of North Carolina at Greensboro, he directed the program for six years. He directed the MPA program at North

Carolina State University for eight years, and fostered the creation of the state’s first doctoral program in public administration.

His teaching has extended to training for elected officials and administrators. In Arizona, he organized a program for mayors and council members on facilitative leadership, as well as leading training seminars for local government administrators.

He is an honorary member of ICMA and serves on the ICMA Strategic Planning Committee. He is a long-time member of the NASPAA-ICMA Task Force on Local Government Education and a National Academy of Public Administration Fellow.

Evans, Colorado | Aden E. Hogan Jr., city manager

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

The city of Evans has offered youth recreation programs since 1984, using all volunteer coaches. With a limited budget and storage capacity, the city has been unable to give every child a ball. Kids had to wait for a turn to play; coaches frequently asked staff for more balls but ended up buying them with their own money when told there were no funds.

Evans serves a fairly diverse low-income population and many families

can't afford equipment for their kids to practice at home.

In 2007, the city set out to provide a ball for each child who registers for a youth sports program through the Ball for All program. Commercial sponsorships helped offset costs and a community foundation gave a start-up grant. To increase community involvement, staff have initiated youth sports review meetings for parents and coaches.

Although results may be difficult to quantify, staff report that kids are using the balls to practice even after the season ends. As a side benefit, giving families something fun and physical to do together helps the community's fight against rising childhood obesity.

The Ball for All program has been recognized with awards from the Colorado Parks and Recreation Association and the National Alliance of Youth Sports.



A ball for every child

Lessons Learned

- When local groups understand the many benefits of recreation and new opportunities for youth, it's easy to gain their support.
- Local businesses have a lot of interest in making a difference in the lives of children—they just need to be called on.

San Antonio, Texas | Sheryl L. Sculley, city manager

In what is probably the first partnership of its kind, the San Antonio Metropolitan Health District (Metro Health) approached Goodwill Industries to link preventive care and health education to existing Goodwill services.

Their first joint clinic opened in March 2007 at a Goodwill location in an underserved neighborhood on the edge of San Antonio's inner city, offering immunizations and preventive services. At wellness clinics located at seven other Goodwill locations, Metro Health offered blood pressure checks, glucose and cholesterol screening, mammograms, immunizations, and health education.

The goal was to serve 4,000 people annually. In the first year of operation, nearly 5,800 individuals received free or low-cost preventive services.

The collaboration continued to grow. Clients can combine back-to-

school shopping with having their children immunized for school. When they visit for health care, individuals and families can link to other city and county resources. Goodwill Workforce Development participants are trained in health care data entry to assist Metro Health with record-keeping, while Metro Health gains a cost-free labor pool.

Two new Goodwill facilities are now nearing completion that will offer basic primary medical care. Developed under Metro Health's leadership, the services will be offered at no cost to the public health department, taxpayers, or the city.

Lessons Learned

- Partnerships founded on a common goal do not always require major funding.



Free and low-cost immunizations

- Concurrence on goals, objectives, and community need is essential among all of the partners.
- Nontraditional partners can produce creative, innovative solutions.

Creston, BC, Canada | James R. D. Thackray, town manager

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

The growing physician shortage across Canada is hitting rural areas especially hard. In 2006, emergency services at the Creston Valley Hospital had to be cut to 12 hours a day due to a lack of doctors. Since more than half of Creston's residents are over 55, there was special concern about how the area's senior population would fare.

Local leaders knew they had a role to play. The town, regional district, Creston Valley Development Authority, and local doctors established the Creston Valley Health Group, which launched a two-

year Physician Recruitment Pilot Project in August 2007 with \$45,000 in funding from the town and regional district.

An analysis of the situation found weak points in the referral and hiring process. The health group hired a contract recruiter (reducing the program's overhead), who is the liaison between Health Match BC physician recruiters and local clinics.

In its first two years, the project reached halfway to its goal of recruiting one to two permanent and two to five temporary physicians per year. It's also helping with retention, now that doctors no longer have to recruit on top of all of their other responsibilities. Local partners have already secured funding for an ongoing recruitment program.

Lessons Learned

- With the physician shortage, more



Recruiting physicians to combat shortage

local governments and regions will need to become involved in recruitment.

- Local governments can work within their mandates and make a contribution to health care.
- Partnerships between local government, economic development groups, and health care can develop solutions to what is a growing problem in many rural areas.

Beloit, Wisconsin | Larry N. Arft, city manager

The Fairbanks Flats Apartments were an eyesore in Beloit, in spite of their history. Built during World War I as temporary housing for African-American workers brought from the Deep South to fill manpower shortages, they are Wisconsin's only known existing community housing project built exclusively for black workers.

But by 1999, the Flats sat vacant and deteriorating. The city bought the property at salvage value intending to demolish the buildings and redevelop or land bank the site for future use.

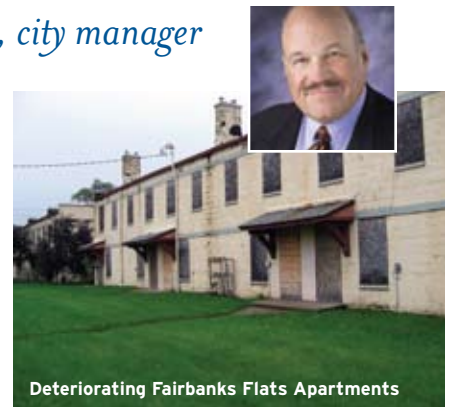
Residents concerned about historic preservation asked the city to give them time to find a way to develop the site while preserving its history. For the next four years, residents and city council members, with staff support from the city manager and assistant manager, explored and rejected numerous alternatives.

In 2006, a developer that specialized in tax credit projects entered the picture and, after obtaining historic preservation and low-income housing tax credits, construction began in 2008.

Today, Fairbanks Flats has the look and feel of the original design, but its 16 rent-to-own row homes for low-to-moderate income families and people with disabilities meet the need for affordable housing in the 21st century.

Lessons Learned

- If governments work with their residents, they can find viable solutions to long-standing problems.
- If a city center property has historic, cultural, or architectural significance, it's worth persevering to find a solution.
- If a project qualifies for property tax credits, it's a great first step in creating an economically viable development.



Deteriorating Fairbanks Flats Apartments



Redevelopment preserves historic significance

Olathe, Kansas | John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

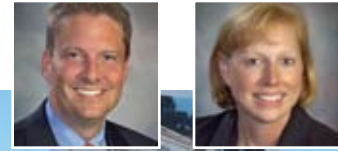
In 2005, the Greater Kansas City Community Foundation commissioned a Blue Ribbon Task Force, which found that metropolitan Kansas City was all but alone in not having a world-class research university in the region.

About 35 percent of the global animal health industry is located between Columbia, Missouri (home of the University of Missouri), and Manhattan, Kansas (home of Kansas State University/KSU), making the area ground zero for animal health, food safety, and agro-terrorism prevention.

Olathe's mayor proposed that KSU, the Kansas Bio-Science Authority (KBA), and the city explore a partnership in which the city would make a land grant of city-owned land to KBA; in exchange, KSU and KBA would develop a research or education facility in Olathe.

The chamber of commerce soon signed on as a partner and the vision grew. The partnership would create a world-class facility for education and research, where educators and researchers would be able to pursue their dreams and have support for marketing their efforts.

Today, the KSU-Olathe Innovation Campus is taking shape on a 92-acre plot in the heart of Johnson County. In November 2008, county voters approved a small sales tax to establish the Johnson County Education Research Triangle, which is expected to bring \$1.4 billion in economic benefit during its first 20 years. Already, Olathe high school students are working on original research with nationally and internationally recognized authorities, graduate students, and faculty.



Lessons Learned

- Success comes from setting aside individual agendas and keeping ultimate goals paramount.
- Partners must compromise for the good of the whole.
- It's not enough to have a grand vision; leaders and decision-makers need to listen to and support their staff members who do the work to make the vision a reality.

High Springs, Florida | James D. Drumm, city manager

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

Attracted by tourist dollars, local farmers had been selling their homegrown produce at stands set up on the city's vacant lots. Problem was, it was against city ordinances.

So High Springs city commissioners, the city manager and his staff, town and civic leaders, farmers, gardeners, and business owners planted the seeds that grew into the High Springs Farmers Market and Community Gardens.

Open Thursday afternoons year-round, the market has 60 registered vendors, who rent booths for \$15 per week or \$45 per month, of which 25 percent goes to the city to cover costs. A non-

profit agency runs the market, which is located in a park behind city hall.

Thanks to an outside grant, the market offers electronic benefit transfer access, allowing recipients of public assistance to shop there.

For residents who want to grow their own, the city and the market run two nearby gardens with plots available for a small fee.

Revenues from the market have increased from \$1,805 in 2001 to \$8,291 in 2008, and residents, especially low-income families and food stamp recipients, have access to nutritious food, not to mention inexpensive cultural and social activities.

Lessons Learned

- Partnerships between local governments, nonprofit agencies, educational institutions, farmers, and



Building a healthy, sustainable community

artists can help small rural cities and towns build healthy, sustainable communities.

- Gardens bring new life to needy neighborhoods, engendering pride and a sense of community.
- Gardens give young people in low-income, high-crime neighborhoods the chance to have fun outdoors while they learn new skills.

Winter Park, Florida | Randy B. Knight, city manager

The Winter Park Community Redevelopment Agency (CRA) has been quite successful in revitalizing its blighted West Winter Park community. But because of this success, West Winter Park became vulnerable to gentrification, displacement of its long-term African-American residents, and the loss of its historical character and culture.

In 2003, the CRA began initiatives to counteract gentrification by establishing sustainable affordable workforce housing for the city's historic African-American community. The CRA and the city commission created the Hannibal Square Community Land Trust (HSCLT), central Florida's first land trust, to safeguard the legacy of resident descendants of the community's pioneers.

These partnerships have produced two affordable housing projects that allow qualified residents to purchase homes at lower prices than if they

also were to purchase the land. The homes were designed and decorated through services donated by the Orlando Regional Realtor Association, the Homebuilders Association of Metro Orlando, and the Orlando Chapter of the American Institute of Architects. They will serve as role models for the HSCLT's upcoming projects, which also will be green certified. The *Orlando Sentinel* has recommended that Orlando use the same model for its own revitalization efforts.

Lessons Learned

- Public/private partnerships that involve industry professionals can create affordable, attractive, and innovative workforce housing.
- Giving ongoing support to new homeowners increases their chances for success.
- The entire community benefits when people can become homeowners.



Establishing sustainable workforce housing



Affordable housing projects revitalize community

Roanoke, Virginia | Darlene L. Burcham, city manager

In 2007, the city of Roanoke, Virginia, partnered with Virginia Tech's Green Engineering Program to develop its carbon emission baseline and discovered that 98.1 percent of the city's carbon emissions come from the residential, commercial, and industrial sectors. That fall, the city launched a multifaceted 18-month campaign to engage the community in sustainable practices and promote environmental stewardship.

The campaign mobilized citizens, civic organizations, businesses, neighborhood groups, and environmental organizations, expanding the city's recycling program and cleanup activities; enhancing public education on environmental issues; developing special programs for schools and businesses; helping businesses to measure and reduce their carbon emissions; and amplifying municipal sustainability efforts.

As the campaign continued into 2008, the numbers spoke for themselves:

- A 9.96 percent increase in city recycling tonnage, saving \$154,657 in tipping fees.
- More than \$30,000 annual savings from replacing incandescent traffic lights with LED lights at 60 major intersections.
- Reduced travel times, delays, and fuel consumption in three high-traffic areas from improved signal coordination.
- A 70 percent increase in the number of volunteer clean-up activities and 8,000 hours of volunteer work provided by community members.

Today, the Citizens Clean & Green Committee, which grew out of the campaign, continues to develop innovative environmental programs for the city.



Volunteers help to clean up the city

Lessons Learned

- Education, public awareness, and outreach efforts are critical to achieving a sustainable community.
- An adequate budget for marketing and outreach for public awareness and education is a must.
- When local governments take the lead on environmental issues, other sectors of the community will follow.

Bedford, Massachusetts | Richard T. Reed, town manager

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

As housing prices soared in the 1990s, many Bedford residents found it difficult to remain in the town. Hardest hit were residents who'd grown up there; long-time residents who had trouble maintaining their homes as they aged; military families from the local Air Force base; and employees of the town and local businesses.

The town had adopted its first affordable housing plan in 1986. Progress had been slow and steady, but now many residents agreed that efforts needed to intensify.

In 1994, the city formed a nonprofit housing trust. It began building homes

for moderate- and lower-income families, helped along by donations from developers. In 2001, voters approved a small surcharge on property taxes, making Bedford eligible for matching state funding for affordable housing, open space acquisition, and historic preservation projects. In 2002, the Massachusetts Housing Partnership awarded the town a \$1 million grant for the development of affordable rental housing.

Since 1995, Bedford has added 284 units to the pre-existing 176 units for a total of 460 affordable units—almost 10 percent of the town's total housing inventory.

Bedford now ranks fourth in the state for affordable housing, with 18.3 percent affordable units. The units are dispersed throughout the town. Bedford has realized its affordable housing goals in a way that preserves its small-town character while increasing its diversity.



Building affordable homes for town residents

Lessons Learned

- Small, early steps may seem insignificant, but they add up to results.
- Appropriating adequate staff resources is essential to success.
- Dispersing diverse affordable housing throughout a city cuts negative impacts and increases chances for success.

Cape Coral, Florida | Terrance E. Stewart, city manager, and Carl L. Schwing, assistant city manager

In 2006, Cape Coral began to look for a way to increase productivity and lower costs without sacrificing morale. The city chose the Lean Government philosophy, which involves all employees in evaluating their work processes to identify problems, eliminate disruptions, and streamline flow to deliver excellent services.

In August 2007, the city put the Lean system in place, working with a consulting group at an initial cost of \$135,800 for 16 events and trainings, which are ongoing.

The city already has realized approximately \$2 million in cost savings and/or cost avoidance, partly because the process encourages collaboration between departments, eliminating duplication. Some specific gains include:

- Time to obtain a construction permit: eight days (previously 21).
- Hiring time for new firefighters: 30 days (previously 66).
- Cycle time for first reviews by site development: five days (previously 28).

Cape Coral is sharing its experience with other governments that want to go lean. In this time of economic crisis, the Lean Government philosophy is proving to be an effective tool to enable Cape Coral to do more with less.

Lessons Learned

- To succeed, all levels of management must support the initiative and work toward the end result.



Putting Lean Government in place

- The effect of external factors, such as reduction in force, buyouts, and employee perceptions, must be taken into account.
- Evaluation is important to ensure that all departments and divisions are following the program and using the tools it provides them.

CELEBRATION OF SERVICE

2009 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 25 years or more of local government service are listed here. See icma.org for a complete list of service award recipients.

50 Years



C. Samuel Kissinger, village manager of Indian Creek, Florida, since 2002, began his

local government career in 1959. He has served communities in Pennsylvania, Connecticut, and New York. Indian Creek is an exclusive community in Miami-Dade County.

45 Years



James D. Crosby, city manager of Yukon, Oklahoma, began his local

government career in 1964. He served Oklahoma City, Norman, and South Oklahoma City before he was hired for his current position in 1994. Yukon is near Oklahoma City.



John W. Rayner, general manager of Sutherland Shire Council, New South

Wales, Australia, began his local government career in 1964. He served Northern Rivers County, Ulmarra Shire, Mudgee, and Greater Lithgow city councils before he was hired for his current position in 1982. Sutherland Shire is in Sydney.

40 Years

Russell E. Abolt, county manager, Chatham County, Georgia

Michael G. Brown, chief administrative officer, Kirkwood, Missouri

John D. Bubier, city manager, Biddeford, Maine

Reid S. Charles, city administrator, Harbor Beach, Michigan

Peter T. Connet, interim manager, Roanoke Rapids, North Carolina

William C. Dixon, village manager, Arlington Heights, Illinois

John F. Fischbach, city manager, Goodyear, Arizona

Roger W. Fraser, city administrator, Ann Arbor, Michigan

Alfred A. Gatta, village manager, Scarsdale, New York

Daniel G. Hobbs, director of economic development, Redlands, California

Thomas R. Hoover, town manager, Coventry, Rhode Island

Thomas W. Horne, city manager, Lumberton, North Carolina

William S. Jaboor, chief executive officer, Hobsons Bay City Council, Victoria, Australia

Ralph L. Jaeck, retired city manager, Millbrae, California

James E. Martin, county manager, Cumberland County, North Carolina

Thomas G. Mauk, county executive officer, Orange County, California

William R. McDonald, city administrator, Dupont, Washington

J. A. Ojeda Jr., director of international trade & commerce, Miami-Dade County, Florida

Charles W. Pittman III, assistant city manager, Wilson, North Carolina

John H. Schoeberlein, town manager, Vienna, Virginia

Jack M. Schumacher, city manager, Marysville, Michigan

Jack Steele, executive director, Houston-Galveston Area Council, Texas

Ronald G. Wagenmann, township manager, Upper Merion, Pennsylvania

Gregory B. Wellman, city manager, Atwater, California

John T. Wieland, city manager, Paola, Kansas

Stephen L. Wright, city manager, Wheatland, California

Paul M. Ziehler, city administrative officer, West Allis, Wisconsin

35 Years

Edward W. Ahrens

James C. Bacon Jr.

Jerry Bankston

James B. Baugh

John D. Berchtold

Mitchell A. Berkowitz

Michael C. Bestor

Randall L. Billings

Bernard E. Boraten

Dan W. Boroff

Barry M. Brenner

Kurt W. Bressner

Larry E. Brooks

George C. Campbell

Edwin G. Carlstrom

Richard A. Clark

W. Bruce Clark

Joseph L. Cone

Anthony Constantouros

Burton T. Conway

Jack R. Crist

Thomas F. DeGiulio

David J. Deutsch

Joseph Di Giacomo

Frank T. DiGiovanni

James DiPietro

William E. Dollar

Joseph E. Donabed

Lyle H. Dresher

Daniel E. Dubruel

Kenneth C. Frank

Susan E. George

Robert L. Gill

Timothy P. Gordon

Sue A. Gormley

Bruce T. Haddock

Lloyd R. Hamberger II

Jack S. Hamlett

Thomas E. Hart

Rodney P. Hawthorne

Peter I. Hechenbleikner

James H. Hipp

Ray H. Hodges Sr.

James R. Hogan

Gordon L. Hughes

Steven C. Husemann

Gregory J. Isaackson

Robert W. Jean

Dwight D. Johnson

Leon T. Johnson

Mark L. Johnson

Robert M. Karls

Richard J. Kelliher

Stephen J. Kimbrough

George Korthauer

Thomas S. Kurtz

Richard J. Lee

Mark M. Levin

John C. Litton

T. Robert Livingston

George A. Long

Wayne P. Marquis

Leonard A. Martin

Patrick J. McDonnell

Gary L. Meagher

Thomas M. Melena

Charles W. Meyer

Wayne Moore

David M. Morgan

Robert W. Morgan

Jeffrey V. Morse
 A. William Moss
 James T. Murphy
 Jim R. Myers
 James R. O'Connor
 Michael J. O'Keefe
 Richard L. Osborne Sr.
 Harold T. Owen
 Gordon L. Pedrow
 John C. Phillips
 Decker P. Ploehn
 Gary D. Plotz
 George A. Purefoy
 Michael I. Quinn
 Scott S. Randall
 Dennis D. Redmond
 Dana J. Reed
 Stanley H. Rickard
 Hugh Ridge Riley
 James R. Schug
 Sheryl L. Sculley
 Ira S. Singer
 Glenn D. Southard
 Maureen A. Stapleton
 Steven E. Stewart
 John W. Stockton
 Ralph E. Stone
 John Stunson
 Brian F. Sullivan
 John A. Swanson
 Richard Underkofler
 David R. Waffle
 William D. Wagoner
 William J. Werner
 Kenneth L. Westmoreland
 Regina V. K. Williams
 Robert Lee Wilson
 Kenneth N. Windley Jr.
 Jerry R. Yarborough
 John J. Zech

30 Years

Laurie F. Ahrens
 Karl R. Amylon
 James W. Antonen
 Carolyn S. Armstrong
 Richard D. Ash
 Jane Bais DiSessa
 Linda M. Barton
 Dean Bastianini
 Gerard J. Bauer
 Thomas J. Benton
 Keith A. Bergman
 John N. Berley

Beth Little Bormann
 Jeffrey A. Bremer
 William R. Bridgeo
 David M. Campbell
 Robert G. Campbell
 Gary F. Christie
 Timothy J. Clifton
 Adam R. Collins
 Steve A. Commons
 Stephen P. Compton
 H. Carter Crawford
 Kirk L. Davis
 Carl G. Dean
 Peter A. DeAngelis Jr.
 John Deardoff
 Larry R. Deetjen
 Robert E. Deis
 Eric R. Delong
 Richard W. Dieterich
 Lea R. Dunn
 Richard M. Duquette
 Ruben A. Duran
 Mark E. Durbin
 David Edge
 Damon B. Edwards
 Douglas R. Elliott Jr.
 Stephen M. Feller
 Bobbe K. Fitzhugh
 John L. Fitzwater
 Robert F. Flatley
 Robert L. Floyd
 John D. Franklin
 James P. Freeman
 Jesse A. Garcia
 Allen D. Gill
 B. Clayton Goodman III
 Mark E. Grams
 Henry L. Gray
 Robert J. Gregory
 Gregg G. Guetschow
 Richard A. Haffey
 Kent A. Hager
 James C. Hardy
 Bob Hart
 John F. Hendrickson
 Frederick L. Hilliard
 Peter M. Huber
 Robert L. Irvin
 Gary W. Jackson
 Robert W. Jasper
 Laura A. Johnson
 Stephani J. Johnson
 Daniel W. Keefe
 Robert L. Kellogg
 Lewis S. Kennedy
 Brad L. Kilger

Craig G. Knutson
 Steven S. Kubacki
 Mark A. Kunkle
 Lanny Shane Lambert
 Frank T. Lancaster
 Robert L. Layton
 Timothy Madigan
 Samuel D. Mamet
 Vicki G. Mayes
 Randy E. McCaslin
 Charles P. McClendon
 Wade G. McKinney
 James P. McKnight
 David A. Mekarski
 Randall Mellinger
 Thomas W. Moeller
 Frederick S. Moody
 R. Scott Morgan
 Subir Mukerjee
 Kent A. Myers
 Gary A. Nace
 John M. Nachbar
 Richard U. Nienstedt
 Anne L. Norris
 Nancy E. Novak McMahan
 Terence E. O'Connor
 Michael A. O'Neal
 Robert L. Palmer
 Gus H. Pappas
 Michael W. Parness
 John C. Patterson
 Cheryl L. Patton
 Joseph S. Paxton
 Steven B. Peru
 John D. Petrin
 John M. Pinch
 Sandra K. Powell
 Patrick M. Pratt
 Kenneth R. Pulskamp
 William A. Ray Jr.
 Mark H. Rees
 W. Craig Robinson
 Gary G. Rogers Jr.
 William C. Rolfe
 Sandra L. Ruyle
 Patrick G. Salerno
 Joseph H. Salitros
 Henry P. Schubert Jr.
 Lisa B. Schumacher
 John R. Searles
 Richard B. Self
 Sally A. Sherman
 Michael W. Smith
 John H. Smithson
 Theodore J. Staton
 James J.L. Stegmaier

Mary P. Swenson
 Marcia L. Taylor
 Raymond B. Taylor
 Randolph D. Terronez
 Marc J. Thompson
 Scott J. Ullery
 David P. Van Vooren
 Cathy L. VanderMeulen
 Ellen W. Volmert
 W. Hunter Walker
 David A. Warm
 H. William Watkins
 Mark S. Wayne
 Randy A. Wetmore
 David S. Whitlow
 Donald W. Whitman
 Lawrence F. Widmer Jr.
 Dennis R. Wilberg
 Ronald K. Wilde
 James B. Williams
 Robert L. Wilson Jr.
 Michael C. Wood
 Yousry A. Zakhary
 Tim A. Zisoff

25 Years

Austin S. Abraham
 Keith D. Alexander
 John H. Atkins Jr.
 Janice M. Baker
 Jeffrey D. Ball
 David D. Benda
 Keith Bennett
 Paul R. Benoit
 David L. Berner
 Jane A. Berry
 William E. Boerth
 Pamela L. Brenner
 Steven M. Brock
 Steven C. Brown
 Chris W. Burkett
 Douglas E. Burns
 Lorenzo Carmon
 June W. Catalano
 John W. Condrey
 Anthony W. Cox
 Christopher G. Davis
 Anthony J. DePrima
 Debora Peele Diaz
 Kimberly A. Dickens
 Vince DiPiazza
 Richard A. Dlugas
 Milton R. Dohoney Jr.
 Joseph P. Duff

Jim D. Dunaway
Eric A. Duthie
Michael J. Earl
Frank P. Edmunds
Michael J. Ellis
Gloria Santiago Espino
Kevin P. Evans
Kenneth R. Fields
Nicholas J. Finan
Christopher L. Foss
Bruce E. Fosselman
Elizabeth A. Fox
Raymond W. Gosack
Cedric S. Grant
Julia N. Griffin
Alan L. Grindstaff
George M. Grkovic
Jack C. Haney
Stanley Doyle Hawthorne
Bruce A. Heflin II
Kathleen J. Henry
William D. Higginbotham Jr.
Richard C. Hill
Darrell Hofland
Calvin Hoggard
R. Thomas Homan
Daniel D. Hudson
Isaiah Hugley
Mitchell E. Johnson

Richard P. Johnson
Jere A. Kersnar
Blair F. King
Joseph D. Kiolbasa
Kay Donna Kuhlmann
Scott M. Lambers
Thomas E. Leath
Jasmine L. Lim
Donald C. Lorsung
Bruce D. Loucks
Bernard F. Lynch
Mindy C. Manson
Russell R. Marcoux
John F. Mason
Michael A. McNees
David Meriwether
Joseph Merucci
Douglas R. Miller
Liz R. Miller
John Moir
Michael W. Morgan
Michael J. Mornson
Don A. Morrison
Mark H. Moshea
J. Matthew Mullan
Robert A. Museus
Andrew E. Neiditz
Richard R. Noll
Diane M. Norris

Anne F. Odell
Christopher S. Olson
Peter H. Olson
Shirley Osle
Kevin Paicos
Derwick L. Paige
L. Kimball Payne III
James A. Peterson
Mark R. Peterson
Robert L. Peterson
Robert J. Pilipiszyn
Lowell R. Prange
Steven G. Rabe
Gordon E. Reusink
Randall K. Riggs
Bruce L. Rogers
Mark A. Rohloff
Margie C. Rose
Andrew J. Salerno
Laurel Samson
Michael K. Scannell
Ronald R. Searl
Cynthia Seelhammer
Douglas R. Sell
Christine F. Shippey
Kelly A. Shoemaker
Arthur L. Shufflebarger
Bryan C. Shuler
Christine A. Smeltzer

Patrick F. Sorensen
Charles J. Stahl IV
Susan Ashley Stanton
John J. Stickle
Barry A. Stock
David C. Stuart
Patrick Sullivan
Gregory A. Sundstrom
P. Eric Swanson
Anita Fain Taylor
Robert E. Therres
Keith R. Till
Carolyn P. Titus
Elizabeth Ann Toney-Deal
David J. Torgler
Anthony J. Traxler
Joseph L. Turner
Kurtis G. Ulrich
J. Eric Wade
Andrew M. Wilkison
Stephen H. Williams
Alan Winders
E. Scott Wood
Terry H. Woodman
Wayne P. Wright
Walter T. Wysopal
John Hayden Yow
Hannes Zacharias
Carol S. Zolnerowich

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.

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Maitland, Florida
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San Diego, California
Sparks, Nevada
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Williamsburg, Virginia
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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.

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Eugene, Oregon
Fishers, Indiana
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North Las Vegas, Nevada
Palm Bay, Florida
Palm Coast, Florida
Peoria, Arizona
San Francisco, California
Sarasota County, Florida
Shoreline, Washington
Suwanee, Georgia
University Place, Washington

Criteria for Certificate of Distinction:

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

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Austin, Texas
Bellevue, Washington
Coral Springs, Florida
Dallas, Texas
Fairfax County, Virginia
Henderson, Nevada
Long Beach, California
Miami-Dade County, Florida
Olathe, Kansas
Phoenix, Arizona
San Jose, California
Santa Barbara County, California
Vancouver, Washington
Westminster, Colorado

Criteria for Certificate of Excellence:

- Meeting all of 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: Good Local Government Matters



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for
Professional
Management

With the generous support of ICMA members, state associations, and other local government stakeholders, the ICMA Fund for Professional Management has contributed more than \$350,000 toward educating citizens about the role and value of professional local government management. Learn more about the Fund's impact and join your colleagues by making a donation today at icma.org/fund.

Grow the profession; give to the Fund.