



2008 ICMA AWARDS

**Celebrating the Difference
Professional Local Government Management Makes**



ICMA

Leaders at the Core of Better Communities



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 94th ICMA Annual Conference:

Laura E. Blackmon, county manager, Orange County, North Carolina

Louie Chapman, Jr., town manager, Bloomfield, Connecticut

Brenda Sedlacek Gunn, city administrator, La Vista, Nebraska (2007-08 committee chair)

Leigh Halstead, New Zealand

Richard T. Reed, town manager, Bedford, Massachusetts

Paul Stapleton, city administrator, Fredericton, New Brunswick, Canada

Cynthia M. Steinhauser, assistant city manager, Dubuque, Iowa

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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 retired members who have made outstanding contributions to the management profession and local government.

The Annual Awards program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. The program is divided into the Professional Awards, which recognize individual achievement by chief administrative officers, assistant administrators, and others, and the Program Excellence Awards, which are presented to local governments and their chief administrators in recognition of their creative and successful 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.

For more information, send an e-mail to awards@icma.org.

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Leaders at the Core of Better Communities

DISTINGUISHED SERVICE AWARD



The ICMA Distinguished Service 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 in his or her community or communities has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

W. CALVIN HORTON

As Chapel Hill's longest-serving town manager, Cal Horton was considered the ultimate professional, personifying the craft of town manager as a noted champion and advocate for town employees, a trusted advisor for the council, and a voice of reason for the community.

After graduating from the University of North Carolina (UNC) at Chapel Hill in 1968, he served as assistant city manager in Decatur, Georgia, while pursuing his MPA. He returned to Chapel Hill in 1989 as director of public safety; a year later, he was appointed town manager. During his tenure, he created an organizational culture that encouraged open communication, and he established several forums for employees. A tireless mentor for both MPA students and town interns, he also helped to initiate the Professional Partners Program of the North Carolina City and County Management Association (NCCCMA).

Mr. Horton was president of the Georgia City and County Management Association, the NCCCMA, and UNC's MPA Alumni Association, which honored him as one of only four recipients of its Distinguished Public Service Award. He also served on the Georgia Municipal Association's board of directors and on numerous committees within ICMA. In 2002 Mr. Horton became an ICMA Credentialed Manager.

When he retired in 2006, the Chapel Hill community established the Annual Cal Horton Municipal Service Award to recognize a town employee dedicated to "the highest ideals of public service." He was also selected as one of "Fifty Who Made a Difference: Chapel Hill-Carrboro's Top Fifty Leaders of the Last Fifty Years." In recognition of his 38 years of service and achievement, ICMA honors W. Cal Horton with the Distinguished Service Award.



BRYCE A. STUART

When he retired in 2006 after 36 years in public management, Bryce (“Bill”) Stuart was the longest-serving manager in Winston-Salem, where he set a standard for local government management through his passion, his ethics, and his commitment to the profession.

He began his career in 1965 in Phoenix, Arizona, as a management assistant and then as assistant budget director. Moving to Charlotte, North Carolina, he spent three years as budget evaluation director before becoming assistant city manager. In 1980 he was appointed city manager of Winston-Salem. During his tenure there, he lowered the tax rate by 33 percent, led the city’s growth, and implemented a managed competition program. Under his leadership, Winston-Salem became the second U.S. city to be rated “AAA” by all three bond-rating agencies; was a pacesetter in implementing market-based pay and a consumer-based health plan; and won national recognition as, among other things, a Top Ten Digital City, Tree City USA, and America’s Most Livable Community.

An ICMA Credentialed Manager since 2003, Mr. Stuart was president of ICMA (1998–1999), regional vice president of ICMA’s Executive Board (1993–1995), and president of the North Carolina City and County Management Association (1988–1989). He has also participated on numerous boards and committees within ICMA, including his current membership on the Technology Management Institute Advisory Board. Always strongly committed to mentoring young professionals, several of whom became local government leaders themselves, Mr. Stuart has earned ICMA’s Distinguished Service Award for his exemplary contributions to the profession of local government management.

2008 ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

George D. Di Ciero, city and county manager, Broomfield City and County, Colorado

Other Nominees:

Paul A. Eckert, city manager, Sioux City, Iowa

Ted A. Gaebler, city manager, Rancho Cordova, California

Larry H. Hanson, city manager, Valdosta, Georgia

Michael D. Johnson, county administrator, Solano County, California

Matthew J. Kridler, city manager, Springfield, Ohio

John F. McDonough, city manager, Sandy Springs, Georgia

Ronald S. Miller, city manager, Aurora, Colorado

John F. Perry, village administrator, Woodridge, Illinois

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

Jackson C. Tuttle, city manager, Williamsburg, Virginia

John Michael Wilkes, city manager, Olathe, Kansas

Award for Career Development in Memory of L. P. Cookingham

Thomas O. Forslund, city manager, Casper, Wyoming

Other Nominees:

Donald D. Crawford, city manager (retired), Hamtramck, Michigan

Kenneth R. Pulskamp, city manager, Santa Clarita, California

Randall H. Reid, county manager, Alachua County, Florida

Carl R. Rogers, town manager, Barre, Vermont

James V. Thompson, city manager, Casa Grande, Arizona

Glen Tracy Williams, city manager (retired), West Carrollton, Ohio

Shana K. Yelverton, city manager, Southlake, Texas

Assistant Excellence in Leadership Award in Memory of Buford M. Watson Jr.

Frances A. Gonzalez, assistant city manager, San Antonio, Texas

Other Nominees:

Bryan C. Beam, assistant administrator, Calcasieu Parish, Louisiana

Renee C. Farmer, assistant city manager, Miami Gardens, Florida

Heather B. Harper, assistant town manager, Falmouth, Massachusetts

Henry P. Schubert Jr., assistant city manager, Largo, Florida

Kenneth Striplin, assistant city manager, Santa Clarita, California

William F. Studer, deputy city manager, El Paso, Texas

Hannes Zacharias, deputy county manager, Johnson County, Kansas

PROGRAM EXCELLENCE AWARDS

Community Health and Safety Program Excellence Award (populations less than 10,000)

Rape Aggression Defense (RAD) Course—Normandy Park, Washington, and Douglas J. Schulze, city manager

Community Health and Safety Program Excellence Award (populations 10,000 to 49,999)

Ambulance Safety Initiative—Winter Park, Florida, and Randy B. Knight, city manager

Other Nominees:

Enhancing Emergency Services—Warwick Township, Pennsylvania, and Gail V. Weniger, township manager

GIS Mosquito Control Program—Valdosta, Georgia, and Larry H. Hanson, city manager

Housing Task Force and Residential Opportunity Fund—Centralia, Illinois, and Grant A. Kleinhenz, city manager, and J. Scott Sellers, assistant city manager

Community Health and Safety Program Excellence Award (populations 50,000 and greater)

Choppee Regional Resource Center—Georgetown County, South Carolina, and Thomas W. Edwards, county administrator (retired), and Henry Edsel Hemingway Jr., county administrator

Other Nominees:

Citizens Organized to Prepare for Emergencies (COPE)—Santa Rosa, California, and Jeffrey C. Kolin, city manager

Citizens Public Safety Academies—Sugar Land, Texas, and Allen Bogard, city manager; Karen H. Glynn, assistant city manager; and Karen Daly, assistant city manager

Delray Youth Vocational Charter School—Delray Beach, Florida, and David T. Harden, city manager

Fugitive Apprehension and Surveillance Team—Aurora, Colorado, and Ronald S. Miller, city manager

Graffiti Abatement Team Program—Arlington, Texas, and James N. Holgersson, city manager

Innovations in Managing Unconventional Household Hazardous Wastes—Alachua County, Florida, and Randall H. Reid, county manager

Integrating Partners in Emergency Care—Sandy Springs, Georgia, and John F. McDonough, city manager

Mission Domestic Hope—Roanoke, Virginia, and Darlene L. Burcham, city manager

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Mobile Mapping—Sparks, Nevada, and Shaun D. Carey, city manager, and Stephen W. Driscoll, assistant city manager

Police Department Mental Health Collaborative—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Erik J. Walsh, assistant city manager

Residential Home Care Program—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

Safe Futures Plan—Clark County, Nevada, and Virginia E. Valentine, county manager

Shopping Cart Retrieval Program—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, director, neighborhood services

Sidewalk Program—Alameda County, California, and Susan S. Muranishi, county administrator

SnowBuster Program—Westminster, Colorado, and Rachel Ann Harlow-Schalk, environmental and administrative services officer, and Matthew J. Lutkus, deputy city manager

Community Partnership Program Excellence Award (populations less than 10,000)

Schreiner Memorial Library—Lancaster, Wisconsin, and Scot E. Simpson, city administrator, and Potosi, Wisconsin

Other Nominees:

Comprehensive Colby Park Recreational Infrastructure Planning Project—Windsor Heights, Iowa, and Marketa George Oliver, city administrator

Comprehensive Safe Schools Plan—Platteville, Colorado, and Nicholas J. Meier, town manager

NCK Wellness Center, Inc.—Beloit, Kansas, and Douglas E. Gerber, city administrator

Community Partnership Program Excellence Award (populations 10,000 to 49,999)

Porch Light Partnership—Ferndale, Michigan, and Robert J. Bruner, city manager, and Lighthouse of Oakland County, Inc., and Judith W. Robinson, executive director

Other Nominees:

Graffiti Removal Program—El Centro, California, and Ruben A. Duran, city manager

Holiday Tour of Lights—Farmers Branch, Texas, and Gary D. Greer, city manager

Intergovernmental Agreements for Future Boundaries—Casa Grande, Arizona, and James V. Thompson, city manager

KidsBuild—Park Ridge, Illinois, and James D. Hock, city manager

Prairie Ridge Youth Sports Complex—Ankeny, Iowa, and Carl M. Metzger, city manager

Southern Hospitality Group Workcamp—Valdosta, Georgia, and Larry H. Hanson, city manager

Southlake and Sabre Holdings Partnership—Southlake, Texas, and Shana K. Yelverton, city manager

Wheat Ridge 2020—Wheat Ridge, Colorado, and G. Randolph Young, city manager

Community Partnership Program Excellence Award (populations 50,000 and greater)

Community Mental Health and Substance Abuse Partnership—Fort Collins, Colorado, and Darin A. Atteberry, city manager

Other Nominees:

Apprenticeship Collaborative—Alameda County, California, and Susan S. Muranishi, county administrator

Centennial Hills Master Planned Campus—Las Vegas, Nevada, and Douglas A. Selby, city manager, and Steven P. Houchens, deputy city manager

Chief Administrators Committee—Metropolitan Washington Council of Governments—Washington, DC, Metropolitan Region and Anthony H. Griffin, county executive, Fairfax County, Virginia, on behalf of the COG CAO Committee

City Webcasts and Meeting Management—Kansas City, Missouri, and Wayne A. Cauthen, city manager

Coalition of Small Police Agencies (CSPA)—Algona, Washington; Black Diamond, Washington, and Gwendolyn M. Voelpel, city administrator; Clyde Hill, Washington, and Mitchell Wasserman, city administrator; Duvall, Washington; Enumclaw, Washington; Issaquah, Washington, and Leon Kos, city administrator; Lake Forest Park, Washington, and David M. Cline, city administrator; Medina, Washington; Mercer Island, Washington, and Richard M. Conrad, city manager; Normandy Park, Washington, and Douglas J. Schulze,

city manager; Pacific, Washington; and Snoqualmie, Washington, and Robert J. Larson, city administrator

Community Mental Health & Substance Abuse Partnership—Fort Collins, Colorado, and Darin A. Atteberry, city manager

COMPASS—Aurora, Colorado, and Ronald S. Miller, city manager

County/School District Intergovernmental Partnership—Georgetown County, South Carolina, and Henry Edsel Hemingway Jr., county administrator, and Thomas W. Edwards, county administrator (retired)

Creek Program—Santa Rosa, California, and Jeffrey C. Kolin, city manager, and Greg D. Scoles, deputy city manager

Crystal Darkness: Meth's Deadly Assault on our Youth—Washoe County, Nevada, and Katy I. Simon, county manager; Reno, Nevada, and Charles E. McNeely, city manager; and Sparks, Nevada, and Shaun D. Carey, city manager

EPayables Initiative—Clearwater, Florida, and William B. Horne II, city manager

Family Economic Success Program—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

Fire Services Assistance—Gainesville, Florida, and Russell D. Blackburn, city manager, and Becky L. Rountree, administrative services director; and Alachua County, Florida, and Randall H. Reid, county manager

GIVE Committee—Fishers, Indiana, and Gary A. Huff, town manager

Good Neighbor Program—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, director, neighborhood services

Graham Reservoir & Playgrounds—Mountain View, California, and Kevin C. Duggan, city manager, and Nadine P. Levin, assistant city manager

Green Business Partnership—Sarasota County, Florida, and James L. Ley, county administrator

Joining Hands for Special Populations—Olathe, Kansas, and John Michael Wilkes, city manager

Keeping Our Kids Safe—Newport News, Virginia, and Randy W. Hildebrandt, city manager

Neighborhood Resource Center—Delray Beach, Florida, and David T. Harden, city manager

Outsourced Recruiting—Polk County, Florida, and Robert M. Herr, county manager, and Lea Ann Thomas, assistant county manager

Partners for Youth—Tyler, Texas, and Robert M. Turner, city manager, and Mark McDaniel, city manager designate

Post-News Colorado Colfax Marathon—Lakewood, Colorado, and Michael J. Rock, city manager; Aurora, Colorado, and Ronald S. Miller, city manager; and Denver, Colorado

Regional Communication System—Yuma, Arizona, and Mark S. Watson, city administrator

Regional Economic Development Corporation—El Paso, Texas, and Joyce A. Wilson, city manager

Reusable Grocery Bag Program—Westminster, Colorado, and Rachel Ann Harlow-Schalk, environmental and administrative services officer, and Matthew J. Lutkus, deputy city manager

Strategic Partnership Agreements Policy Project—Sugar Land, Texas, and Allen Bogard, city manager; Karen H. Glynn, assistant city manager; and Karen Daly, assistant city manager

Web GIS Building Permit Tracker—Alachua County, Florida, and Randall H. Reid, county manager

Westcom Dispatch Center—West Des Moines, Iowa, and Jeffrey A. Pomeranz, city manager; Urbandale, Iowa, and Robert L. Layton, city manager; and Clive, Iowa, and Dennis T. Henderson, city manager

Community Sustainability Program Excellence Award (populations 10,000 to 49,999)

Centralia Opportunity Fund—Centralia, Illinois; Grant A. Kleinhenz, city manager, and J. Scott Sellers, assistant city manager

Other Nominees:

Community Center—East Grand Rapids, Michigan, and Brian D. Donovan, city manager

Neighborhood Improvement Program (NIP)—Monterey, California, and Fred E. Meurer, city manager

School Environmental Sustainability Program—Charlottesville, Virginia, and Gary B. O’Connell, city manager, and Lance A. Stewart, facilities maintenance manager

Community Sustainability Program Excellence Award (populations 50,000 and greater)

Davenport Green City—Davenport, Iowa and Craig Malin, city administrator, and Dee F. Bruemmer, assistant city administrator

Other Nominees:

Addressing Global Warming—Roanoke, Virginia, and Darlene L. Burcham, city manager

AWQUA Lounge—Aurora, Colorado, and Ronald S. Miller, city manager

Ball Field Innovation—Phoenix, Arizona, and Frank A. Fairbanks, city manager

City Mitigation Bank Program—Port Orange, Florida, and Kenneth W. Parker, city manager

City South Management Authority—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Pasquale DiGiovanni, deputy city manager

Fresh AIRE—Arlington County, Virginia, and Ron Carlee, county manager

Green Infrastructure Investment Program—Alachua County, Florida, and Randall H. Reid, county manager

Neighborhood Sustainability—Sugar Land, Texas, and Allen Bogard, city manager, and Michael W. Goodrum, community and environmental director

Roadmap to Sustainability—Sarasota County, Florida, and James L. Ley, county administrator

Strategic Leadership and Governance Program Excellence Award (populations 10,000 to 49,999)

Health Care Management System by Prevention—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Other Nominees:

Citywide Computer Coaching Network—Englewood, Colorado and Gary L. Sears, city manager

Hotel Convention Center—Lombard, Illinois, and David A. Hulseberg, village manager, and William T. Lichter, village manager (retired)

Strategic Budgeting Using Public Opinion Polling—Tarpon Springs, Florida, and Ellen S. Posivach, former city manager

Strategic Leadership and Governance Program Excellence Award (populations 50,000 and greater)

Organization and Employee

Development—Polk County, Florida, and Robert M. Herr, county manager

Other Nominations:

2012 Bond Community Committee Process—San Antonio, Texas, and Sheryl L. Sculley, city manager; Pasquale DiGiovanni, deputy city manager; and Edward A. Benavides, executive assistant to the city manager

Disability Awareness Activities—Olathe, Kansas, and John Michael Wilkes, city manager

Employee Relations Program—Aurora, Colorado, and Ronald S. Miller, city manager

Liquid De-Icing Blending System—McHenry County, Illinois, and Peter B. Austin, county administrator

Neighborhood Alert Centers—Little Rock, Arkansas, and Bruce T. Moore, city manager

Organizational Improvement Effort—Gresham, Oregon, and Erik V. Kvarsten, city manager

Performance Plus—Las Vegas, Nevada, and Elizabeth M. Fretwell, deputy city manager

Police Leadership Team—Broken Arrow, Oklahoma, and James M. Twombly, city manager

Public Health Advisor—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen Tempesta, senior assistant to the village manager

Quality Initiative—West Des Moines, Iowa, and Jeffrey A. Pomeranz, city manager

Award for Career Excellence in Honor of Mark E. Keane



GEORGE D. DI CIERO

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Career Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. Candidates must be voting members of ICMA; have a minimum of 10 years of executive, senior-level service to the profession; and be endorsed by a past or present elected official. This year, ICMA presents the Mark E. Keane Award to George D. Di Ciero, city and county manager of Broomfield, Colorado.

In 1968, George Di Ciero came to a small, newly incorporated, statutory city of 6,500 people and 1.5 square miles, and took the reins as its manager. With effective administrative management, he successfully guided Broomfield as it grew into one of the most exciting, livable, safe, well-planned, and well-managed communities in Colorado, if not the nation. Now at over 33 square miles and a population over 50,000, Broomfield is a home-rule, council-manager, combined city and county government with a remarkable manager at its helm.

Until November 2001, portions of Broomfield lay in four different counties. Throughout the 1990s, backed by overwhelming support from citizens and elected officials, Mr. Di Ciero pursued efforts to consolidate in order to more effectively and efficiently serve the community. After state legislative approval in 1998 and a three-year transition period, the county government functions were successfully incorporated into a combined—and reformed—city and county organization. Under Mr. Di Ciero's guidance and energy, Broomfield has established an integrated system of health and human service delivery that allows access at any point, a Central Records Office that avoids duplication of resources and provides a one-stop counter for residents seeking information on properties and voter services;

combined municipal, county, and state courts in a single location, and a police department that fulfills sheriff's detention and civil responsibilities while working to coordinate human services cases under the single umbrella of the city and county manager's office.

Balanced growth has always been a key component of Broomfield's master plan. With Mr. Di Ciero's help, Broomfield has achieved retail development to bolster sales tax revenues that pay for residents' amenities; commercial and industrial development to bolster job opportunities; housing development to ensure a reliable workforce; transportation improvements to ensure a safe and healthy environment; acquisition of open space, greenbelts, and park areas through development agreements; and new entertainment opportunities for the region. Broomfield's strong and diversified economic base places the community near the top of every revenue-producing category.

Mr. Di Ciero's accomplishments in Broomfield are legion. In the early 1990s, with residents' approval of a sales tax to purchase open space and parks, he and elected officials led collaborative efforts to acquire over 6,760 acres of publicly owned open land and easements and to set aside 901 acres of privately owned, permanently open land. Today, Broomfield has one of the highest ratios of open

land to development in Colorado and is well on its way to meeting its target of 40 percent open land at build-out.

And the list goes on. Mr. Di Ciero implemented a home-rule charter; established development review policies to ensure high-quality residential and commercial neighborhoods; oversaw the administration of budgets that grew from a few hundred thousand dollars to over \$253 million; oversaw a growing asset base; and authored a critical *Long Range Financial Plan* to guide Broomfield's policies and development into the future. Under his management, annual budgets have had surpluses and reserves to protect against economic downturns, and his recommendations have helped community and elected officials manage future land use designations to achieve a positive ratio of revenues to expenditures at build out.

Throughout his career, Mr. Di Ciero has remained responsive to the community's desires and willing to educate, coach, and support successive mayors and city council members. He instituted a customer-service model—what the staff refers to as “the Broomfield Way”—that represents his own friendly, inquisitive, “can-do” attitude. He recruits and empowers high-quality staff members, encouraging innovation, creativity, fiscal responsibility, and personal accountability, and taking pride in their awards, recognition, and eventual accession to leadership positions in both the public and private sectors. He values people who can connect with others and embraces the concept of teamwork.

Understanding the importance of citizen input into the workings of government, Mr. Di Ciero structured the city's decision-making processes to include the public on citizen

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**Award for Career
Development
in Memory of
L. P. Cookingham**



THOMAS O. FORSLUND

Each year, ICMA presents the Award for Career Development to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. The award commemorates former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship. Candidates must be voting members of ICMA. This year, ICMA presents the Career Development Award to Thomas O. Forslund, city manager of Casper, Wyoming.

With 20 years as city manager of Casper, Thomas Forslund is now the longest-serving city manager—and the most widely recognized leader among city managers—in Wyoming. He is the most ardent supporter of them as a group, the most ardent promoter of the profession, and the state’s most ardent advocate for professionalism in municipal government.

Those whose careers have been most directly influenced by Mr. Forslund are his many interns and analysts. For decades, he has always had an administrative analyst in his office—typically a young person with a freshly earned MPA and the desire to someday become a city manager. The analysts write speeches, produce newsletters, analyze data, and generally are given as much exposure as possible to the intricate processes of a modern municipality. Mr. Forslund always makes sure that his new hires understand that the position is meant to be a stepping stone. They are warned: “I will be disappointed if you stay here for less than 18 months. But in five years, I expect you to be leaving.” He wants them to become city managers, and in general, he gets his wish. Jeff Jones, hired as an administrative analyst in 1996, is now the assistant city manager of Hurst, Texas; Carter Napier hired as the analyst in 1998, later became the city administrator of Riverton, Wyoming.

Mr. Forslund also created an internship program in the city

manager’s office. The first intern, an MPA graduate student, was hired for the summer of 2004; over the next three years she was followed by more MPA interns. In 2008, the summer internship was expanded into a yearlong experience modeled after the ICMA Local Government Management Fellowship program. Laurie Kadrich, city manager of Grand Junction, Colorado, recalls that even while Mr. Forslund was getting started with Casper’s internship program, he was working to convince other city managers throughout the region to follow suit, and in the past few years, many have.

Like most governments, Casper’s workforce contains a large number of baby boomers, one-fifth of whom have been with the city for 20 years or more. Usually, these seasoned employees are leaders in their work areas, and when they retire, they will take with them not only their institutional knowledge but also their leadership and supervisory experience. Understanding that a great organization does not just support its operations for today but throws its energy back into itself in order to remain strong for long into the future, Mr. Forslund saw the importance of having his department heads become personally involved in the effort to train the next generation of Casper’s leaders. The city’s Leadership Training Program was designed to ensure that the city always has a

pipeline of qualified applicants for its leadership positions.

The program, which began in January 2007 with 30 students, represented a major commitment for all concerned. For the students—firefighters, mechanics, wastewater treatment plant operators, and accountants—the commitment was to attend eight hours of class each month for 15 months to learn the basics of management: budget writing, the essentials of employment law, and tactics for being an effective supervisor. For the eight department heads, the assistant city manager, and Mr. Forslund himself, the commitment was to teach at least one of the eight-hour classes, thereby ensuring that the students received practical management knowledge as well as real-life examples drawn directly from Casper experience.

Mr. Forslund also reaches out beyond the Casper organization to new managers in the region, many of whom have come to depend on him as their careers progress. Carter Napier of Riverton can rattle off a long list of managers who regularly seek Mr. Forslund’s advice. To Bobbe Fitzhugh, city manager of Douglas, Wyoming, he is an outstanding mentor because he is deliberate, thoughtful, and ethically above reproach. During a contentious election last year, when several city council candidates ran on an anti-manager platform, Ms. Fitzhugh and Mr. Forslund were in frequent contact, and after several of those candidates took office, he advised her on how to win them over. In his dealings with elected officials, he is politically astute, his demeanor both humble and appropriately assertive. “We call him Elder Tom,” Laurie Kadrich of Grand Junction says of the 56-year-old manager. Noting how he has a

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**Assistant Excellence
in Leadership Award
in Memory of
Buford M. Watson Jr.**



FRANCES A. GONZALEZ

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant (regardless of title) to a chief local government administrator or department head. Candidates must be members of ICMA, full-time assistants reporting to a chief local government administrator or department head who have been responsible for significant administrative duties for at least one year (not including internships in conjunction with an academic program), and endorsed by a CAO. This year's recipient of the Assistant Excellence in Leadership Award is Frances A. Gonzalez, assistant city manager of San Antonio, Texas.

As assistant city manager in San Antonio, Texas, Frances Gonzalez is responsible for those city departments most directly involved with human development efforts—the Metropolitan Health District, the Department of Community Initiatives, the Department of Parks and Recreation, and the library system. In this capacity, she has been a formidable leader for innovative change to benefit the community and a steadfast advocate for health and human services.

As an example of her solid record of achievement, in 2008 Ms. Gonzalez spearheaded one of the most significant city/county consolidation efforts in recent history, integrating city and county health services to establish a high-performing public health system. Under her leadership, health system roles and responsibilities were changed to enhance the quality of services, reduce duplication, use resources more efficiently, and provide a seamless system of care for patients. This restructuring of clinical, preventive health services will allow the city's health department to focus on its core competency: protecting the public through immunizations, environmental monitoring, communicable disease control, public health

emergency preparedness, health code enforcement, and food inspections.

In addition, Ms. Gonzalez led a team of city staff to plan and develop a state-of-the-art homeless campus known as Haven for Hope. Designed to be a transformation center, this \$80 million project, which involved both the private and public sectors, will include a comprehensive program of services for men, women, and families. Recognizing the significant role the campus will play in delivering services to this population, the city initiated the effort to garner financial support for the project while Ms. Gonzalez used the expertise of a multidisciplinary team to help negotiate the site development and lease agreement. Over time, the city will realize the benefits of providing services to this population through streamlined and seamless programs.

Her leadership qualities and advocacy efforts were also in evidence when Ms. Gonzalez helped to create a state-of-the-art clearinghouse for senior services and information. The result of a collaborative effort by three different departments, the Bob Ross Senior Multi-Service Health and Resource Center opened in April 2007 to provide health and wellness activities and services, education, social

and cultural activities, and volunteer opportunities for seniors 60 and older.

Committed to excellence and the long-term success of the city organization, Ms. Gonzalez was influential last year in the creation, development, and implementation of the city's Executive Leadership Program. Identifying executives from the city's leadership team who will work closely with executive coaches toward enhanced professional development outcomes, the program provides participants with strategies that are designed to enhance their leadership skills, communication techniques, and approaches to change management, all with a focus on continuous improvement.

Before becoming assistant city manager, Ms. Gonzalez served as assistant to the city manager, in which capacity she was responsible for staffing and coordinating the activities of the Housing and Neighborhood Action Team, which was developed to facilitate and expand existing housing policies and programs. She also managed the Organizational Review Office, which conducts comprehensive organizational studies and performance reviews of all city departments with the objectives of improving organizational efficiency and effectiveness, and finding new and better ways to deliver public services. And she coordinated the city's Better Jobs efforts, which link education, economic development, and workforce development programs and initiatives.

Ms. Gonzalez was also director of the city's Neighborhood Action Department, responsible for developing housing policy and implementing housing programs. During her tenure, the department created the nationally recognized *Neighborhood Sweep* program, which employs a

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Community Health and Safety Award

POPULATIONS OF LESS THAN 10,000

NORMANDY PARK, WASHINGTON

ICMA's Community Health and Safety Award recognizes the innovative local government programs or processes that demonstrate improvement in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark Keane, and in memory of Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell. This year, ICMA presents the award in the less-than-10,000 population category to the city of Normandy Park, Washington, and City Manager Douglas J. Schulze for the Rape Aggression Defense (RAD) course.



Learning the basics of hands-on self-defense



DOUGLAS J. SCHULZE

In an effort to teach women how to take steps to prevent an assault or rape through risk reduction and avoidance as well as basics of hands-on

self-defense, the Normandy Park, Washington, police department offers a course in the Rape Aggression Defense (RAD) System. The course involves 12 hours of training broken into four sessions. Taught by city police officers who are certified instructors in the area of women's self-defense, this training is offered for free through public and private grants and funding.

The RAD System is a detailed and comprehensive course for women that begins with crime prevention, and risk reduction and avoidance, and progresses on to the basics of hands-on self-defense. The training includes lectures and discussions on assertiveness and verbal confrontation skills followed by safety strategies. This program is dedicated to teaching easy, effective, and proven self-defense tactics that women can use to protect themselves against various types of assault

What makes the RAD course so effective is that following the training,

participants can practice using the learned physical defense techniques—striking and kicking—on stationary targets (padded bags) and then on the instructors who wear protective gear.

This program has produced the most positive feedback of any prevention program in the history of the agency. In addition to testimony from a young woman who actually had the opportunity to use her training to defend against an attacker—and did so successfully, the following communication is typical of the feedback received from RAD graduates:

I am a 55-year-old woman who has always been safety conscious. I have taken women's safety courses before that were helpful, but none gave the practical training in self-defense that I desired until I took the RAD course. . . .

These two officers teaching the RAD course finally made me not only safety conscious but safety educated. This course is specific, well demonstrated, and effective. [The officers] taught the various self-defense techniques with clarity, precision, and encouragement. I came away from the course not just learning self-defense techniques but with a base of understanding to build upon for my personal safety. The in-class

drills and final scenarios built my confidence in my ability to defend myself and gave me an enthusiasm to continue to improve in the techniques taught.

The RAD Program was implemented in 2003, and more than 400 female students have completed the training since then. With annual program costs of less than \$2,000, which comes primarily from public and private grants, the RAD program is highly cost-effective.

The positive feedback from participants and success of the program have led to a recent decision to expand the training to youngsters aged 5–12. The officers who conduct the training for adults have completed certification in RAD Kids and will be teaching prevention techniques as well as hands-on self-defense skills.

The RAD System course provides effective and useful crime prevention training to a vulnerable population. As an additional advantage, women and children participating in the training develop positive relationships with Normandy Park police officers, which contributes to community support and trust. ■

Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

WINTER PARK, FLORIDA

ICMA's 2008 Community Health and Safety Award in the 10,000-to-49,999 population category goes to the city of Winter Park, Florida, and to City Manager Randy B. Knight for the Ambulance Safety Initiative.



RANDY B. KNIGHT

The 1990s saw more than 300 fatal ambulance accidents in the United States, most of which involved emergency medical service (EMS)

personnel who were sitting unrestrained on a bench facing the patient. In addition to rendering care during transport to the medical facility, they had to communicate via radio, reach necessary medical equipment, and perform other patient care functions, all of which required them to routinely move about the ambulance and thus made it impossible for them to use the standard lap-type seat belts provided.

Despite an era of improved seating restraints for almost all passenger vehicles, the Winter Park Fire-Rescue Department (WPFDR) discovered in 2004, while seeking to purchase new ambulances, that the new passenger safety initiatives did not account for ambulance attendants. Yet studies on ambulance safety from the National Institute of Occupational Safety and Health, along with historical facts and crash-test videos, confirmed the inherent dangers to medical attendants working in the patient compartments of American ambulances. Thus, to address the basic safety needs of paramedics, WPFDR established what is now referred to as the Ambulance Safety Initiative (ASI) project.

The ASI project was initiated in 2004 by Lt. Andrew Isaacs of WPFDR: told that there was no design on the market like the one he envisioned, he began to draft his thoughts for the

redesign. The project began with an assessment of the passenger restraint system that paramedics need to travel safely, as well as of the basic ergonomics of emergency medical care itself. To ensure that the environment and activities of first responders is as safe as possible, it thoroughly researched the entire patient care continuum, from vehicle markings to equipment accessibility. This comprehensive approach led to several conclusions for the design of the system, not the least of which was the importance of developing a seating and restraint system that was very user-friendly because attendants would reject a cumbersome harness design. Ultimately, a five-point restraint was devised that offered greater security in all circumstances, while also allowing for the continued mobility necessary to treat patients.

The city of Winter Park funds all activities of the fire-rescue department, and its Vehicle Replacement Fund (VRF) serves as a type of internal leasing function for each city department. After specifications were drafted, the ASI units were placed for competitive bid adhering to the city's purchasing policies and procedures, as well as to Florida state law. Two manufacturers responded and accepted the challenge to change the design of the standard American ambulance (there are currently five manufacturers producing similarly designed units). Within two years of the project's inception, a purchase order was initiated, and a contract was signed to produce units meeting all specifications. The total cost for each unit was about \$170,000, and all units were budgeted under the VRF program.



Increasing safety for paramedics through a restraint system

The single most important achievement of the ASI project is the increased level of safety for paramedics. Combined with all other safety improvements made to the units, the WPFDR's attention to ergonomic design yielded what the industry is referring to as America's safest ambulance.

Three important measures are being used to evaluate the success of the ASI project:

1. *Personal compliance:* Personal compliance has been measured through spot checks and supervisor observations. During the first three months of implementation, a compliance rate of about 75 percent was observed, which eventually improved to a rate of 90 percent.
2. *Reduction in workers' compensation:* Before the ASI features were introduced, the department

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Community Health and Safety Award

POPULATIONS OF 50,000 AND GREATER

GEORGETOWN COUNTY, SOUTH CAROLINA

ICMA's 2008 Community Health and Safety Award in the 50,000-and-greater population category goes to Georgetown County, South Carolina, retired County Administrator Thomas W. Edwards, and County Administrator Henry Edsel Hemingway Jr. for the Choppee Regional Resource Center.



THOMAS W. EDWARDS



HENRY EDESEL HEMINGWAY

Improving the health of low- to moderate-income individuals has long been a major challenge in rural Georgetown County, South Carolina, just as it is in many rural counties throughout the South. A 2000 health assessment reported that African Americans in the county were more than twice

as likely as whites to stop requesting health care, cease taking medications, and die prematurely; and both the diabetes rate and the mortality rate from HIV/AIDS among this population were five times higher than among whites. Moreover, 45 percent of all children under age two in public health clinics were inadequately immunized against such preventable diseases as polio, measles, diphtheria, tetanus, haemophilus influenza B, and whooping cough.

In the Choppee region in rural southwestern Georgetown County, 56 percent of the 6,900 residents live 200 percent below the poverty level. Besides poverty, barriers to medical care in 2000 included inadequate transportation, poor health education, cultural restrictions, lack of health insurance, lack of preventive health services, and lack of primary care providers willing to serve the low-income and indigent populations—a factor that led the

South Carolina Department of Health and Environmental Control (DHEC) to list the region as a “Medically Underserved Health Professional Area.” Because poor health was acknowledged to be a root cause of many of the county’s other challenges, improving the health of Choppee’s residents would certainly be instrumental in addressing employment and educational deficiencies.

The federal government’s decision to consolidate the schools provided the needed spark that ignited the community to organize to attack its most pressing problem: lack of basic health care. With the now-empty school buildings identified as a feasible place to house a regional health and wellness center, residents went to work to obtain support for the project.

It was at this time that the South Carolina Primary Health Care Association introduced “Health Access for All,” a community-based initiative to improve access to primary care. Participants in the initiative—the South Carolina DHEC, the St. James-Santee Family Health Center, the Waccamaw Center for Mental Health, the Georgetown County Drug and Alcohol Abuse Commission, and the Georgetown Diabetes CORE Group—ultimately joined forces to develop a “one-stop” regional health care facility to serve the region’s needs.

Although the county council recognized the crucial need for a health care and wellness center, the county government had only \$255,000 to apply toward it. In late 2001, it received a Community Development Block Grant, from which it dedicated



Serving the region's needs through a one-stop health care facility

\$713,000 to the project; meanwhile, the St. James-Santee Family Health Center obtained \$550,000 in federal funding. Because the other partners were initially unable to contribute their share of renovation and operation costs, the council agreed to advance these agencies the necessary funds through an innovative funding arrangement that allowed them to eventually commit \$249,000 to capital improvements, plus an additional \$183,000 to renovate an adjoining wing for the establishment of a crisis stabilization center. The state of South Carolina then awarded the county \$31,000 for exterior landscaping, and the county school district, faced with maintenance or demolition costs for the vacant buildings, agreed to transfer the property to county government for reuse.

The citizens and health partners provided the enthusiasm and certain types of expertise, but it was up to the county to provide the coordination, organization, leadership, and project management expertise to ensure that the project became a reality. A key factor in this effort was the contribution of more than 30,000 hours of labor—valued in excess of \$500,000—from inmates of the county detention center to transform the former high school building into

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Community Partnership Award

POPULATIONS OF LESS THAN 10,000

POTOSI AND LANCASTER, WISCONSIN

ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents the Community Partnership Award in the less-than-10,000 population category to the city of Lancaster, Wisconsin, and City Administrator Scot E. Simpson, and the village of Potosi, Wisconsin, for the Schreiner Memorial Library.



SCOT E. SIMPSON

Not long ago, the residents of Potosi, Wisconsin (2008 pop. 726), had access to library services when a bookmobile regularly visited their community.

When that service was discontinued, residents were left without library services. For those who had access to transportation, the closest library was almost 15 miles away. But local schoolteachers had limited resources with which to plan curriculum, and those residents who benefit most from public libraries—youth, the elderly, and disabled residents—were left with no access to books, computers, or the other valuable tools that libraries provide.

With a small operating budget and limited savings for capital projects, Potosi was unable to open its own library. So its leaders worked with community leaders and library staff in nearby Lancaster and formed a partnership with the town to construct and operate a small branch of Lancaster's Schreiner Memorial Library in Potosi. This partnership, one of only a handful in the state, has produced one of the state's smallest yet most highly used facilities.

After about a year of planning, the Potosi Branch Library opened to the public. For \$40,000, the former

kitchen and meeting room of the Potosi fire station had been transformed into an intimate, functional public library. Civic leaders, Lancaster library staff, and members from both communities contributed to the planning and construction process, donated books and other materials to establish the branch library collection, and dedicated volunteer hours to make operations a success. Each magazine subscription that the library currently holds is donated by a member of the village. Many surrounding libraries and organizations have donated materials as well, and in return, residents of the surrounding area now have access to both the Lancaster Schreiner Memorial Library and the Potosi Branch Library.

Total annual operating expenses, which the two communities share, are approximately \$26,000. Estimated costs to operate a stand-alone library would be significantly higher—and prohibitively so for Potosi. Potosi's contribution of \$15,000 per year gives its residents access to a part-time librarian, who operates the library for 15 hours per week and, in addition to book checkout, provides reference assistance, Internet access, copying and fax service, and interlibrary loans, as well as Story Hour and other children's programs. The library is managed by the director of Schreiner Library.

According to Potosi Village President Frank Fiorenza, "What



Fire station kitchen and meeting room transformed into public library

started out as an experiment between two communities, separated by approximately 13 miles, has, after the first year, proved a success beyond our loftiest expectations." In 2007 alone,

- Library cards were issued to 240 residents who had never before owned one.
- Nearly 5,100 materials were circulated, and use of Lancaster's library also increased.
- The two computers in the Potosi library served 718 users.
- Circulation to the village of Potosi increased by 763 percent, and by 342 percent to the surrounding rural area.

But numbers alone cannot tell the complete story. The librarian tells about the homebound residents she has gotten to know as she delivers books to them weekly or about elementary-school teachers bringing their entire classes to sign up for their first library cards. While other small communities struggle to keep existing houses occupied, new homes are being built annually in Potosi—a testament to how assets like a library are vital to making a community attractive to families.

Both Potosi and Lancaster leadership can attest to the power of partnerships, especially in small

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

FERNDALE, MICHIGAN

ICMA's 2008 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Ferndale, Michigan, City Manager Robert J. Bruner, and The Lighthouse of Oakland County, Inc., and Judith Robinson, executive director for the Porch Light Partnership.



ROBERT J. BRUNER

As a first-ring Detroit suburb, Ferndale, Michigan, was experiencing the effects of urban sprawl: people had moved out of what were once solid, middle-class neighborhoods, leaving empty houses behind. Because an abandoned or boarded-up house is clearly a blight on a neighborhood and negatively affects property values, the city of Ferndale, Oakland County, Lighthouse Community Development (LCD), and Paramount Bank formed a unique residential rejuvenation initiative called "The Porch Light Partnership" dedicated to improving neighborhoods one home at a time. The challenge was twofold: to provide affordable housing in quality housing stock and to prevent further neighborhood deterioration—two goals that are crucial to preserving, enhancing, and diversifying a community.

The Porch Light Partnership is an ongoing initiative that relies on numerous state, local, public, and private sources—a county-awarded \$415,000 HOME grant received by LCD, financing from Paramount Bank, and the assistance of local trades—to purchase and renovate city-identified homes in specific Ferndale neighborhoods. The partnership kicked off the project in January 2007 by investigating neighborhoods and possible properties; the first house was purchased, and renovations began in the spring. The city was called upon for additional Community Development Block Grant (CDBG) funding to assist with

lead abatement. LCD then purchased two additional houses, and renovations on all three houses were complete by late November. The goal was to have six totally renovated homes by the end of 2008.

Once renovated, the homes are offered at affordable prices to first-time home buyers. As an important component of the program, potential buyers can receive free financial education on how to purchase and maintain a home. The low- to moderate-income buyers who benefited from this program, and would not have been able to purchase a home otherwise, are now able to give their families a stable home environment that is part of a community, a school district, and a neighborhood where their children can grow up.

It is a recognized fact in home improvement that renovations on one house in an area will encourage renovations on other properties in the same area. Since March 2007, 15 permits were issued for work on other houses in the three neighborhoods where the Porch Light project homes are located. More than 20 candidates have participated in the home-buyer seminars conducted with LCD and Paramount Bank, and businesses are being approached to encourage their low- to moderate-income employees to participate in this program.

Because the partnership is a cooperative group of local and county government, private sector businesses, and nonprofits, it has the talents required to make this project a success. Each partner brings unique resources to the project. When additional funding was required, Oakland



Renovated homes offered to first-time home buyers at affordable prices

County brokered the deal to permit CDBG funds to be released through the city of Ferndale to complete the project. The open houses held to showcase the properties for potential buyers were advertised on the city's Web site and local cable TV channel. By cooperating and focusing on the goal of providing affordable housing to low- and moderate-income families, the partners were able to work through any minor difficulties quickly. It's the kind of program that other cities could easily benefit from—as Pontiac, Michigan, has done, building more than 110 new homes, rehabilitating 25, and using more than 180 grants and loans to facilitate repairs to owner-occupied homes in low- to moderate-income neighborhoods.

The Porch Light Partnership project is a win-win situation for all concerned, as it will improve neighborhoods, strengthen housing stock and values, and attract new residents to Ferndale. Future plans include increasing the number of community partners involved in the partnership, securing additional funding for further rejuvenation efforts, and developing additional projects—all with the goal of improving Ferndale neighborhoods one home at a time. ■

Community Partnership Award

POPULATIONS OF 50,000 AND GREATER

FORT COLLINS, COLORADO

ICMA's 2008 Community Partnership Award in the 50,000-and-greater population category goes to the city of Fort Collins, Colorado, and City Manager Darin A. Atteberry for the Community Mental Health and Substance Abuse Partnership.



DARIN A. ATTEBERRY

By the late 1990s, providing adequate mental health and substance abuse services for Colorado's Fort Collins/Larimer County community had become quite challenging. For years the area's mental health and substance abuse service providers planned and provided their services essentially independently from one another; no mechanism existed to evaluate the total mental health and substance abuse needs of the community, review the services available, and implement a community plan; people with mental illness or substance use disorders had difficulty finding and accessing needed services; and police staff typically lacked training to work with this population. In short, the existing system was inadequately meeting the needs of the people it was meant to serve.

Case studies revealed four common problem themes:

1. Overloaded and fragmented services were driven by the crisis at hand, with little time for prevention or early intervention.
2. Consumers and families felt "punted," or shuffled, from service to service.
3. Providers rarely knew a client's treatment history, if there was one.
4. Insurance with mental health coverage did not guarantee access to adequate and appropriate mental health services.

After an intensive system assessment, the Community Mental Health and Substance Abuse Partnership was launched. Committed to systematically restructuring and improving service provision, the partnership was created to offer a well-coordinated, well-funded continuum of mental health and substance abuse services that meets citizens' needs and promotes a healthier community. To date, 35 organizations have joined in the partnership, including the city of Fort Collins, Larimer County, state offices, the health district, the hospital system, the criminal justice system, mental health and substance abuse service agencies, cognitive disability service providers, consumer advocates, schools, the faith community, housing agencies, private therapists, and Colorado State University.

A steering committee was appointed and defined a three-phase implementation process: (1) clarify the key issues and identify potential next steps; (2) develop a structure to address key issues; and (3) focus on implementing solutions. Partnership priorities were identified to include

- Ensuring adequate connections to services
- Maximizing capacity for diagnosis, prescriptions, and treatment
- Creating and re-creating essential services
- Improving information sharing
- Advocating policy changes.

Locating the oversight, administration, and functions of the partnership within the Health District of Northern Larimer County, the



Reengineered crisis response system involves 22 organizations

steering committee, which includes a representative from the Fort Collins city manager's office, assumed responsibility for overall program direction. It determined that two things were essential to the program's effectiveness: a base of funding from which to keep the work organized, and the commitment of each person involved. Over the years, the partnership has been funded by more than 43 organizations and foundations, as well as by several individuals.

In 2002, Connections was established to provide comprehensive, specialized mental health and substance abuse information, referral, and assistance. On average, more than 3,700 people visit the office each year; to date, more than 50,000 people have sought its services. In 2006, client satisfaction with the Connections process, ranging from intake, to referral to appropriate services, to the helpfulness of those services, was 89 percent or better, and therapists reported that 88 percent of clients improved their ability to function. Service providers who work with the program report a 100 percent satisfaction rate as well. In particular, clergy and school personnel appreciate having one source for comprehensive information when trying to help

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Community Sustainability Award

POPULATIONS OF 10,000 TO 49,999

CENTRALIA, ILLINOIS

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the 2008 Community Sustainability Award in the 10,000-to-49,999 population category to the city of Centralia, Illinois, City Manager Grant A. Kleinhenz, and Assistant City Manager J. Scott Sellers for the Centralia Opportunity Fund.



GRANT A. KLEINHENZ



J. SCOTT SELLERS

For years the city of Centralia, incorporated in 1859 as a railroad community in the heart of rural South-Central Illinois, benefited from coal mining, oil exploration, and small manufacturing. But in 1947, a coal mine explosion killed 111 miners, heralding the end of the mining era in the city. Soon after,

the oil supply depleted, and Centralia faced some difficult economic times. Fortunately, it was able to attract some light manufacturing, which led to a stable population increase until the 1970s. But when globalization hit the area, many manufacturing jobs were outsourced. Between 1990 and 2004, Centralia documented a population decline of 6 percent and lost thousands of jobs.

Scrambling to retain the industries that remained but were in jeopardy of closing, the city also had to address its many vacant buildings, which created blight and added nothing to the tax rolls. Reevaluating its strategy for business retention and attraction, the city found that it was using the same incentives that it had been using for years, many of which did not address the needs of those industries that were leaving (or had left). While

various economic programs existed in the form of loans, grants, tax credits, and technical assistance, each had its limitations. Tax increment financing (TIF) districts and enterprise zones had district boundaries; Community Development Assistance Program loans and grants had low- to moderate-income requirements; and each had its own project eligibility costs and scheduling restrictions. City staff needed to design a flexible program that could be used either with other programs or on its own.

In November 2006, the city council unanimously adopted the Centralia Opportunity Fund. Established as part of the 2007 budget process to promote, complement, and enhance economic and business development opportunities throughout the city for industrial, commercial, and residential projects, the fund began with a start-up injection of \$100,000 from the general fund reserve, and added 70 percent of all unexpended, unencumbered contingency fund line items at the end of fiscal year 2006; each year thereafter, this same percentage of unexpended, unencumbered contingency fund line items would be transferred into the Opportunity Fund.

Under the terms of the fund, a developer, investor, or business may receive funds in the form of a grant, a forgivable loan, or a low-interest loan for a specific project within the city's corporate limits. The amount and type of funding provided depends on the



Before



After

Opportunity Fund supports a proactive approach to economic development

scope or scale of a project, and the project's economic impact on the community in terms of jobs, investment, and tax-revenue generation. Funds may be used for a variety of purposes, including land acquisition; building demolition, construction, and/or rehabilitation; site preparation; extension of utilities; machinery and equipment; inventory; and working capital. Funds are not to be used for refinancing, for projects having an overall negative impact on the community, or for projects outside the city limits. The funding conditions include evidence of need and project feasibility, evidence of project financing, project schedule, operational/agency approval, and applicant clearance.

The Opportunity Fund is a new instrument in Centralia's economic development "toolbox," greatly enhancing the city's ability to attract development. It has been used nine
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Community Sustainability Award

POPULATIONS OF 50,000 AND GREATER

DAVENPORT, IOWA

ICMA's Community Sustainability Award in the 50,000-and-greater population category goes to the city of Davenport, Iowa, City Administrator Craig Malin, and Assistant City Administrator Dee F. Bruemmer for the Green City initiative.



CRAIG MALIN



DEE F. BRUEMMER

Recycled paper? Check. Hybrid cars in fleet? Yes. LED traffic signals? Years ago. Waterless urinals? Sure, and an internationally recognized sewage treatment plant! Paperless office? Ah, we're trying....

The largest Farm Belt city on the Mississippi, Davenport, Iowa, had a long, proud manufacturing history.

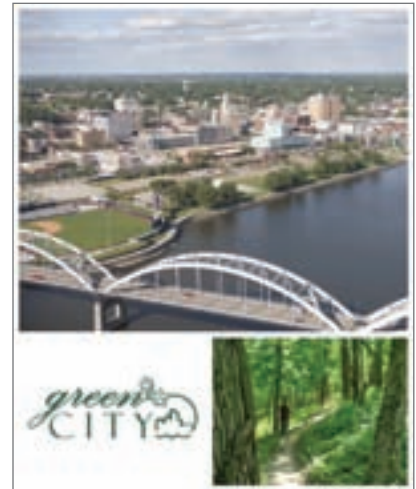
But like many old manufacturing cities, it lost jobs by the thousands and, as globalization hit, suffered double-digit population losses. Some thought it would be another cast-off America city that was once great but no longer.

But Davenport lacks neither resilience nor pluck. Not surprisingly, then, Davenport set out to overcome 50 years of urban disinvestment and its attendant population and job loss—and to do so while ensuring the city's environmental, fiscal, and social sustainability. And it is succeeding! Through its Green City initiative, the city is on the leading edge of nationally significant, comprehensive, and fully integrated revitalization and sustainability strategies. Examples of its recent accomplishments, grouped under four basic headers, are as follows:

- **Reduce global warming pollution and improve air quality:** Built the first LEED city building

in Iowa; added hybrid vehicles as pool cars and replaced all non-emergency V8 vehicles with fuel-efficient models; used recovered methane in its wastewater plant to generate 90 percent of the electricity needed and reduced energy consumption by 33 percent.

- **Create a healthy, livable urban center:** Completed adaptive reuse of vacant warehouses to reduce sprawl and encourage transit-friendly development; invested \$66 million in rehab housing projects; strengthened the curbside recycling program; invested \$3.7 million to transform a former brownfield into a regional park; committed more than \$75 million in downtown public and nonprofit arts and culture capital investments.
- **Enhance the urban forest/increase open space:** Created 12 community gardens in underserved areas, restored 4.5 acres of native prairie, and planted over 800 trees annually on major streets and in neighborhoods; acquired and converted to green space nearly 100 flood-prone homes; significantly reduced pesticide use in parks and on city-maintained properties.
- **Protect the river and streams:** Developed compost product for erosion control; instituted community and neighborhood clean-up activities, including EarthWeek Coalition Programs; identified and implemented opportunities to improve water quality and aquatic habitat;



Green City initiative cultivates extraordinary revitalization and sustainability efforts

installed pet waste stations and signs at 35 locations.

And while compelling stories abound, three merit more than a bullet point:

Regional Model for Community Revitalization. Davenport's "River Renaissance" program, approved by 73 percent of voters in 2001, launched a revitalization of the historic downtown. The countywide vote permitted Davenport's partners in Scott County to contribute \$5 million to match a state grant of \$20 million and the city to contribute \$25 million in order to leverage an initial \$113 million of private-public redevelopment. Revitalization began with two new parking ramps, a move of the city's art museum downtown, an adaptive reuse of long vacant department stores into a mixed-use project including the River Music Experience, expansion of the city-owned art deco theater, and the unique "Skybridge." With the only successful "Vision Iowa" bond referendum in the state, River Renaissance has kick-started a downtown rebirth that now exceeds \$300 million in reinvestment.

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LEWISTON, MAINE

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. ICMA's 2008 Strategic Leadership and Governance Award in the 10,000-to-49,999 population category goes to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Health Care Management System by Prevention.



JAMES A. BENNETT



PHIL NADEAU

The city of Lewiston, Maine, recognized that it had virtually no control or influence over the skyrocketing costs of health care management for its employees and their spouses. But officials knew that the city *could* do something to help curb the development of serious diseases and conditions, which contributed to those costs.

Becoming proactive about the need for preventive care, in 2005 Lewiston entered into an agreement with Central Maine Medical Center (CMMC) to develop and implement Health Care Management System by Prevention, a cutting-edge program that assesses the health risk behaviors of employees and their spouses; educates them as to the risks of such behaviors; provides guidance to help them address at-risk behaviors; and assists them in setting reasonable, sustainable goals. Program participants receive a 15 percent discount on their health insurance premiums. This initiative has proven that, both financially and healthwise, preventive health care is far more effective than disease management.

A key aspect of the program is a city hall-based health educator from

CMMC who provides counseling and follow-up; participants are required to visit the educator at least once a year. Components of the program are a physical examination by personal physician, including prescribed lab and x-rays, and a health risk assessment with the health educator; an exercise program tailored by the health care educator in conjunction with personal physician; nontobacco use; and achievement and maintenance of body fat/waist management goals. To encourage participants, the city, in consultation with the health care educator, provides monthly health-related informational sessions to coincide with confidentially tracked challenges that employees and spouses are experiencing. Lewiston makes quarterly payments of \$5,409 to CMMC for these services.

The partnership also includes a one-year CMMC Wellness Center membership for up to 150 eligible Lewiston participants for a \$7,762 annual fee. Membership includes orientation to CMMC equipment with a personal health counselor, use of all facilities, free admission to aerobic classes, and admission to a six-week smoking cessation program.

Lewiston's health insurance premiums have either remained the same or, in the case of Plan Year 2008, decreased by 4.87 percent from those paid the previous year. And when the program was developed in 2004, health care premiums paid by the city/employees were \$4,472,123



Preventive care keeps people healthy and saves money

in comparison to \$4,118,679 in 2007. Even more importantly, Lewiston employees have become more educated and participatory in their own health so that municipal sick time usage has decreased from 8.18 days in 2006 to 6.75 days in 2007.

Weight loss within Lewiston municipal government has been massive: as of February 1, 2007, 59 percent of employees and spouses lost a total of 1,962 pounds. One year later, 47 percent had lost an additional 1,402 pounds. In addition, since the start of 2007, 42 percent of participants have increased their weekly physical activity.

Other examples of how preventive care has benefited Lewiston participants include an employee who, upon being required to have a physical, was discovered to have cancer—which was promptly treated; a 30-year-old employee who learned that he had hypertension and was put on medication; an employee who is allergic to bee stings and was advised on how best to use an epi pen; an individual who was assisted during a stressful situation; an individual whose high blood pressure was found to be caused by an over-the-counter medication; and a spouse who used the employee assistance program, which helped her deal with

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POLK COUNTY, FLORIDA

ICMA's 2008 Strategic Leadership and Governance Award in the 50,000-and-greater population category goes to Polk County, Florida, and County Manager Robert M. Herr for the Organization and Employment Development program.



ROBERT M. HERR

In 2003, a new administration came to Polk County. Among the several strategic initiatives it identified as critical to the organization's success, one initiative—a renewed commitment to excellence in customer service, both internal and external—identified three challenges:

- Develop a high-performing workforce that delivers top-quality customer service
- Engender a commitment to excellence within that workforce
- Foster a culture that recognizes that achieving these objectives is the key to organizational excellence.

Believing that the only way to successfully attain these goals is to invest in the organization's most valuable resource, its employees, County Manager Herr created an entirely new division, Organization and Employee Development (OED). OED's mission is to achieve organizational excellence through the engagement, development, and recognition of employees, and to stimulate a culture shift that values employees as critical to organizational success. To support its mission, OED developed and implemented the following programs:

Employee Development Program.

Developed from an organization-wide needs assessment, this program offers over 110 classroom sessions within four certificate concentration

programs of study (communications skills, professional development, customer services provider, and supervisory skills) all directly related to the organization's strategic objectives. The courses are taught by both in-house talent and outsourced subject experts. Since the program began, course offerings have increased significantly, with subject matter chosen in response to employee feedback. To date, more than 1,300 employees have participated in the program, and almost 150 certificates have been awarded to those who have completed a program of study.

New Employee Orientation

(NEO). NEO is a two-day program that presents an overview of the county's mission, vision, values, services, strategic objectives, and diversity goals, followed by a half-day course devoted to customer service. An "Information Fair" allows new employees to meet and question various benefit and service providers one-on-one. The program also provides worksite orientation to help employees transition into their new work life. An orientation coordinator is designated for each work division, and each new hire is assigned to a sponsor within his or her work group for a two-week period. The success of the NEO is evident in employee response: nearly 100 percent of employees reported that they felt welcomed to the organization, 97 percent believed that they had made a positive career choice, and after 90 days, 92 percent felt that the orientation had helped them assimilate into their new workplace. NEO won the



Success equals engagement, development, and recognition of employees

National Association of Counties award for Excellence in 2007.

Emerging Leaders Program

(ELP). ELP has three goals: to identify top performers in the organization, to develop and prepare them for leadership roles, and to enable them to qualify for consideration in upcoming supervisory/management vacancies. After top-performing non-supervisory employees are identified through a competitive application process, a select group is given the chance to develop their leadership capabilities and skills by participating in a high-visibility personal and professional development program. Participants are provided with opportunities for organization-wide exposure through a communications package that showcases their talents and abilities.

Succession Planning Program.

Anticipating the possible retirement of up to 37 percent of senior leaders by 2011, this program identifies potential candidates for positions considered critical to organizational success, and ensures that they all have targeted, individual development plans to prepare them for candidacy. This program is the first formal process initiated that aligns strategic career development with future organizational leadership needs.

(Continued on page 28)

Celebration of Service

2008 SERVICE AWARD RECIPIENTS

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 30 years or more of local government service will be recognized individually during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference.

50 Years

ANNE E. HOWANSKI, TOWNSHIP MANAGER OF RIDLEY, PENNSYLVANIA, HAS SERVED THIS COMMUNITY SINCE 1956. AN ICMA MEMBER SINCE 1982, SHE SPENT MANY YEARS AS ASSISTANT SECRETARY AND SECRETARY, AND WAS PROMOTED TO HER CURRENT POSITION OF TOWNSHIP MANAGER IN 1980.

45 Years

DAVID R. SOLLENBERGER, MANAGER OF PLANT CITY, FLORIDA, HAS SERVED LOCAL GOVERNMENTS SINCE 1962. AN ICMA MEMBER SINCE 1961, HE BEGAN HIS CAREER AS AN ADMINISTRATIVE INTERN IN VALLEJO, CALIFORNIA, AND WORKED HIS WAY UP THROUGH THE RANKS UNTIL HE WAS FORMALLY NAMED CITY MANAGER IN 1967. SINCE THAT TIME, HE HAS SERVED AS CITY MANAGER FOR OTHER COMMUNITIES IN CALIFORNIA, MINNESOTA, AND FLORIDA.

AUBREY V. WATTS JR., CHIEF OPERATING OFFICER OF CHARLOTTESVILLE, VIRGINIA, HAS SERVED LOCAL GOVERNMENTS SINCE 1963. AN ICMA MEMBER SINCE 1985, HE BEGAN HIS CAREER AS DEPUTY TREASURER FOR VIRGINIA BEACH AND WORKED HIS WAY UP THROUGH THE RANKS UNTIL HE WAS NAMED CITY MANAGER IN 1987. AFTER THAT, HE SERVED IN GREENVILLE, SOUTH CAROLINA, BEFORE RETURNING HOME TO VIRGINIA.

40 Years

WILLIAM P. BUCHANAN, MANAGER, SEDGWICK COUNTY, KANSAS
HOWARD L. CHAMBERS, CITY MANAGER, LAKEWOOD, CALIFORNIA
JOAN P. ENGLISH, ASSISTANT CITY MANAGER, WEST HOLLYWOOD, CALIFORNIA
DEBRA J. FIGONE, CITY MANAGER, SAN JOSE, CALIFORNIA
JOSEPH E. GRAY JR., CITY MANAGER, PORTLAND, MAINE
COLE HENDRIX, TOWN MANAGER, ORANGE, VIRGINIA
DANIEL A. KLEMAN, DIRECTOR OF FIRE & RESCUE, JACKSONVILLE, FLORIDA
GEORGE W. KLOEPPPEL, EXECUTIVE DIRECTOR, LANE COUNCIL OF GOVERNMENTS, OREGON
PETER G. LOMBARDI, VILLAGE MANAGER, PINECREST, FLORIDA
ROBERT L. SCHOELLE JR., VILLAGE ADMINISTRATOR, GARDEN CITY, NEW YORK
FRANK R. SPENCE, VILLAGE MANAGER, BISCAYNE PARK, FLORIDA
EARL D. WILSON JR., CITY ADMINISTRATOR, WEED, CALIFORNIA

35 Years

CRAIG G. ANDERSON
HAROLD A. ANDERSON
JOHN K. ANDERSON
LARRY N. ARFT
THOMAS E. ATKINS
DON W. BAIRD
LESTER B. BAIRD SR.
PATRICIA G. BEAN
PAUL A. BERG
MAJOR T. BERRY JR.
MICHAEL A. BIERMAN
DAVID I. BLANCHARD
RAY R. BOCKMAN
WAYNE F. BOWERS
FRANCIS F. BOYLES III
STRIBLING P. BOYNTON
STEPHEN R. BURRELL
STEVE CARPENTER
DAVID M. CHILDS
EDWARD J. CIECKA
LARRY M. COMUNALE
JAMES AL CRACE
JOHN N. CRARY
GARRY H. CUBITT
ROBERT CUMLEY
EDWIN C. DALEY
JOHN C. DARRINGTON
KEVIN C. DUGGAN
ROBERT C. DUNEK
MICHAEL H. DYAL
DANIEL L. ELLIOTT
GREGORY FERRESE
DEE A. FREEMAN
A. LEE GALLOWAY
J. RONALD GEORGE
DONALD H. GERRISH
RAYMOND L. GIBBS
BRUCE D. GLASSCOCK
CAROL M. GRANFIELD
PATRICK J. GUILFOYLE
GEORGE D. HAEUBER
DENNIS R. HALLOWAY
TIMOTHY C. HANSLEY
DOUGLAS J. HARMS
WALTER B. HARTMAN JR.
THOMAS J. HAUN
VERDIA L. HAYWOOD
BRUCE E. HENRY
RICHARD J. HIERSTEIN
RODNEY H. IRWIN
DAVID M. JINKENS
LARRY C. KAUFMAN
BERTRAND N. KENDALL
GEORGE R. KOLB
ROBERT A. KUNTZ
ROBERT C. LAWTON JR.
DAVID W. LEWIS
VINCENT L. LONG III
DENNIS M. MADDEN
THOMAS M. MARKUS
CRAIG J. MATTSON
TERRY S. MATZ
BARRY D. MCCLELLAN
RONALD S. MILLER
J. MICHAEL MOORE
JOHN R. OPENLANDER
CECIL W. OSBORN
ANTHONY G. OTTE
ERIC W. OYER
LAWRENCE R. PAINE
GERALD D. PARADISE
DAVID M. PASQUALE
JOHN R. PICK
ARTHUR E. PIZZANO
DAVID H. RAMSAY
DIANNE S. ROBERTSON
TOBY A. ROSS
ABDEL SALEM
MICHAEL C. SCHMIT
CHARLES J. SCHWABE
ROBERT P. SCHWARTZ
JAMES M. SOUTHWORTH
DWIGHT J. STANFORD
SCOTT D. STAPLES
RICHARD GARY STENHOUSE
GEORGE R. SYLVESTRE
ANTHONY JOHN SZERLAG
ALAN E. TANDY
JOSEPH M. TANNER
KENNETH A. TAYLOR
FRANK M. THOMAS III
GORDON D. TIFFANY
DALE M. WALKER
DAVID F. WATKINS
DARRYL K. WICKMAN
JAMES S. WILLIAMS
JAN H. WINTERS
JEFFREY F. WITTE
SOREN WOLFF
ROBERT G. YANDOW
RICHARD A. ZAIS JR.

30 Years

RICHARD F. ALMICH
LARRY E. ARNOLD
GARY A. BACOCK
MICHAEL W. BASQUE
KENNETH LEE BASSETT
RALPH E. BENTLEY
BRUCE E. BENWAY
ALAN H. BERGREN
SUSAN BERNARD
DAVID L. BLACKBURN
CORNELIUS L. BOGANNEY
JOHN P. BOHENKO
HAROLD E. BOLDT
JON BORMET
KEVIN J. BOWENS
KIRBY M. BOWERS
JOSEPH H. BRAUN
LEAMON B. BRICE
DONALD N. BROOKSHIRE
G. F. BROOM JR.
R. DALE BROWN
DEE F. BRUEMMER
PAUL L. BUCKLEY
RANDY J. BUKAS
ROBERT M. BURDETTE
MICHAEL W. BURNS
B. DAVID CANADA
RICHARD A. CARLUCCI
EDDIE L. CARTER
FRED E. COHN
DUANE R. COLE
RICK CONNER
RICHARD M. CONRAD
DANNY O. CREW
ARNE L. CROCE
FRANK L. CROSBY
JENNIFER T. CUNNINGHAM
JAMES D. CURRY
RICHARD M. CZOPP
KENNETH W. DALY
KELLY D. DANIELS
DAN J. DEAN
THOMAS M. DEARMAN III
PATRICK A. DEGRAVE
CHARLES E. DESCHENES
DANIEL R. DIBLE
JAMES T. DINNEEN
GREGORY L. DUNHAM
BILLY EDWARDS
EDWARD W. ELAM
MAURICE S. EVANS
VICTOR R. EWING
GENNARO J. FAIELLA
DUANE FEEKES
JAMES L. FERREE
GRAHAM T. FOSTER
FRANCIS A. FROBEL
TED A. GAEBLER
TIMOTHY J. GAGEN
NANCY T. GALKOWSKI
DAVID R. GARCIA
ERNE V. GARCIA
RICHARD G. GERTSON
RICHARD I. GUILLEN
G. WILLIAM HAMMON JR.
DAVID J. HEIAR
BERTHA W. HENRY
MICHAEL S. HERMAN
LINDA M. HESS
RICHARD N. HICKS
JAMES D. HOCK
STEPHEN L. HOLLISTER
GARY C. HOLMES
JAMES R. HOLT
THOMAS R. HOOVER
GREGORY B. HORN
GORDON M. HOWIE
DIANNE HUNTER
GREGORY J. ISAACKSON
DIANE G. JONES
HARRY L. JONES
BOYD A. KRAEMER
HOWARD D. KUNIK
DOUGLAS B. LAGORE
LYNN A. LANDER
MARK L. LATHAM
SCOTT D. LAZENBY
ROBERT E. LEE
MICHAEL D. LETCHER
MATTHEW J. LUTKUS
MICHAEL G. MAHANAY
F. LEE MANGAN
J. THOMAS MCCARTY
GARY L. MCCONKEY
ROBERT T. MCDANIEL
MICHAEL K. MCGOVERN
STEVE C. MCGRATH
RICHARD A. MCGUIRE
J. RANDY MCKNIGHT
MICHAEL P. MCLAUGHLIN
W. DAVID MCNEILL
RENE L. MENDEZ

30 Years continued

ROBERT C. MIDDAGH JR.	MARK A. SCOTT
DION O. MILLER	STANLEY W. SEITZINGER JR.
MICHAEL G. MILLER	FRANK R. SIFFRINN
KATHLEEN A. MILLISON	MARY JEAN SMITH
GARY A. NAPPER	NELSON E. SMITH
TIM S. NESS	CURTIS H. SNOW
ROB D. NOBLE	ERIC M. SOROKA
PAUL J. NUTTING	JAMES H. SPRADLING
CINDY CAMERON OGLE	THOMAS S. STEELE
DANIEL P. OLPERE	JAMES C. STEFF
DANIEL P. O'NEILL	JAMES A. STEVENS
DAVID W. OWEN	LARRY J. STEVENS
HAROLD T. OWEN	MICHAEL J. STEWART
GUS H. PAPPAS	BRUCE K. STONE
P. MICHAEL PAULES	MARY K. SUHM
ROBERT M. PELLEGRINO	STEVEN J. SZABLEWSKI
DONALD E. PENMAN	EDWARD D. THATCHER
GEORGE A. PETTIT	STEPHEN D. TINDALE
DENISE M. PIERONI	HENRY M. TINGLE
CHARLES H. POTTS	PETER H. VARGAS
BOHDAN J. PROCZKO	JIMMY M. VARNER
GREG A. PURCELL	BENEDICT G. VINZANI JR.
BENJAMIN E. PURITZ	DANIEL J. VOGT
JORGE J. RIFA	CHRISTINA F. VOLEK
D. ALAN RIFFEL	MITCHELL WASSERMAN
JOHN R. RILEY	LINDA E. WELDON
MICHAEL J. ROCK	STEVEN R. WERBNER
DAVID WAYNE SAUNDERS	STEVEN WHEELER
STEVEN L. SCHAIKNER	RICHARD J. WHITE
ROBERT A. SCHAUMLEFFEL JR.	WAYNE D. WILEY
JACK M. SCHLUCKEBIER	BRUCE WILLIAMS
RICHARD C. SCHNAEDTER	GARY L. WORD

25 Years

BENNETT W. ADAMS JR.	JOSEPH E. BREINIG
LURIE F. AHRENS	JAMES T. BRIMBERRY
MARK R. ALGER	JOHN C. BROWN
RANDALL L. ALLEN	TIMOTHY O. BROWN
DOUGLAS M. ANDERSON	DORIS BURGESS BRUCK
GREG L. BALUKONIS	KEVIN M. BRUNNER
BARBARA BARNES-BUCHANAN	JAMES D. BURSICK
JOHN BENNETT	MICHAEL CAIN
ROBERT BENTKOFSKY	PATRICK A. CANNON
RICK BENTON	THOMAS F. CARROLL
JIM C. BLAGG	RYAN D. COTTON
THOMAS R. BOEDEKER	JAY W. CRAVENS
MARSHALL W. BOND	DONALD D. CRAWFORD
RAYMOND G. BOUTWELL	MICHAEL S. DALY
VIVYON V. BOWMAN	PAUL J. DAMINATO

25 Years continued

CANDICE L. DEBUTTS	MARTY K. LAWING
FRANCIS M. DELACH JR.	KAREN R. LEVINE
STEPHEN L. DELANEY	WILLIAM A. LINDSAY
FREDERICK M. DIAZ	JOYCE M. MASON
PASQUALE DIGIOVANNI	ALFRED B. MAURER
ANNA L. DOLL	KIRK C. McDONALD
DAVID L. DOUGLAS	ROBERT A. MERCIER
THOMAS MARTIN DOWLING	PEGGY MERRISS
JOHN J. DRAGO	EUGENE SCOTT MILES
RANDY B. DuBORD	CLIFFORD G. MILLER
BERNICE T. DULETSKI	MARK A. MITTON
MICHAEL G. DZUGAN	ANNE MONTGOMERY
EDWIN A. EDDY	WILLIAM A. MORSE
STEPHEN O. EDDY	THOMAS J. MUIR
WILLIAM H. FINGER	FREDRICK J. MURRY
LINDA FORSBERG	FRANK L. MYERS
BRAD C. FOSTER	SELBY N. MYERS
WILLIAM J. FRASER	JESUS NAVA JR.
NANCY FREED	LINDA A. NERI
KURT P. FRITSCH	MICHAEL NICOLETTI
STEPHEN L. GARMAN	DONATO NIEMAN
JUDITH A. GILLELAND	DAVID J. NIEMEYER
STEVEN B. GOLNAR	LISA G. NOVOTNY
ROBERT GRIEGO	TOM A. ODOM
STEPHEN J. GUNTY	DANIEL J. O'LEARY
MICHAEL M. HACKETT	DANIEL C. OLSON
LARRY D. HANSEN	ARTHUR A. OSTEN JR.
STEPHEN G. HARDING	BEVERLY COLLINS OWENS
DAVID F. HARP	JEFFREY C. PARKER
JAMES E. HAYNES	WAYNE C PARKER
FRED H. HAYS	JEFFREY A. PEDERSON
MICHAEL E. HAYS	JAMES M. PETERSEN JR.
ROBERT D. HERRON JR.	PAUL E. PETERSON
ROBERT W. HITES JR.	CLAYTON PHILLIPS
PAUL A. HOFMANN	JEFFREY A. POMERANZ
DANIEL E. HOINS	DOUGLAS R. PRICHARD
CLAYTON L. HOLSTINE	SU ZANNA K. PROPHET
WILLIAM A. HOLTBY	WAYNE T. PYLE
RICHARD E. HUFF II	DAVID H. READY
JEFFREY M. HULL	KENNETH A. REEDY
RALPH M. HUTCHISON	HUNTER F. RIESEBERG
ROBERT C. HYATT	MARK B. ROATH
MICHAEL A. JAILLET	A. KEITH ROBICHEAU
ALVIN D. JAMES	CARL R. ROGERS
MICHAEL E. JANONIS	CHRISTOPHER L. ROSE
DAVID C. JOHNSTONE	ALLEN E. ROTHERMEL
WILLIAM G. KEEGAN	KATHLEEN F. RUSH
DANIEL E. KEEN	GREG D. SCOLES
KAY JOHNSON KELL	JAMES H. SCURLOCK
SANDRA L. KERL	THOMAS SHORT
GARY J. KOEHLER	ROCHELLE DENISE SMALL-
DALE M. KRAJNIAK	TONEY
ERIK V. KVARSTEN	MARIAN NORRIS STANLEY
SCOT F. LAHRMER	JOHN R. STRUTNER

25 Years continued

CARL R. SWENSON	CARL F. VALENTE
LEE SZYMBORSKI	DONNA S. VANDERLOCK
STEVE H. THACKER	RONALD J. WASSON
DEBORAH A. THALASITIS	MATTHEW U. WATKINS
DOUGLAS B. THOMAS	MARK S. WAYNE
LEA ANN THOMAS	CHRISTOPHER WHELAN
PATRICK J. THOMPSON	DAVID M. WHITE
SUSAN K. THORPE	CATHERYN R. WHITESELL
HOWARD N. TIPTON	DONALD L. WILLARD
NATHANIEL J. TUPPER	ROBERT P. YEHL
ROBERT M. TURNER	

20 Years

TERRI S. ACKERMAN	ANGELA DAWSON COLE
LEROY D. ALSUP	STEPHEN C. COLE
DAVE R. ANDERSON	JOHN A.C. COMRIE
DAVID E. ANDERSON	JERRY W. COOPER
JOHN H. ATKINS JR.	WILLIAM J. CORNWALL
CHARLES P. AUSTIN SR.	IRVIN DAVID CREECH II
THOMAS BAKALY	CHARLES J. CRISTELLO
MARYALICE C. BARNETT	KATHLEEN M. DAILEY
MARK S. BARNHART	JOHN H. DANIELSON
KEVIN S. BARR	DOROTHY ANN DAVID
JAMES E. BASSETT	JOHN H. DAVIS
LARRY J. BAUMAN	KIMBERLY A. DICKENS
FRITZ A. BEHRING	MILTON R. DOHONEY JR.
JAMES H. BENNETT	JOHN J. DUFFY
REBECCA M. BENTLEY	DENNIS G. DURHAM JR.
W. BRUCE BIERMA	JOSEPH K. DURHAM
JEFFREY T BISHOP	JERI M. DUSTIR
DAVID S. BOESCH JR.	GRAEME JOHN EMONSON
GEORGE M. BOSANIC	DEBORAH A. FELDMAN
JAMES F. BOWDEN	MICHAEL A. FLYNN
PAUL J. BRAKE	PERRY M. FRANZOI
JOHN B. BROWN JR.	DAVID J. GALLI
KAREN PLOVER BRUST	DAVID R. GATTIS
JULIA M. BURROWS	LAURA S. GILL
BARRY A BURTON	J. BRANNON GODFREY JR.
JOHN D. BUTZ	KATHLEEN GOTCH
DUNCAN E. CAMPBELL	LYNNE N. GREENE-BELDNER
CORY B. CARRIER	GARY D. GREER
JEROME A. CEVETELLO JR.	STEVEN V. GUTIERREZ
KENNETH L. CHANDLER	SUSAN HANN
COURTNEY W. CHRISTENSEN	ROLAND WESLEY HARE II
R. LEON CHURCHILL JR.	IRENE HART
DAVID A. CLARK	A. KIM HAWS
CRAIG M. COFFEY	DENNIS T. HENDERSON

20 Years continued

ANNE LOUISE HERON	JONI L. PATTILLO
RICK J. HESTER	MARK C. PERKINS
KEITH R. HICKEY	JAMES A. PETERSON
KONRAD J. HILDEBRANDT	JAMES C. PITTS
ROBERT C. HILLARD	JOSEPH S. PORTUGAL
DANIEL C. HOLLER	H. BLAKE PROCTOR
JAMES R. HOWELL JR.	GEORGIA L. RAGLAND
WILLIS S. HUGGINS	DOUGLAS C. RIX
JULIAN L. JACKSON	OSCAR S. RODRIGUEZ
HARLAN L. JEFFERSON	JON R. RUIZ
IRIS B. JESSIE	DAVID A. RULLER
GREG R. JOHNSON	DAVID A. SCHMIDT
SAM A. KARR	DOUGLAS J. SCHULZE
KENT KIRKPATRICK	MARK W. SCHWIETERMAN
DAVID R. KOWAL	WILLIAM R. SHANE
ARTHUR T. LASHER IV	KELLY A. SHOEMAKER
MICHAEL LEAVITT	CURTIS A. SHOOK
TERI L. LEGNER	MARK S. SIEVERT
LAYNE P. LONG	KATY I. SIMON
MARCELO A. LOPEZ	KERMIT W. SKINNER JR.
MARK W. LUBERDA	JOANNE M. SPINA
JOSEPH P. LYNCH	MICHAEL L. SPURGEON
ROBERT J. LYONS	CATHERINE P. STANDIFORD
CRAIG MALIN	SCOTT C. STILES
DEBBIE L. MANNS	THEODORE E. STONE III
JAMES A. MARQUETTE	ZINA M. TEDFORD
ROBERT L. MAXWELL	EVAN TEICH
ALEXANDER D. MCINTYRE	EVERETT W. THOMAS III
PAUL MCKITRICK	CHRISTINE A. THOMPSON
KENNETH LEE MCLAWHON	JAMES V. THOMPSON
MATT J. MCNEILE	PATRICK E. TITTERINGTON
DAVID L. MILLER JR.	JEFFREY R. TOWERY
PHILIP J. MODAFF	MARK R. VAHLSING
PAUL J. MODERACKI	BRYON D. VANA
JOHN MOIR	CHIP L. VANSTEENBERG
GEORGE E. MOON	DAVID S. WAYMAN
ANDREW A. MORRIS	BARBARA E. WEBER
DON A. MORRISON	JACQUELINE I. WEDDING-SCOTT
STEPHEN P. MOUNTAIN	RODERICK L. WENSING
LANNY E. MUMMERT	CURTIS C. WENSON
JUDITH R. MUNRO	ADE A. WILLIAMS
JOHN MURRAY	BETTY J. WILLIAMS
ELI A. NAFFAH	DON F. WILLIAMS
JOHN B. NAGEL	STEPHEN H. WILLIAMS
F. WILLIAM NICKLAS	MALCOLM L. WILSON
ERIC P. NORENBURG	GREGORY M. WINKLER
CHRISTOPHER OAKLEY	GREGORY S. WITHERS
PETER H. OLSON	JACK R. YATES
MANUEL G. ORTIZ	WILLIAM CLAY YOUNG
ROY H. OTTO	LOUIS A. ZULLO
DERWICK L. PAIGE	
JAMES M. PALENICK	

10 Years

ROBERT D. AGEE	ROBERT MICHAEL FOWLER
PAMELA W. ANTIL	MARK B. GARCIA
JAMES M. ARCHAMBO	MANUEL T. GONZALEZ
KEITH R. ASHBY	DWAYNE MIKE GOOD
PETER E. AUGER	ANDREW J. GRANT
HEATHER A. BALSER	CARL G. GREESON
LINDA N. BAMBARY	LEWIS G. GRIFFIN
DAVID BEHEN	TONYA R. HAAS
RUSSELL L. BEHRENS	VANESSA D. HALE
JUDY B. BELL	MARGARET R. HALIK
MATTHEW T. BENOIT	CHARLES A. HAMMOND
KASSANDRA ESPOSITO	JACK M. HARPER II
BLISSETT	BYRON A. HARRIS
KEVIN S. BOGGESS	DONALD W. HARROD
LYNDON L. BONNER	R. SHANE HAYNES
GARY W. BRADLEY	DOUGLAS J. HEWETT
JEFFREY K. BRIDGES JR.	BENJAMIN HIMES
WILLIAM J. BROCK	HOA HOANG
ALTON E. BROWN	CLINTON K. HOLMES
JAMES L. BROWN	KENNETH R. HUNT
T. MICHAEL BROWN	WARREN A. HUTMACHER
RAYMOND J. BURTON	ANDREW HYATT
TODD J. CAMPBELL	RYAN J. HYLAND
GREG L. CATON	TERRELL JACOBS
WAYNE A. CAUTHEN	COLLETTE A. JAMISON
DAVID CAVAZOS	BRUCE L. JOHNSON
JOHN M. CHATTIN	CYNTHIA D. JOHNSON
DAVID T. CHAVEZ	WENDELL JOHNSON
MARK J. CHRISTENSEN	CRANDALL O. JONES
KENT A. CICHON	RYAN JUDY
JOHN W. COFFEY	TORI D. KELLY
J. WAVERLY COGGSDALE III	JOSEPH M. KERBY
RICK COLE	STEPHEN G. KING
TOBY R. COTTER	GRANT A. KLEINHENZ
KEVIN A. COWPER	BRANT KUCERA
SEAN CRONIN	TAMMY A. LABORDE
DOUGLAS M. CUTLER	RICHARD J. LAFOND
LANE DANIELZUK	MICHAEL W. LAMAR
JOEL A. DAVIS	LILLIE J. LATIMORE
MICHAEL K. DAVIS	LORI ANN LAVERRIERE
SCOTT C. DERICKSON	MICHAEL B. LEGG
REBECCA T. DICKSON	GREGORY D. LEWIS
KAREN L. DOYLE	JAMES R. LEWIS
STEPHEN W. DRISCOLL	KAREN E. LEWIS
FRANK R. EDWARDS	SHANNON M. LEWIS
MICHAEL E. FEENEY	DEBORAH R. LOPEZ
GREGORY H. FERGUSON	ALFRED DAVIS LOTT
KEVIN M. FLANNERY	SUZANNE R. LUDLOW
RONALD W. FOGGIN	H.G. LUMBRERAS

10 Years continued

GARY F. MACISAAC	AERIC G. RIPLEY
DARREN C. MADKIN	LINDA P. RITTER
GREGGORY J. MANDSAGER	GLEN ROJAS
TOBIN E. MAPLES	GEORGE W. RUSSELL
CYNTHIA E. MCCORMACK	PHILIP S. SANDERS
AMY J P McEWAN	JOHN J. SANGUINET
MICHAEL S. MERTENS	TODD J. SCHMIDT
TODD K. MICHAELS	JENNIFER H. SCOTT
PAUL D. MILLS	JEFFREY S. SHACKER
MONA MIYASATO	MICHAEL SHALATI
WILLIAM D. MOREFIELD	JOHN E. SHAY
TRACEY A. MULCAHEY	STACY ALBERTS SIGMAN
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ICMA CENTER FOR PERFORMANCE MEASUREMENT'S 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.

Two types of certificates are awarded each year:

- The **Certificate of Achievement** recognizes local governments that have collected and reported performance information for at least two years in four or more service areas and demonstrate an ongoing commitment to rigorous verification and public reporting of their performance information.
- The **Certificate of Distinction** have met all criteria for the Certificate of Achievement, collected and reported performance information for at least three years across at least six service areas, integrate performance measurement into their strategic planning process, and promote accountability for service-delivery performance within their staffs.

This year, CPM recognizes 31 local governments for their dedication to the principles of performance measurement. Congratulations to the 2008 CPM Certificate Program recipients.



CERTIFICATE OF DISTINCTION

AUSTIN, TEXAS
BELLEVUE, WASHINGTON
CORAL SPRINGS, FLORIDA
DALLAS, TEXAS
DES MOINES, IOWA
EUGENE, OREGON
FAIRFAX COUNTY, VIRGINIA
FISHERS, INDIANA
HENDERSON, NEVADA
LONG BEACH, CALIFORNIA
MESA, ARIZONA
MIAMI-DADE COUNTY, FLORIDA
PALM COAST, FLORIDA
PEARLAND, TEXAS
PHOENIX, ARIZONA
PRINCE WILLIAM COUNTY, VIRGINIA
RENO, NEVADA
SAN JOSE, CALIFORNIA
SANTA BARBARA COUNTY, CALIFORNIA
SARASOTA COUNTY, FLORIDA
VANCOUVER, WASHINGTON
WASHOE COUNTY, NEVADA
WESTMINSTER, COLORADO

CERTIFICATE OF ACHIEVEMENT

HIGHLAND, ILLINOIS
LAS CRUCES, NEW MEXICO
NORTH LAS VEGAS, NEVADA
ORLANDO, FLORIDA
PEORIA, ARIZONA
SAMMAMISH, WASHINGTON
UNIVERSITY PLACE, WASHINGTON
WEST BOYLSTON, MASSACHUSETTS

George D. Di Ciero, from page 6
committees, boards, and commissions. That hundreds of residents apply for positions on Broomfield's advisory boards, commissions, and committees each year is testament to Broomfield's open government.

A firm believer of transparency in government, Mr. Di Ciero has gained and kept the confidence of Broomfield's citizens, as evidenced repeatedly in their approval of such initiatives as a funding package to build a new interchange facilitating access to a new retail district; a financing package to build a new municipal complex; and a lodging tax to finance landscaping improvements and maintenance at key gateways to the city.

Broomfield has been recognized professionally by numerous local, regional, and national entities. The city's newest recreation center received *Recreation Management Magazine's* prestigious Great Expectations Award for innovative architecture. The wastewater treatment plant expansion received the American Public Works Association's environmental Project of the Year Award for medium-sized communities and was also honored by EPA as the best-operated plant for its size in North America. For eight consecutive years, Broomfield has received the Government Finance Officers' Association Distinguished Budget Presentation Award, and for 13 consecutive, its Excellence in Financial Reporting Award. Six times over the past ten years, *Site Selection Magazine* has named Broomfield among the top ten economic development programs in North America for netting the largest relative number of new jobs and capital investments for its size.

And over the years, Mr. Di Ciero himself has been widely recognized for his efforts, receiving the Boulder Valley School District Service Award, the Broomfield Chamber of Commerce Local Government Community Service Award, and the Distinguished Local Government Award from the Denver Federal Executive Board. In 2008, Mr. Di Ciero

celebrates 40 years of creating, planning, managing, and effectively building a masterpiece of a community whose residents call "Hometown USA!" ■

Thomas O. Forslund, from page 7
gift for explaining options and issues without ever telling the other manager what to do, she describes his advice as often coming in the form of a useful "decision-making framework." "After talking to him," she says, "you feel like you've worked out a way to move to the future."

As the second-largest city in the state, Casper's ranks of professional staff tend to be larger than those of other communities. Thus Mr. Forslund is generous not only with his time and advice but with his staff as well, lending them out to other towns in need of technical support. For example, Linda Witko, Casper's assistant city manager, spent several days in Douglas helping to revamp that city's planning and zoning operation.

A year after Mr. Forslund became city manager of Casper, he was elected to lead Wyoming's Great Open Spaces City Management Association, which at the time served all of Wyoming and much of Idaho, Montana, North Dakota, South Dakota, and northern Colorado. Other managers still credit him with fostering the culture of mutual support that is now vibrant in Wyoming's management community.

Expanding the ranks of Wyoming city managers has been one of his personal missions. In 2002, when the Riverton city council was considering creating a city administrator position, Mr. Forslund made several trips to Riverton and met repeatedly with the mayor, several members of council, and Riverton's citizens to explain what an administrator would do and why it would be a good idea to have one. It was not the first time that he had supported the profession in Wyoming. He made a similar effort in Cody a few years earlier and in Sheridan in 2008. Cody and Riverton now have city administrators. In

Sheridan the referendum failed despite strong support from the city council, but if the issue comes up again, it is safe to assume that Tom will be back. ■

Frances A. Gonzalez, from page 8
variety of initiatives to mobilize city departments in a coordinated effort to clean up and improve selected neighborhoods. Under her leadership, Neighborhood Sweep received ICMA's 1999 Award for Program Excellence, Innovations in Local Government, and was a semi-finalist for the 1999 Innovations in American Government Award from the Ford Foundation and the Kennedy School of Government.

Among her other accomplishments, Ms. Gonzalez has served as special projects officer with the San Antonio Office of Dome Development and as planner in the Department of Economic and Employment Development. In addition, she is a member of numerous ICMA committees, including the current Strategic Planning Committee, helping to shape and provide input into the national discussions regarding the profession. She chaired the Host Committee for the 2006 ICMA Annual Conference, and has a strong commitment to the growth of the International Hispanic Network, for which she served as board president for three years. She has also been a longtime supporter and one-time president of the regional assistants' organization, the Urban Management Assistants of South Texas.

With a clear understanding of the importance of professional development and its relationship to the success of an organization, Ms. Gonzalez has been a role model and a mentor for numerous city employees. Modest and unassuming, she is probably unaware of the impact she has had on her fellow employees. However, her positive attitude, patience, compassion, and ability to empower others have set a positive example for others. These qualities not only make Ms. Gonzalez a trusted colleague, but also exemplify her true leadership style. ■

Winter Park, Florida, from page 10
had sustained two serious employee back-related injuries, one of which resulted in a disability retirement, as well as numerous needle-sticks and cross-contamination of attendants' personal protective equipment. Since the ASI features were implemented, however, workers' compensation injuries have dropped to zero.

3. *Reduction in motor vehicle crashes:* The ASI project incorporates features designed to reduce the possibility of a stationary collision while at the scene of an emergency; such features include vehicle markings, lighting, and firefighter equipment strategically incorporated into the ASI vehicles. Compliance for these features is nearly 100 percent.

Despite the dramatically improved safety features of the ASI units, a major obstacle was user compliance as firefighters and paramedics feared that the restraints would not allow them to perform their jobs properly. Getting them to acknowledge the benefits and use the product has required continued training, supervision, and policy enforcement. Complete compliance will take time, but reinforcement of safety policies through the use of ASI restraints, as well as general vehicle safety compliance measures, will help achieve the desired results.

The ASI units designed by and produced for the WPPD are truly a first in the United States. Although other agencies and manufacturers have tried to design various types of restraint systems to keep medical attendants safe, those designs failed to address the ergonomics of the attendant and thus resulted in non-compliance. Winter Park's ASI design, which accommodates the needs of today's EMS personnel, is being considered the standard for change in the industry nationwide. ■

Georgetown County, from page 11
a full-service family medical center. That transformation, as well as

renovation of an auditorium and recreational facility improvements, was completed at a cost of \$1,500,000, or approximately \$56 per square foot for the 26,500-square-foot facility. Construction of a new medical facility alone, not including land, auditorium, and recreational facilities, would have cost \$3.5 to \$4 million!

The Choppee Regional Resource Center officially opened in spring 2005. Today, St. James-Santee Family Health Care operates a full-service family medical facility, complete with a physician, nursing staff, lab, and pharmacy four days a week, as well as mental health services, alcohol and drug counseling, and diabetes education and outreach. The Crisis Stabilization Center, a partnership of SC Mental Health, the Alcohol and Drug Commission, Georgetown County Hospital System, and Georgetown County itself, provides in-patient overnight crisis stabilization and intervention for individuals who would previously have been either triaged in a hospital emergency room or transported to a mental health facility.

Located within the same campus as the medical facility is a county-operated community recreation/education center, which uses the sports fields and gymnasium to offer a variety of activities, including basketball, football, and soccer. Also offered are vocational programs, including adult literacy and computer career development training; senior citizens programs; and after-school and summer youth programs and tutoring. There is also a community food pantry, and HeadStart is renovating an empty school building for a preschool and kindergarten facility.

Rather than focusing solely on a narrow range of typical medical issues, the Choppee Regional Resource Center provides opportunities to nurture children, engage youth, and enable citizens of all ages to better themselves mentally and physically. The aim is to promote the health and wellness of the whole person throughout all phases of a lifetime. ■

Wisconsin, from page 12
communities. Across the country, small rural communities are struggling to provide the most basic services to their residents, let alone access to amenities that improve residents' quality of life. Such issues also affect the sustainability of the community: without basic services and access to cultural and recreational opportunities, these communities have difficulty attracting economic and residential growth. Providing library access was one way for the village of Potosi to remain a viable and attractive rural community.

Partnerships can also offer access to professional management where it might not otherwise be available. Potosi's leaders, who themselves lacked knowledge of library operations, were able to use the technical, managerial, and problem-solving skills of Lancaster's professional staff to create a quality library that will be sustained through professional leadership.

Through partnerships, local governments can share responsibility, achieve efficiency, and make a greater variety of services available. Both Lancaster and Potosi residents are part of a greater network of partnership that extends beyond municipal and even state boundaries, and their residents have benefited from their successful collaboration.

Using the model that was created by the Potosi Branch Library project, both governments are now exploring new partnership opportunities in the area. It is a model that local governments across the country can use as they work to address both small and large needs in their own communities. ■

Fort Collins, Colorado, from page 14
a client or student. School personnel also value the liaison program, which focuses on building relationships with school district personnel and conducting on-site assessments of need with students.

Since the partnership began, about 2,300 people—including law enforcement personnel, primary care physicians, mental health and

substance abuse professionals, and students—have attended educational sessions designed to ensure appropriate referrals and treatment options and to help participants work with the target populations.

A new model for a reengineered crisis response system, involving 22 organizations, was implemented in February 2005. This model includes a 24/7 crisis assessment center in the emergency department of Poudre Valley Hospital, 24/7 transport to detox services when needed, immediate follow-up with the client or family the next day, and training for key personnel. Since its inception, the Crisis Assessment Center has served more than 12,200 people.

The partnership has succeeded largely because of the ongoing commitment of its members—providers, consumers, advocates, and others—to system change. With each system change, additional areas of need are revealed. The partnership continues to address the logistical challenges of combining and coordinating the efforts of so many different agencies and service providers; other priorities have included creating a different approach for those with different levels of need; increasing early identification and intervention to prevent or lessen serious illness; creating a local combined acute treatment unit and detox center; supporting improvements in the criminal justice system to yield better identification and treatment of mental illness and substance use disorders; and continuing to identify and advocate for policy changes. Despite the challenges, consumers, families, and partner organizations are overwhelmingly supportive of the Community Mental Health and Substance Abuse Partnership and of its efforts to improve delivery for those citizens in need of mental health and substance abuse services. ■

Centralia, Illinois, from page 15
times since its inception—for façade improvements to accommodate new businesses, for building renovations, for loans to facilitate business

expansion or renovation, and in all cases for the concomitant creation of new jobs. One loan was for \$56,000, another was for \$25,000, and in four cases staff proposed using \$5,000 for projects located outside the boundaries of the TIF district.

These funds are attractive because they are more flexible to use and can be applied up-front for a given project. The rules and provisions governing their use ensure that they will be used judiciously and in conjunction with other programs.

In the past, the city was unable to meet the needs of many of its existing or potential businesses because those businesses did not meet certain criteria of existing incentive programs. The Centralia Opportunity Fund has eliminated this problem, successfully retaining, attracting, and revitalizing business in Centralia. Now, instead of being considered hostile to business, Centralia is receiving praise from the local business community for its proactive approach to economic development. The program will be used successfully for many years to come, and is sure to be replicated by other communities that are engaged in economic development. ■

Davenport, Iowa, from page 16

International Model for Sewage Treatment and Composting: The Davenport Compost Facility annually processes more than 135,000 cubic yards of mixed yard waste and biosolids from the city's sewage treatment facility. These materials are converted into environmentally beneficial soil amendments using a high-tech, aerated static pile composting system, and finished products are sold to offset the cost of operation. In use since 1995, the composting facility is the nation's oldest and most successful facility of its kind, attracting visitors from around the globe to understand how composting translates into waste management. The facility was selected Composter of the Year by the U.S. Composting Council, and is accredited and listed as a "Model Program" by the American Public Works Association.

The Promise of Davenport's

Future: Tackling workforce development, a key issue in social and fiscal sustainability, the Davenport Promise Task Force is currently researching and refining a breakthrough community revitalization and growth strategy in which post-high school tuition (college, trade apprenticeship, or vocational training) for each Davenport student would be paid for through a community partnership. By year's end, Davenport may be guaranteeing the American dream for all its children.

The overall impact of the city's revitalization and sustainability efforts is extraordinary. Over the past five years, crime is down by more than a third, the tax base has increased by more than a billion dollars, and the population is on the rise. A riverfront that was once an industrial workplace is becoming a public showplace. New office buildings are being built downtown, and long-vacant industrial warehouses are being reborn as loft apartments. Hundred-year-old neighborhoods are attracting new investment while citizens have planned a new, traditional neighborhood that offers the area its first smart-growth, greenfield choice.

No question about it: Davenport is back, and is here to stay! ■

Lewiston, Maine, from page 17

depression and stress after the death of a family member.

Health awareness and preventive care are becoming the norm among Lewiston municipal employees and spouses; from January 2007 to January 2008, the percentage of participants who met their goals in programs targeting blood pressure control, weight reduction/diet, cholesterol reduction, tobacco use, stress, and depression rose between 6 percent and 20 percent.

Which is not to say there were no obstacles to overcome! Although some participants welcomed the opportunity to discuss health education and goal setting, others resisted even blood pressure checks, and for many spouses, the premium-reducing components of the plan were seen

as a personal intrusion. But through information provided by staff and word-of-mouth advocacy by fellow employees and spouses, such reluctance is giving way. People have also been won over by the consistency and flexibility of appointment times; as the health care educator learned, it is critical to “meet them where they are.”

Employers can significantly influence health behavior change among their employees. By stressing prevention, they can sometimes prevent chronic disease. The subsequent decrease in the use of health care resources, absenteeism, and increased productivity will result in significant cost savings. Participating employees and spouses in Lewiston’s health care management program have enjoyed up to a 15 percent discount in their health insurance premiums and, most importantly, better health.

L.L. Bean, Inc., in Freeport, Maine, has adopted some aspects of the program. Praising the program’s “quality and comprehensiveness,” L.L. Bean’s wellness manager has lauded Lewiston as “truly a shining example of what we are all trying to achieve!” ■

Polk County, Florida, from page 18

SHINE Employee Suggestion Program. The SHINE (Suggestions Help Increase & Nurture Excellence) program recognizes that employees represent an unlimited source of ingenuity in developing ideas to reduce costs and improve processes. Adopted ideas can earn the suggester anywhere from \$25 to \$3,000. SHINE has become a part of the county’s work culture, encouraging employee involvement and fostering employee recognition. Since its inception, SHINE has generated almost 1,800 suggestions and saved more than \$6 million through improved county operations and services. The program has been recognized by the Employee Involvement Association, and has received awards for excellence in the performance of an employee suggestion program, for savings per 100 eligible employees in an employee suggestion program, and for an

evaluator’s exceptional performance in evaluating suggestions and promoting employee involvement.

REACHIS/Kudos program. For the first time, employees were given the responsibility for selecting the organizational mission, vision, and values. After more than 60 managers and directors joined together to develop the mission statement (“We enhance the quality of life for people throughout Polk County”); vision statement (“Polk County, where people excel”); and values (Results-oriented, Excellence, Accountability, Collaboration, Honesty, Integrity, Stewardship—REACHIS), a campaign was launched to convey the message to the entire organization of over 2,200 employees. Employees received a REACHIS wallet card with the mission and values defined. A team of OED specialists then visited every work unit, explaining the purpose and meaning of the information, and County Manager Herr followed up, visiting and speaking personally with every group to reinforce the concepts. This highly popular and versatile recognition tool has been incorporated into the award and celebration programs of the various work groups, divisions, and departments.

Employee Survey. An organization-wide employee satisfaction survey was designed as a tool for open communication. For the first time, employees had the opportunity to voice their feelings and to analyze the results of their opinions. Each survey question was tied to an organizational value, and responses were used to identify strengths and weaknesses of each division based on employee opinion. Results were shared with employees, and discussion of problem areas provided the basis for developing strategies for improvement.

Better, Faster, Cheaper. An organization-wide initiative used employee teams to identify and develop process improvement strategies for targeted service areas, such as health care claims processing, e-payment options, capital improvement projects, board agenda, and hiring/on-boarding processes. Participation in the program

developed leadership skills, such as active listening, critical thinking, facilitation, team building, and process improvement methodologies.

In an organization proud of its history, conservative in its spending, and cautious in its decisions, the creation of a new kind of division was a major departure for the executive team.

County Manager Herr knew that to achieve the goals defined by strategic objectives and achieve a high level of performance throughout the organization, employees would have to become a focus for development. To that end, the OED division was placed under the Financial and Strategic Planning Department—an indication that OED programs would have a global effect on the organization and would tie directly to organizational strategies.

At first this small but dedicated team spent a lot of time establishing an identity for the division, whose initial project was a training needs assessment. For the first time, employees were given choices about the skills they wanted to master and the developmental goals they wanted to pursue to improve their performance. Giving employees a real voice in the process established a precedent for OED programs, and sent a powerful message to the entire organization: *employees are the focus and employee development is a priority.*

Over time, the professional diligence that creates a consistent level of quality began to permeate the minds of both management and employees. OED began to establish an identity as a resource for innovation and problem solving. Its hard-won reputation for excellence was borne out by the high level of quality that its programs and staff members exhibited.

OED has made incredible strides in changing the way employees think about themselves, their future, and their workplace. The work that lies ahead for this division remains a challenge, but the foundation of quality and dedication to excellence will serve OED well as it continues to grow and strive toward organizational greatness, one employee at a time. ■



Leaders at the Core of Better Communities

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About ICMA

Founded in 1914, ICMA (International City/County Management Association) is the premier local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. In addition to supporting its nearly 9,000 members, ICMA provides publications, data, information, technical assistance, and training and professional development to thousands of city, town, and county experts and other individuals throughout the world.