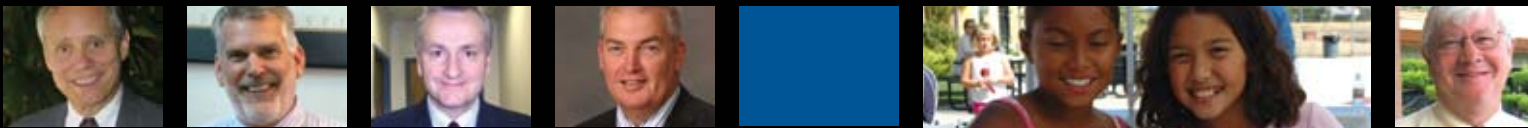


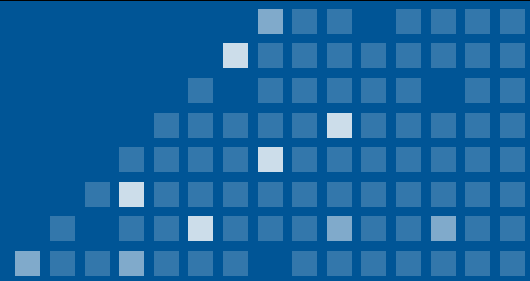


2007 ICMA AWARDS



CELEBRATING THE DIFFERENCE
PROFESSIONAL LOCAL GOVERNMENT
MANAGEMENT MAKES

Booklet sponsored by





Publication of ICMA's 2007 Awards commemorative booklet was made possible through the generous contribution of ICMA Strategic Partner Travelers (see booklet back cover).

ICMA recognizes the many achievements of its members with awards programs that highlight extraordinary accomplishments as well as dedicated service to the profession. The Distinguished Service Award annually recognizes a retired member who has made an outstanding contribution to the management profession and local government. The Annual Awards recognize individual achievement as well as outstanding local government programs. Service Awards recognize and celebrate ICMA members' dedication to public service and professional management at the local level. The Center for Performance Measurement Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

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The 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.

Completing their terms at ICMA's 93rd Annual Conference

Stephen J. Blackadder, director,
Blackadder Gibbs Pty Ltd., New South
Wales, Australia

Patrick A. Cannon, city administrator,
Sun Prairie, Wisconsin

Debra Kurita, city manager, Alameda,
California

John C. Prescott, city manager,
Vermillion, South Dakota
(2006–2007 Committee Chair)

Sonjia G. Solomon, code enforcement/
van director, Berwyn Heights, Maryland

Completed his term at ICMA's 92nd Annual Conference

Russell P. Taylor, township manager,
Thomas Township, Michigan

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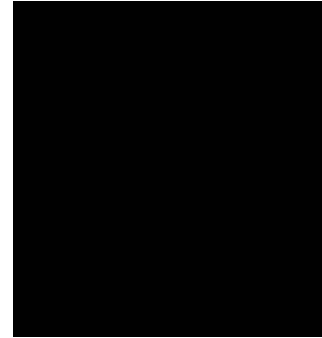
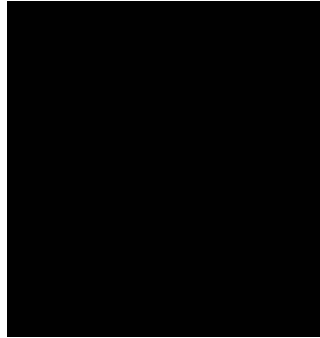
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Kira Hasbargen
Performance Measurement Associate



Leaders at the Core of Better Communities

DISTINGUISHED SERVICE AWARD



THOMAS C. KELLY

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.

In more than 23 years as Volusia's county manager, Thomas Kelly set the tone and example of professional management. After earning a bachelor's degree from Westminster College and a doctorate from the University of Maryland, he served as an officer in the U.S. Navy.

He began his local government career with the County Commissioners Association in Maryland. After serving as chief administrative officer in Prince George's County, Maryland, from 1964 until 1971, he was selected by Volusia County, Florida, to become its first professional manager under its new charter. Believing that local government managers should encourage and provide opportunities for young people pursuing a career in local government, he established a relationship with Stetson University to provide an internship program, and throughout his career he served as an adviser to local universities.

He also served as president of the Florida City-County Management Association and as a member of its board of directors; he was on ICMA's initial Credentialing Advisory Board; and he was, and continues to be, an ICMA Range Rider. He received ICMA's Mark Keane Award for Excellence and was recognized by the Daytona Beach-Halifax Area Chamber of Commerce for his outstanding service to the community.

He retired in 1994, having established the legacy of professional local government management in Volusia County. The Distinguished Service Award honors Mr. Kelly for these and other contributions to the management profession and local government.

2007 ICMA ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Edward P. Everett, city manager (retired), Redwood City, California

Other Nominees:

Edward Beasley, city manager, Glendale, Arizona

Thomas J. Courtney, city manager, Twin Falls, Idaho

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

John J. Duffy, borough manager, Matanuska Susitna, Alaska

George C. Duncan, chief administrative officer, Richmond, British Columbia, Canada

David B. Elder, city manager, Worthington, Ohio

Terrence L. Ellis, city manager, Peoria, Arizona

Thomas O. Forslund, city manager, Casper, Wyoming

David T. Harden, city manager, Delray Beach, Florida

William T. Lichter, village manager, Lombard, Illinois

David L. Miller Jr., city manager, Forest Hill, Texas

Gerald R. Miller, Long Beach, California

Terrence R. Moore, city manager, Las Cruces, New Mexico

David M. Morgan, city manager, Anaheim, California

James H. Norris, village manager, Hoffman Estates, Illinois

Raymond R. Patchett, city manager, Carlsbad, California

Gordon L. Pedrow, city manager, Longmont, Colorado

Valerie L. Salmons, village administrator, Bartlett, Illinois

Frank L. Walsh, city manager, St. Joseph, Michigan

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

Byron D. Jorgenson, chief administrative officer, Sandy City, Utah

Other Nominees:

Lee R. Feldman, city manager, Palm Bay, Florida

Robert D. Franz, village manager (retired), Deerfield, Illinois

Eric J. Levitt, city manager, Sedona, Arizona

Bruce T. Moore, city manager, Little Rock, Arkansas

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

M. Ray Wiggins, deputy village manager for operations, Oak Park, Illinois

Joyce Wilson, city manager, El Paso, Texas

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

Robert L. Stull, deputy city administrator, Yuma, Arizona

Other Nominees:

Ronald F. Brey, assistant city manager, Bozeman, Montana

Pamela S. Jacobs, assistant town manager, Los Gatos, California

Pamela J. Kavanaugh, assistant city manager, Glendale, Arizona

Mary L. McKittrick, assistant city administrator, Geneva, Illinois

Academic Award in Memory of Stephen B. Sweeney

Robert L. Bland, professor and chair, Department of Public Administration, University of North Texas

Other Nominee:

David Y. Miller, interim dean, University of Pittsburgh, Pennsylvania

PROGRAM EXCELLENCE AWARDS

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

Youth to Youth Program—Dover, New Hampshire, and J. Michael Joyal Jr., city manager

Other Nominees:

Blight Team—Junction City, Kansas, and Rodney D. Barnes, city manager

Fire & Rescue Children's Fire Safety Festival—Dover, New Hampshire, and J. Michael Joyal Jr., city manager

Police Department High Tech Crimes Unit—Central Point, Oregon, and Phillip M. Messina, city manager

Regional EMS Partnership—Schertz, Texas, and Donald E. Taylor, city manager, and David J. Harris, assistant city manager

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

Criminal Abatement Program—Little Rock, Arkansas, and Bruce T. Moore, city manager

Kids Health & Fitness Expo—Roseville, California, and W. Craig Robinson, city manager

Other Nominees:

Adult Day Care Program—Polk County, Florida, and Robert M. Herr, county manager

Assessment of Road Signs for Retroreflectivity—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Community Emergency Response Team—Olathe, Kansas, and John Michael Wilkes, city manager

Community Health Clinics—Hoffman Estates, Illinois, and James H. Norris, village manager

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

Disability Advisory Commission—Surprise, Arizona, and James C. Rumpeltes, city manager

Lead-Based Paint Hazard Reduction Program—Dubuque, Iowa, and Michael C. Van Milligen, city manager

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

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

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

Response during the Moondarra Fires—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Sexual Offender Accountability Program—Port Orange, Florida, and Kenneth W. Parker, city manager

Weed & Seed Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

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

Tri-Town Assessing Intergovernmental Agreement—New London, New Hampshire, and Jessie W. Levine, town administrator, and Newbury, New Hampshire, and Dennis J. Pavlicek, town administrator

Other Nominees:

Affordable Housing Program—Montevideo, Minnesota, and Steven C. Jones, city manager

Beautify Meredith Program—Meredith, New Hampshire, and Carol M. Granfield, town manager

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

Public Visioning Program for Comprehensive Plan Update—Spring Hill, Kansas, and Jonathan S. Roberts, city administrator

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

Affordable Housing Partnership—Tarpon Springs, Florida, and Ellen S. Posivach, city manager

Other Nominees:

Community Bulletin Board—Monroe, North Carolina, and F. Craig Meadows, city manager

Entrance Initiative Task Force—Midland, Michigan, and Jon J. Lynch, city manager

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

Highway 179 Needs-Based Implementation Program—Sedona, Arizona, and Eric J. Levitt, city manager

I35/Park Avenue Corridor—Faribault, Minnesota, and Timothy Madigan, city administrator

Innovative Partnerships for Progress—Upper Merion, Pennsylvania, and Ronald G. Wagenmann, township manager

Local Government Academy—Culpeper, Virginia, and J. Brannon Godfrey Jr., town manager, and Noah A. Simon, assistant town manager

NAWA Water Treatment Plant—Tipp City, Ohio, and David A. Collinworth, city manager; and Vandalia, Ohio, and Jeffrey C. Hoagland, city manager

Neighborhood Services—Kingman, Arizona, and Paul Beecher, city manager

Office of Housing & Neighborhood Development—Winchester, Virginia, and Edwin C. Daley, former city manager (now city manager, Hopewell, Virginia)

Public/Private Partnership for Adult Recreation—Portsmouth, New Hampshire, and John P. Bohenko, city manager

Spring Hill Community Redevelopment Agency—DeLand, Florida, and Michael L. Abels, city manager, and Michael P. Pleus, assistant city manager

“Take the Money; You’ve Earned It”—Lewiston, Maine, and James A. Bennett, city administrator

Together against Graffiti—El Mirage, Arizona, and William J. Cornwall, city manager

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

Our Future Our Place—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Shared Services: Delivering Quality Programs at Lower Cost—Millbrae, California, and Ralph L. Jaeck, city manager; Brisbane, California,

and Clayton L. Holstine, city manager; Burlingame, California, and James M. Nantell, city manager; San Bruno, California, and Connie Jackson, city manager; and Hillsborough, California, and Anthony Constantouros, city manager

Other Nominees:

800 Megahertz Public Safety Radio System—Anoka County, Minnesota, and Terry L. Johnson, county administrator

Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager, and Bryan M. Day, assistant city manager

The Art of Community: Annual Performance Report—Des Moines, Iowa, and Richard A. Clark, city manager, and Michael E. Matthes, assistant city manager

Beacon Center at Village Academy—Delray Beach, Florida, and David T. Harden, city manager

Block Leader Program—Cupertino, California, and David W. Knapp, city manager

BusinessFirst! For a Greater Dayton Region—Tipp City, Ohio, and Bradley C. Vath, assistant city manager; West Carrollton, Ohio, and Glen Tracy Williams, city manager; and Clayton, Ohio, and David W. Rowlands, city manager

Centre Region Council of Governments—Centre Region Council of Governments, Pennsylvania, and James C. Steff, executive director; College Township, Pennsylvania, and Adam T. Brumbaugh, township manager; Ferguson Township, Pennsylvania, and Mark A. Kunkle, township manager; Halfmoon Township, Pennsylvania, and Karen J. Brown, township manager; Harris Township, Pennsylvania, and Amy K. Farkas, township manager; State College, Pennsylvania, and Thomas J. Fontaine II, borough manager

Champion Arlington Economic Development Strategy—Arlington, Texas, and James N. Holgersson, city manager

City of Sandy Springs, Georgia—CH2M HILL OMI Partnership—Sandy Springs, Georgia, and John F. McDonough, city manager

City/Schools Partnership—Roseville, California, and W. Craig Robinson, city manager

(Continued on page 4)

(Continued from page 3)

Creative Housing Partnership—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Cultural Collaborative—San Antonio, Texas, Sheryl L. Sculley, city manager, and Penny Post oak Ferguson, assistant city manager

Customer Service Program—Cincinnati, Ohio, and Milton R. Dohoney Jr., city manager; and Hamilton County, Ohio, and Patrick J. Thompson, county administrator

Eliminating Overt Drug Markets—High Point, North Carolina, and Stribling P. Boynton, city manager

Employees Annual Charitable Hearts: Community Partnership—Roseville, California, and W. Craig Robinson, city manager

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

Family-to-Family Program—Avondale, Arizona, and Charles P. McClendon, city manager; and Yuma, Arizona, and Mark S. Watson, city administrator

Fire Station #14 and Fire Science Curriculum—Fayetteville, North Carolina, and Dale E. Iman, city manager; Kyle R. Sonnenberg, assistant city manager; and Douglas J. Hewett, assistant city manager

Founders Village—Fountain Valley, California, and Raymond H. Kromer, city manager

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

Homeowners Association Academy—Glendale, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Gloria Santiago-Espino, deputy city manager

Housing Education & Rehabilitation Training (HEART) Program—Dubuque, Iowa, and Michael C. Van Milligen, city manager

Intergenerational Community Building & Leadership Programs—Olathe, Kansas, and John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

Land Information Systems—Queen Creek, Arizona, and W. John Kross, town manager; and Surprise, Arizona, and James C. Rumpeltes, city manager, and Kathy S. Rice, assistant city manager

Morrison Nature Center at Star K Ranch—Aurora, Colorado, and Ronald S. Miller, city manager

Promenade—Westminster, Colorado, and J. Brent McFall, city manager, and Stephen P. Smithers, assistant city manager

Prosperity Campaign—Hillsborough County, Florida, and Patricia G. Bean, county administrator, and Wally J. Hill, deputy county administrator

Prosperity through Partnerships—Polk County, Florida, and Robert M. Herr, county manager

Quarterly Neighborhood Deployment—Mesquite, Texas, and Ted G. Barron, city manager

Regional Park at Clinton Lake—Lawrence, Kansas, and David L. Corliss, city manager

Regional Transit System/University of Florida Community Partnership—Gainesville, Florida, and Russell D. Blackburn, city manager

Schertz-Seguín Local Government Corporation—Schertz, Texas, and Donald E. Taylor, city manager, and David J. Harris, assistant city manager; and Seguin, Texas, and Douglas G. Faseler, city manager

South Mountain Neighborhood Revitalization Strategy—Phoenix, Arizona, and Frank A. Fairbanks, city manager, and Jerome E. Miller, neighborhood services director

University of Houston at Sugar Land Facility—Sugar Land, Texas, and Allen Bogard, city manager

Water Youth Education Program—Aurora, Colorado, and Ronald S. Miller, city manager

What If . . . —Mesquite, Texas; Ted G. Barron, city manager, and Carol S. Zolnerowich, deputy city manager

Youth Services—Olathe, Kansas, and John Michael Wilkes, city manager, and Susan E. Sherman, assistant city manager

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

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

Stokely Site Redevelopment—Waukegan, Wisconsin, and Ronald K. Wilde, village administrator

Other Nominees:

Artist District—Peekskill, New York, and Daniel W. Fitzpatrick, city manager

Coming Home to Gladstone—A Community Oriented Magazine—Gladstone, Missouri, and Kirk L. Davis, city manager

Fix-Up, Clean-Up, Spruce-Up, and Tool Loan Program—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Inflatable Fire Safety House—Brunswick, Ohio, and Robert A. Zienkowski, city manager

Southlake Program for the Involvement of Neighborhoods—Southlake, Texas, and Shana K. Yelverton, city manager

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

Nature as Your Neighbor—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

Climate Wise—Fort Collins, Colorado, and Darin A. Atteberry, city manager and Diane G. Jones, deputy city manager

Diversity and Multicultural Events—Olathe, Kansas, and John Michael Wilkes, city manager

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

Frisco Bridges—Frisco, Texas, and George A. Purefoy, city manager

The Grand Plan Marketing Plan—Glenside, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Julie Frisoni, communications director

Home Energy Conservation Fair Sustainable Home Tour—Lawrence, Kansas, and David L. Corliss, city manager

International Sports Exchange Program—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Local Laws Service Delivery Improvements—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Master Street Tree Program—Lawrence, Kansas, and David L. Corliss, city manager

Sugarland Town Square—Sugarland, Texas, and Allen Bogard, city manager

Wastewater Collection—Olathe, Kansas, and John Michael Wilkes, city manager

**Strategic Leadership & Governance
Program Excellence Award
(populations less than 10,000)**

Infrastructure Planning—Burley, Idaho, and Mark A. Mitton, city administrator

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

Gladstone on the Move—Citizens Making a Difference—Gladstone, Missouri, and Kirk L. Davis, city manager

Other Nominees:

Health Care Benefits Committee—Montgomery, Ohio, and Wayne S. Davis, assistant city manager

Rising Star Talent Pool Development—Prescott, Arizona, and Steven P. Norwood, city manager, and Laurie A. Hadley, deputy city manager

Second Review Process—Salina, Kansas, and Jason A. Gage, city manager

Strategic Plan—DeLand, Florida, and Michael L. Abels, city manager, and Michael P. Pleus, assistant city manager

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

Master Thinker/“Communities That Think”—Yuma, Arizona, and Mark S. Watson, city administrator

Other Nominees:

Core Value Initiative—Schaumburg, Illinois, and Kenneth J. Fritz, village manager, and Kathleen E. Tempesta, senior assistant to the village manager

County Strategy & Budget—Cumberland County, Pennsylvania, and John C. Byrne, chief operations officer

Excellence Model—Miami Beach, Florida, and Jorge M. Gonzalez, city manager

Focus on Longmont Strategic Planning Process—Longmont, Colorado, and Gordon L. Pedrow, city manager; Sandra L. Seader, assistant to the city manager; and Rigo Leal, public information officer

Implementing Community-Based Strategic Plans—Olathe, Kansas, and John Michael Wilkes, city manager

Learning & Development Framework—Latrobe, Victoria, Australia, and Paul L. Buckley, chief executive officer

Management Preparation Program—Plano, Texas, and Thomas H. Muehlenbeck, city manager

MetroNet Enterprise Virtual Operations Center (EVOC)—Anaheim, California, and David M. Morgan, city manager, and Thomas J. Wood, assistant city manager

PalmStat—Palm Bay, Florida, and Lee R. Feldman, city manager

PE Department—Austin, Texas, and Toby Hammett Futrell, city manager

Pension Early Payment Program—Orange County, California, and Thomas G. Mauk, county executive officer

Public Safety Division Reorganization—Mansfield, Texas, and Clayton W. Chandler, city manager

Regional Battalion Chief Academy—Peoria, Arizona, and Robert M. McKibben, fire chief

Strategic Initiatives Group—Glendale, Arizona, and Edward Beasley, city manager

Strategic Plan—El Paso, Texas, and Joyce A. Wilson, city manager

Strategic Plan—Las Cruces, New Mexico, and Terrence R. Moore, city manager

Strategic Plan—Surprise, Arizona, and James C. Rumpeltes, city manager

Award for Career Excellence in Honor of Mark E. Keane



EDWARD EVERETT

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 full 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 Edward Everett, city manager of Redwood City, California.

Ed Everett's remarkable 34 years in public service and 15 years as Redwood City's manager can be characterized by three words—*innovativeness, integrity, and inspiration*. His innovativeness is reflected in the many successful programs and projects he has developed. His integrity is shown in his commitment to making the *right* decisions, not necessarily the *easy* ones. And he has inspired city staff, elected officials, and a growing number of citizens to uphold Redwood City's core values of excellence, integrity, service, and creativity in pursuit of its core purpose: to "build a great community together."

Believing that to really be a community, the people who live, work, and play in a city must join together, engage with each other and with the city, and become partners in making the community a better place for everyone, Mr. Everett has dedicated his career to maximizing community involvement and engagement. Toward this end, he has developed numerous ground-breaking community-building programs that have enhanced the city's quality of life:

- The Partnership Academy for Community Teamwork (PACT) has engaged nearly 300 community members to date in a behind-the-scenes experience of city government, fostering engagement, pride, and respect between city

staff and community members and, more importantly, *among community members themselves*.

- The Neighborhood Liaison program creates community-based groups that share common interests and concerns and work together to build their own community.
- The Community Builders Speakers Series brought together more than a hundred city residents to hear and learn from world-class and internationally known speakers, authors, and thinkers on the subject of community building.

Promoting careers in local government and developing staff are at the forefront of Mr. Everett's philosophy of building a successful organization. He has been a leader in the "Next Generation" movement; he cofounded the regional Management Talent Exchange Program; and he launched a "Youth Reach" program aimed at educating local high school students about careers in local government. He has made a point of keeping the city's hierarchy "flat" with few levels of supervision or management between the road work technician, for example, and the city manager. Committed to succession planning, he has ensured that staff training is available to everyone who wants it, even during the most severe of bud-

get crises. He also rotates the position of assistant city manager among the department heads, enabling each one to assume that role for a one-year term in order to expand and enhance their career experiences. Under his leadership, the city has developed top-quality training programs that have produced an award-winning, values-driven, world-class organization of employees.

Also in keeping with his philosophy, Mr. Everett has not just built buildings in Redwood City but *created places*—new and renovated libraries, community centers, a new city hall, affordable new housing complexes—where people can gather as a community. An attractive 85,000-square-foot retail and multiplex cinema project, the pedestrian-oriented Theatre Way streetscape, and the city's Courthouse Square, which is already referred to as the new "living room of the community," are all part of the renaissance of downtown Redwood City. And these efforts are garnering national recognition: the city received the "Congress for New Urbanism 2007 Charter Award for its downtown projects," the retail/cinema project won the *San Francisco Business Times's* 2006 "Award for the Best Mixed-Use Project" on the peninsula, the new high-tech parking meter system was written up in the *Wall Street Journal*, and a nationally distributed television program called "Focus on America" will tout the city's progressive and creative approach to economic development, community building, and design—all based on Ed Everett's vision and inspiration.

Mr. Everett has shared his philosophy, accomplishments, and lessons learned with many audiences, including service clubs, chambers of commerce, the 2006 IG Transforming Local Government

(Continued on page 27)

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



BYRON JORGENSON

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 full members of ICMA. This year, ICMA presents the Career Development Award to Byron Jorgenson, chief administrative officer of Sandy City, Utah.

Over his 20-year tenure as chief administrative officer of Sandy City, Utah, Byron Jorgenson may well have directly affected the careers of more current and future local government managers than anyone else in the profession. Many of the countless individuals whom he has closely supervised, worked with, or mentored have become city managers themselves, because the attributes they developed under his guidance are highly coveted by other organizations.

For these managers, it was the support and guidance they received from Mr. Jorgenson that set the stage for their long, effective careers in local government. According to Scott Bond, Sandy's assistant chief administrative officer, "I can't think of anyone who has had more impact than Byron on my career... [or] of anyone more deserving of recognition for being a tremendous influence in the lives of those in the city management profession." Rick Davis, city manager of West Point City, Utah, calls Mr. Jorgenson "the most influential figure in the development of my city management career... [He] not only helped me sharpen my professional skills, but his example taught me even more about how to cultivate and nurture positive and productive relationships with coworkers, citizens, and the city council."

Even while managing Sandy's large and complex organization

and providing guidance to the budding city managers within it, Mr. Jorgenson has made himself available to those working for other organizations as well. Shane Pace, who had left Sandy to become the city administrator of Taylorsville, Utah, notes that Mr. Jorgenson "called periodically to see how I was doing and offered advice about issues I was dealing with. He never criticized my decision to leave or what I was trying to accomplish in the new city." Nor is this ongoing relationship of support and encouragement limited to those whom Mr. Jorgenson has supervised or worked with: in several cases, he has provided support and guidance to people he has never met in person!

Mr. Jorgenson's management style is ideally suited to nurturing and developing future local government managers. According to Dan Dahlgren, city manager of West Jordan, Utah, he "helped us understand the importance of being flexible and showed us by example the importance of performing quality work regardless of the assignment... [His] greatest contribution to my city management career was his... collaborative, participative management style that emphasized quality decision making at the lowest possible level... I always felt I was a valued team member whose contributions were recognized and important... He has a gift for motivating you to do your very best [and] then using your

best efforts for the benefit of the organization." And James Davidson, city manager of Lehi, Utah, praises Mr. Jorgenson's "ability to build work teams that produce amazing results... He is demanding, but also quick to offer encouragement and counsel. He recognizes a person's potential and is willing to commit his own personal time to bettering those around him."

A large part of Mr. Jorgenson's leadership strength comes from his high standards of personal ethics and integrity, which he exemplifies himself and demands in those around him. Chris Hilman of Clearfield, Utah, notes that Mr. Jorgenson instills "a code of personal conduct and ethics [that] is only surpassed by his extraordinary ability to manage personnel and issues with an uncomplicated and personable style that has helped him manage one of Utah's most recognizably successful and envied cities for almost two decades." Shane Pace recalls that when he asked Mr. Jorgenson about getting involved in politics and campaigns, "he sat me down and explained the ICMA Code of Ethics and then explained [that] he did not involve himself in anyone's campaign or election process and recommended that I do the same."

Throughout his many years of service, Byron Jorgenson has remained committed to improving local government and, particularly, those who manage communities. The combination of leadership, management, and integrity that he displays sets the tone for future managers in a profession where each quality is absolutely essential. Scott Bond may have put it best: "To me, Byron epitomizes what the profession can and should be." ■

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



ROBERT STULL

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 Robert Stull, deputy city administrator of Yuma, Arizona.

As deputy city administrator of Yuma, Arizona, since July 2003, Robert Stull has greatly assisted in managing one of the fastest-growing cities in the country. Exercising oversight over several city departments—finance, human resources, information technology, and parks and recreation—as well as the neighborhood services division, he “gets the job done” while fostering an atmosphere of teamwork and public service.

With primary responsibility for coordinating all economic development activity and negotiation for the city, Mr. Stull has played a vital role in helping the city administrator promote new manufacturing ventures in Yuma, thereby diversifying the workforce of this predominantly agricultural community. In 2006, Yuma was recognized for having the highest job growth in the nation. Mr. Stull works closely with key business groups, the chamber of commerce, and the Greater Yuma Economic Development Corporation to foster the interests of new businesses in the area; his negotiations with WDP Partners of Phoenix resulted in the 2004 construction of the 1.1-million-square-foot Yuma Palms Regional Shopping Center, the first center of such size in the region. This center,

which includes Best Buy, JC Penney, Dillard's, and the Sports Authority, has recaptured millions of dollars in sales taxes; and through Mr. Stull's continued efforts, it will soon add another million square feet of retail stores as well as a 6,000-seat multi-use enclosed stadium and ice hockey franchise.

Through his leadership, Mr. Stull has infused city staff with the city administrator's probusiness desire to serve. As a result, building permit valuations have grown from \$70 million to more than \$377 million in three years, and national publications such as *Inc.* and *USA Today* consistently rate Yuma as a “boomtown” growth community among cities under 100,000 in population.

This new growth notwithstanding, Mr. Stull continues to champion the revitalization of the city's older neighborhoods. He has worked diligently with community groups and state and federal agencies to use grants and other funds as effectively as possible to improve the quality of life for Yuma's lower-income families. The products of these efforts—including a revitalized Carver Park Neighborhood, the newly constructed Martin Luther King Neighborhood Center, and the construction of low-

income housing—have received national recognition.

With Mr. Stull's oversight, the finance department has improved or maintained a solid financial reporting structure. Every year since 1982, the city's comprehensive annual financial report (CAFR) has received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting, a key element in reviews conducted by bond rating firms. When the Governmental Accounting Standards Board (GASB) released Statement 34 calling for significant changes to the city's financial reporting model, Mr. Stull led a multidepartmental effort to meet the new requirements and revise the city's financial reporting model. Not only was this effort successful, but it was accomplished a full fiscal year earlier than required, winning Yuma a Certificate of Recognition for early implementation from GASB as well as the latest GFOA certificate for its CAFR. And Yuma won its first Distinguished Budget Presentation Award from GFOA for 2006–2007. Finally, under Mr. Stull's guidance, bond analysts in New York boosted the city's rating to A-2 in September 2006.

Mr. Stull is a great proponent of City Administrator Mark Watson's commitment to innovation and creativity. Thus, when Yuma implemented the de Bono Master Thinker Program, Mr. Stull became one of its first trained facilitators. He also has assisted Mr. Watson in presenting this program as part of the Alliance for Innovation.

As deputy city administrator, Robert Stull has been a driving force in involving the city council and community leaders in strategic planning for annexation, economic growth, and

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Academic Award in Memory of Stephen B. Sweeney



ROBERT L. BLAND

The Sweeney Academic Award, established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government. In addition to ICMA's recognition of an academic or institution, the Fels Institute provides a stipend to the recipient's student of choice to attend the ICMA Annual Conference. This year, ICMA presents the award to Robert L. Bland, professor and chair, Department of Public Administration, University of North Texas.

Far too often, the academic world provides only limited, guarded connections to the mundane and impure realities of the practitioner's world. Fortunately, there are notable exceptions. Dr. Robert Bland is one of those rare academicians who have maintained consistent, intentional, productive, and meaningful relationships with the practical world. Since joining the University of North Texas (UNT) faculty in 1982 and later becoming chair of his department, Dr. Bland has been instrumental in changing the way that public administration is taught while still promoting established and accepted academic theory.

Many "ivory tower" academics seek to distinguish themselves by driving classroom discussion based on theories that are considered revolutionary but are more often the theory "du jour." But under Dr. Bland's leadership, UNT has returned to the roots of public administration to create a Master of Public Administration (MPA) program that is based on basic fundamental issues. This program does not ignore innovations in the field but rather examines and challenges them in concert with accepted academic theory and best practices to offer a solid foundation for teaching management within the context of desired public policy. According to Mark McDaniel, president of the Texas City Management Association, "This is made possible as a direct

result of Dr. Bland staying 'connected' to public administration as a practice."

Recognition of UNT's MPA program has been steadily growing. In 2005, *U.S. News and World Report* ranked it number one in the Southwest and tenth in the nation. And Dr. Bland is highly acclaimed as well. Noting "his widely regarded national and regional leadership and topmost stature," Dr. Chester Newland, former academician, continues, "Through Bob Bland's support of ICMA standards among public managers and his facilitative leadership as professor and chair of the UNT Department of Public Administration, North Texas now provides the foremost educational leadership in local government management in Texas. In addition to unsurpassed public-affairs and community-service networking in the Southwest, Bob Bland has a sustained record of nationally recognized leadership." As if to prove that point, Dr. Bland serves with distinction on the Executive Council of the National Association of Schools of Public Affairs and Administration, has served on that association's Commission on Peer Review and Accreditation, and is active regionally and nationally in the American Society for Public Administration.

The impact of Dr. Bland's real-world approach is evident in the

amazing work accomplished by the Center for Public Management. This organization, which is housed in his department, has helped train countless public servants in different areas of local government management. It is evident as well in the success of those public servants who have trained under him. Julie Johnston, city manager of Dickinson, Texas, notes that beyond the "amazing wealth of knowledge" she gained from Dr. Bland, she also has "benefited professionally from the enormous resource he has helped create in the hundreds of professionals I network with regularly who also learned from his program." Debra Feazelle, another alumna of his program, says, "There are more city managers in Texas from this program and I am proud to be a part of such a legend." And Don Paschal, a 1973 MPA program alum who has devoted more than 35 years to Texas local government, emphasizes that Dr. Bland's interaction with those employed in local government goes beyond finding internships for students to maintaining the "true interchange of knowledge, understanding, and communication between academics and practice."

Dr. Bland's academic credentials are also evident in his publications. His numerous books on revenue and articles on financial analysis are staples for every local government entity, including the Certified Government Finance Officer program of the Government Finance Officers' Association of Texas, where his expertise has been used to maintain the timeliness and accuracy of the program's examination and grading process. In shorter position papers on critical issues of the day, Dr. Bland has successfully merged intensely intellectual concepts with real-world

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Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

DOVER, NEW HAMPSHIRE

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 10,000-to-49,999 population category to the city of Dover, New Hampshire, and City Manager J. Michael Joyal Jr. for Dover Youth to Youth.



J. MICHAEL JOYAL JR.

Because drug and alcohol abuse often begin before adulthood, addressing these problems among youth can be critical to a community's quality of

life. In Dover, New Hampshire, where 85 percent of crime has been linked to drug and alcohol abuse, the city met the problem with Dover Youth to Youth (Y2Y), a comprehensive, peer-oriented substance abuse prevention program that gives students in grades 6–12 the opportunity to be part of the solution.

Since its inception in 1993 with a dozen sixth graders, Y2Y has grown to almost 200 students each year, making it one of the largest programs of its type in the state. Students can formally join in sixth grade, where they are exposed to Y2Y role models in the classroom, engage in simple projects, and learn such basic advocacy skills as public speaking. At each level they get the chance to develop new skills and accept more responsibility. In high school, the projects are more aggressive in tone: they have more “attitude,” in keeping with the age.

Participants are divided into seven teams, each with more than 20 students and its own adult advisers.

Teams focus on their own specific prevention projects and often collaborate on projects. As students get older, the teams become more independent and their projects more sophisticated. Older students are also more active in program design.

Dover Y2Y takes on initiatives in five areas of community advocacy:

- **Community awareness:** Each year, Y2Y students undertake projects to raise the public's awareness of substance abuse issues. For example, they have demonstrated against the tobacco industry's marketing of candy-flavored products to attract youthful customers; protested the redirection of state funds away from prevention efforts; and testified before the state Senate on smoke-free restaurants. They also work with local stores to raise awareness of the dangers of underage drinking.
- **Legislation:** Over the past seven years, Y2Y students have proposed and passed four city ordinances and three state laws on substance abuse-related issues. This past year, they proposed, testified for, and got passed a state law requiring all cigarettes sold in the state to be self-extinguishing (to prevent fires).
- **Enforcement:** Since the program began, Y2Y members have

assisted the police department with tobacco vendor compliance checks. Students try to buy tobacco products to see whether stores are selling to minors. Clerks that sell to minors receive a court summons and a fine; those that refuse to sell receive a gift, such as a t-shirt or mug.

- **Media:** In addition to creating posters and placing ads in local newspapers, Y2Y students have written and produced more than 50 radio public service announcements. Many of these have won awards, and the Centers for Disease Control and Prevention plans to distribute them around the country. The students also have made several videos and a nationally broadcast Internet presentation.
- **Presentations:** Every year, Y2Y students bring their drug-free message to students across the country. In Dover, they teach an interactive prevention lesson to all second graders; they conduct a fifth-grade assembly; and they recently addressed eighth graders with “Lyndsey's Story: The Truth about Alcohol,” a presentation that focuses on the real risks of using alcohol (falls, addiction, depression, violence, teen pregnancy) and on the alcohol industry's deceptive advertising tactics. They also visit other communities to teach students how to be youth advocates; in one trip, they provided three hours of training on media development, project design, and public speaking to students in Stoughton, Massachusetts. Lastly, they hold workshops at national gatherings, such as the Eastern States Prevention Conference and the

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

LITTLE ROCK, ARKANSAS

This year, ICMA presents two Community Health and Safety Awards in the 50,000-and-greater population category. The first goes to the city of Little Rock, Arkansas, and City Manager Bruce T. Moore for the Criminal Abatement Program.



BRUCE T. MOORE

The city of Little Rock, Arkansas, was receiving frequent complaints from residents over nuisance problems—mainly, code enforcement and minor crime

issues. But although a large number of complaints were coming from concentrated areas, each city department worked separately without coordinating efforts. In 2004, under the leadership of City Manager Bruce Moore, the city responded to this problem with the Criminal Abatement Program (CAP), a focused nuisance abatement program developed to help create safer neighborhoods for Little Rock's residents.

Through CAP, city departments work together to concentrate their manpower and resources in targeted areas. First, the mayor and city manager identify a target area and tour it with staff. Next, each department conducts a coordinated sweep of the area. The unified team of key departmental staff is given the authority to abate, board, secure, and prosecute targeted properties. The full sweep and abatement process, which takes about six months, is completed in four phases:

- *Phase I (three to four weeks):* The Little Rock police department's Special Investigations Division gathers intelligence about activities in the area, and the department then works with the SWAT division to make arrests.

- *Phase II (three to four weeks):* The code enforcement department inspects residential and business buildings for interior and exterior code violations; the building codes department inspects the area and removes any condemned commercial structures; public works does intensive street sweeping, some pickup, pothole patching, and ditch maintenance; and animal services inspects the area for violations. In all cases, staff work with property owners, allowing them ample time to get into compliance and fix violations.
- *Phase III (two to three weeks):* Following up from the previous two phases, the departments complete any necessary reinspections, and the police department continues its targeted patrol of the area.
- *Phase IV (30 days):* The city attorney's office prosecutes violators who have not come into compliance for code violations.

After all phases of the program are completed, staff and political leaders tour the original area again to observe the progress.

This program represents the first time that city departments have applied a unified approach to problem solving—working together, communicating weekly about problems, and reaching solutions collectively. Biweekly, the mayor and city manager meet with city staff to discuss issues and next steps for criminal and code violators.



Before



After

Hanger Hill Eastview Terrace before and after the criminal abatement program

Because the crux of the program is the more efficient use of existing resources, its costs are relatively low. Little Rock has been able to operate CAP for almost three years without needing additional staff. The program is very time-intensive, but the results of the interdepartmental coordinated efforts are worth the time.

The CAP program has significantly improved the quality of life for many residents in Little Rock. In the two and half years since its inception,

- Fire code violations in more than 500 structures have been remedied
- More than 20,000 additional garbage/waste pickups have been made
- More than 20,000 feet of right-of-way have been cleaned
- Nineteen structures have been demolished

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

ROSEVILLE, CALIFORNIA

The second of ICMA's 2007 Community Health and Safety Awards in the 50,000-and-greater population category goes to the city of Roseville, California, and City Manager W. Craig Robinson for the Kids Health & Fitness Expo.



W. CRAIG ROBINSON

Childhood obesity is an epidemic that has more than doubled among school-aged children in the past several decades. Every day, parents struggle

to make good decisions about diet, fitness, and healthy lifestyle choices for their kids. But many influences come from outside the home, including schools, child care, parks and recreation programs, and popular culture. Thus, cities, schools, and all community organizations need to come together to provide families with the resources they need to make the best choices possible for their children.

In 2006, the city council of Roseville, California, made creating a healthier community one of its top three goals. Among the many resultant community initiatives and partnerships is the annual Kids Health & Fitness Expo, a fun and active one-day event that provides kids and parents with the resources they need to make healthier lifestyle choices. This free event is a true public-private partnership between the city of Roseville and many community businesses and organizations.

At the second annual event, in September 2006, attendees strolled through "Nutrition Alley," where they could talk one-on-one with nutritionists about making better choices. Each food group was featured with examples of "sometimes" and "always" options. In the "Nutrition

Hut," kids had the opportunity to create healthy snacks that can easily be made at home and on their own, such as yogurt and fruit parfaits and turkey-veggie wraps. Parents and kids also learned how to read food labels and got their own personalized food pyramid plan based on the USDA's food pyramid system. Meanwhile, visitors to the Kids Activity Zone got their heart rate going while enjoying bounce houses, wall climbing, water play structures, games, sports, and group fitness activities like hula-hoop and hip-hop dance.

Kaiser Permanente sponsored and helped plan the expo, providing the event committee with much-needed resources, expertise, and staff. Various community organizations and businesses joined in the event as well. California State Parks educated attendees about local area walking and bike trails; the American Heart Association distributed information on preventing obesity and heart disease; private fitness clubs provided information on membership; REI promoted its hiking safety program; and local restaurants showcased healthy options from their menus.

The total event budget was \$28,000, not including the value of goods and services provided at no cost through in-kind sponsorships. More than \$16,000 was raised from community grants and the business community through sponsorships to offset the cost of the event.

More than 2,500 kids and parents attended the Kids Health & Fitness Expo. Every child received a free t-shirt and goody bag filled with



Kids Expo attendees have fun learning to make healthy and tasty snacks

healthy snacks and ideas for getting active. But the real success toward the goal of improving Roseville's overall health and wellness was seen in the community response. Feedback from attendees has been resoundingly positive; one resident described the expo as a perfect mix of education and fun for both kids and adults, and one of the volunteers went home after the event, downloaded his own personal food pyramid, and has since lost 30 pounds just by eating more fruits and vegetables and by following proper portion sizes.

The event was honored by the California Parks and Recreation Society in March 2006 as the best example of a community health and wellness program in the state of California, and it also was featured in the National Recreation & Park Association's "Step up to Health" publication on best practices in healthy lifestyles and livable community efforts.

This event has proven to be a successful event for the city of Roseville, creating a venue where residents can come together over an important issue. Because this success has aroused the interest of surrounding communities, Roseville has been reaching out to its neighbors and looking for ways to partner in

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Community Partnership Award

POPULATIONS OF LESS THAN 10,000

NEW LONDON AND NEWBURY, NEW HAMPSHIRE

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 town of New London, New Hampshire, and Town Administrator Jessie W. Levine, and to the town of Newbury, New Hampshire, and Town Administrator Dennis J. Pavlicek for the Tri-Town Assessing Intergovernmental Agreement.



Overlooking Lake Sunapee, a popular vacation and retirement destination



JESSIE W. LEVINE

With no income or sales tax, New Hampshire relies solely on the property tax to support municipal and county budgets. Thus, the fair and accurate assessment of real estate is crucial, and property owners are expected to pay their fair share based on the market value of their property. In 2004, the towns of

New London and Newbury had completed, and were in the process of defending, their townwide revaluations to update the market value of property, and their neighboring town of Sunapee was ready to do the same. The three towns surround Lake Sunapee, a popular vacation and retirement destination that saw multi-million-dollar real estate sales in recent years. However, property value updates had not been conducted since the late 1980s, so some tax bills quadrupled to as high as \$60,000. Needless to say, this produced significant resident dissatisfaction.

While the revaluation process would have gone more smoothly for everyone had it been handled by an experienced assessing staff, none of the three towns had enough residents or properties to justify a full-time assessor. But the town managers realized that by sharing the employment of an assessment professional, each town could provide its residents and businesses with more equitable property assessments and better customer service. They estimated that the combined annual expense of their current assessing practice was about \$287,000, including legal appeals and tax refunds (with interest) to property owners; however, a shared full-time assessor and assistant assessor would cost only \$213,000, and each town would still benefit from regular staffing and continuity of service. With this information, the managers developed a plan for a joint assessing department and presented it to their boards of selectmen in November 2004.

The boards of selectmen authorized the managers to draft an intergovernmental agreement. This proposal—the first of its kind in New Hampshire and perhaps in New England—was approved in May 2005. In addition to standard clauses governing its purpose, duration, and

termination, the agreement created a joint board to “hire and supervise the [assessor and staff] and to oversee the sharing of time and costs associated with the joint positions.” The joint board has five members: the three managers, a selectman, and a citizen; the latter two rotate annually among the three towns. While the board is not responsible for any assessing functions or responsibilities, it does oversee administration of the joint assessing department and has sole authority over the equitable distribution of the assessors’ time, the compensation and performance evaluation of the two assessing positions, and establishment of the department’s annual operating budget.

The intergovernmental agreement explicitly outlines the financial arrangement among the three towns. Newbury budgets for the total cost of the department and is reimbursed quarterly by New London and Sunapee, which budget only for their pro rata share. To ensure that all three towns are being served, the agreement contains the following statement: “The Towns recognize that due to revaluation, litigation, or other large projects, one town may require disproportionately more of the Joint Assessor’s attention for a period of

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Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

TARPON SPRINGS, FLORIDA

ICMA's 2007 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Tarpon Springs, Florida, and City Manager Ellen S. Posivach for the Affordable Housing Partnership.



ELLEN S. POSIVACH

The Union Academy Neighborhood, a public housing development within walking distance of the historic downtown area of Tarpon

Springs, Florida, had a persistent crime problem. Making matters worse, properties in the area were declining in value and condition, and more than 70 percent of the dwelling units were renter occupied. The stage was set for an innovative public-private partnership that would turn the situation around and create a neighborhood with a true sense of community and pride.

At the outset, the Tarpon Springs Police Department, code enforcement division, and housing authority worked closely to improve the environment and remove residents who were involved in illegal narcotics activities. Because the housing authority maintains strict rules for eligibility and adheres to a “one-strike” policy, the number of reported incidents fell by 37 percent between 1994 (before the program began) and 2004, and the number of calls reporting violence dropped by 63 percent.

The improvements were due not just to an increase in police presence. Through 2002–2005, two Community Development Block Grants from Pinellas County Community Development (PCCD) provided funding to reconstruct two major roads that bisect the neighborhood; add decorative brick crosswalks and pedestrian amenities; and improve streetlighting, sidewalks, drainage,

and infrastructure. In addition, public housing capital funds, PCCD State Housing Initiatives Partnership funds, and city redevelopment funds were used to demolish old public housing units and develop 19 new ones, with 52 more units to be completed in 2007–2008.

But even this was not enough to realize the overall goal that would ensure a long-lasting impact: home ownership.

The large number of vacant parcels within the area—by-products of high crime and blight—provided the opportunity for new home construction. On some lots, the housing authority is constructing townhouse-style buildings that are similar in design to market-priced complexes and are targeted toward families earning 60–80 percent of the median area income—a maximum of \$43,500 for a family of four. The units are paid for by city redevelopment funds and various county and state grants and programs. And with this commitment from the public sector has come investment from the private sector: Neighborhood Homes of West Florida signed on to build neotraditional single-family homes that would fit the neighborhood and add to the sense of community. Through 2006, 57 parcels of land had been purchased through the partnership, and 28 homes had been completed and sold.

Rehabilitation of existing homes is another part of the redevelopment effort. Some homes built during the 1970s are typically two-bedroom, one-bath structures with carports; while structurally sound, they lack many of today’s amenities. By buying and rehabilitating these structures,



Home ownership helps ensure a long-lasting positive impact on the community

the program provides a housing alternative for those who cannot qualify for a new home but can qualify for a low-priced rehabilitated home. It is also exploring lease options to purchase as an incentive for qualified applicants who are working to improve their credit.

In 2005, the Tarpon Springs Housing Authority created the Local Community Housing Corporation (LCHC), a private nonprofit affiliate agency. Along with developing and managing affordable housing, the LCHC provides several services that support residents, including

- *A home share program:* This program, the first of its kind in Florida, provides affordable rental properties by matching home providers with home seekers, conducting background checks, and thoroughly checking references. It also helps homeowners deal with skyrocketing insurance and property tax costs.
- *The Senior Home Repair Program:* Funded by PCCD, this program provides grants of up to \$20,000 for home repairs to seniors who are at least 62 years old, eligible for a homestead exemption, and under 120 percent of the median area income, and whose home does not exceed \$151,000 in value

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

LATROBE, VICTORIA, AUSTRALIA

This year, ICMA presents two Community Partnership Awards in the 50,000-and-greater population category. The first award goes to the city of Latrobe, Victoria, Australia, and Chief Executive Officer Paul Buckley for the Our Future Our Place project.



PAUL BUCKLEY

The Morwell East public housing estate in the Latrobe Valley of Victoria, Australia, was struggling with a host of community

issues, including long-term unemployment, physical unattractiveness, and a poor public image. At the same time, a review of the labor market in the valley showed that many of the construction workers were employed from outside despite the fact that the area was plagued with high unemployment. “Our Future Our Place” was created to address all of these problems—improve the social mix and appearance of the neighborhood, meet identified skill shortages within the community’s workforce, and provide skill training for its long-term unemployed and indigenous residents to help them obtain sustainable employment—in a way that maximized the development of constructive partnerships between the federal, state, and local governments; local industry; and the community.

The pilot phase of the project, which ran for one year, targeted two sites on which to build two houses in 12 months. For each site, two teams of two job seekers spent two days on-site and two days receiving training in relevant building industry skills. The training, which came through active participation in the construction of low-cost, attractive, and innovative homes located on former public housing demolition sites, was provided by Try Youth and Community

Services, which also provided access to its training facilities and jointly supervised the on-site work with the Latrobe Development Group. The final product—two three-bedroom houses in neighborhood renewal areas—had several environmentally sustainable design features, including passive solar orientation, a concrete floor acting as a heat bank for winter sun, and low-toxicity materials used in construction.

The construction of new and innovative private housing within specific neighborhoods provided the foundation for meeting all of the program’s goals: it rejuvenated these areas into stronger well-integrated neighborhoods, improved both the physical appearance and the public perception of traditional public housing estates, helped alleviate current skill shortages in the community for major construction projects, and provided a vehicle for training and on-the-job experience for long-term unemployed residents. At least 65 percent of participants completed the needed certificates in building and construction, and at least 45 percent gained full-time employment—well above the national average currently achieved through any program for this target group.

“Our Future Our Place” was primarily developed through the partnership of Try Youth and Community Services, the Latrobe City Council, and the Victoria Department of Human Services (DHS), as well as a range of other commonwealth and state departments, a number of community organizations, and the private sector. The Latrobe city team, which



Helping the long-term unemployed get back into the labor market, while meeting community needs

comprises members of the executive office, designed and managed the entire program. It worked on relationships and negotiations with the federal and state governments, various government agencies, and community groups for two years before obtaining the required funding from the government and the land from DHS. The project was designed to be self-sustaining: the houses, once constructed, are sold at public auction; the value of the land is refunded to DHS; and the surplus funds are used to purchase equipment for the next house. The first house sold for \$130,000, which provided enough surplus to purchase construction materials for the next house. And the program was actively promoted throughout Victoria to ensure that upon completion of the pilot project, the participants could connect with the building and construction industry statewide.

While a number of programs are designed to help the long-term unemployed get back into the labor market, many lack the flexibility to meet specific community needs. This project, which models a whole-of-government approach to helping socially disadvantaged people find sustained employment, is innovative in that it meets that goal while

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MILLBRAE, BRISBANE, BURLINGAME, SAN BRUNO, AND HILLSBOROUGH, CALIFORNIA

The second of ICMA's Community Partnership Awards in the 50,000-and-greater population category goes to the cities of Millbrae, Brisbane, Burlingame, San Bruno, and Hillsborough, California, and city managers Ralph L. Jaeck, Millbrae; Clayton L. Holstine, Brisbane; James M. Nantell, Burlingame; Connie Jackson, San Bruno; and Anthony Constantouros, Hillsborough, for Shared Services: Delivering Quality Programs at Lower Cost.



RALPH L. JAECK



CLAYTON L. HOLSTINE



JAMES M. NANTELL



CONNIE JACKSON



ANTHONY CONSTANTOUROS

For many California cities, city budgets have tightened considerably in recent years. Since the late 1970s, property tax revenues have declined by

57 percent, and a 1979 state initiative restricted the expenditure of general fund revenues. Fiscal pressure intensified dramatically with the collapse of the "dot com" industry in 2000, followed by the sharp economic downturn resulting from the September 11, 2001, attacks. On the San Francisco Peninsula, numerous Bay Area cities have resorted to service cutbacks, layoffs, and hiring freezes while struggling to maintain quality police and fire services. And

Millbrae, California, faced additional challenges: a police department with low morale, a vacant police chief position, and a fire department struggling to fulfill training requirements.

When Millbrae city manager Ralph Jaeck joined the city in 2004, he began meeting one-on-one with neighboring city managers to see how they could do things more efficiently and save money while building collaborative working relationships. After stiff opposition from the police association and the public forced him to abandon the idea of contracting Millbrae's entire police operations to the county, he explored the possibility of sharing a police chief with a neighboring community and contracting only dispatch services to the county. Soon after, he struck an agreement with Brisbane, a city of 4,000 whose chief had planned to retire. In his new joint position, the police chief implemented community policing, giving officers a greater presence in the community and helping the public feel more secure with the restructured department. He also introduced new technologies, updated policies, restructured the department, filled vacancies, achieved diversity goals, and raised police service levels to new heights, all of which instilled a sense of optimism among the police staff.

The arrangement has saved the cities \$100,000 each. Millbrae saves an additional \$350,000 annually by consolidating its police dispatch ser-



**Representatives of the Millbrae San Bruno
Police Task Force**

vices with the county. More importantly, its crime rates have fallen, with residential burglaries down 42 percent in 2006. For its part, Brisbane has retained its experienced chief, who mentors and develops future generations of managers in both cities—a benefit that would have been lost had he retired.

In winter 2005, Millbrae drew up a joint powers agreement with three other cities—Burlingame, Hillsborough, and San Bruno—to share an emergency medical services (EMS) director. More efficient and effective than the part-time shift personnel employed previously, the centralized EMS director provides more oversight, saves personnel costs, and has standardized EMS training and procedures, leading to more reliable and consistent medical responses to the community.

These four cities also created an interagency training program using a shared manager. This arrangement, which jointly saves the partners about \$500,000, enables them to conduct mandated training, which is difficult for small agencies to accomplish on their own, and to standardize personnel training across the four jurisdictions. And when both Millbrae and San Bruno found themselves without a battalion chief to supervise

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Community Sustainability Award

POPULATIONS OF 10,000 TO 49,999

WAUNAKEE, WISCONSIN

ICMA's 2007 Community Sustainability Award in the 10,000-to-49,999 population category goes to the village of Waunakee, Wisconsin, and Village Administrator Ronald K. Wilde for the Stokely Site Redevelopment.



RONALD K. WILDE

Constructed in 1924, the Stokely vegetable canning factory in Waunakee, Wisconsin, operated until 1997 when market changes made the operation no longer viable. The abandoned, blighted factory—21 different structures on 13.5 acres in three separate parcels—brought down surrounding property values. Moreover, the soil and groundwater contamination found on two parcels threatened the safety of residents, while the third parcel had abandoned equipment, concrete storage areas, and old paving that all needed removal and disposal. While touring the site, one state legislator who had viewed the destruction in Eastern Europe stated, “This place reminds me of a war zone.”

A dynamic economy in nearby Madison has been fueling population growth in Waunakee, where people are attracted by the outstanding quality of life. Many of these new residents want youth programming, family activities, sport/fitness programs, and educational opportunities. In addition, while Waunakee has a thriving senior services program, offering senior case management services, nutrition, and wellness programs that are critical to the well-being of its seniors, many seniors today are interested in activities such as tai chi, low-impact aerobics, foreign language, computers, and special events. But all of these programs require space, which Waunakee's senior center, at

just over 2,000 square feet, lacked. Finally, many of the village's seniors also needed affordable housing opportunities.

The Stokely Site Redevelopment project was initiated in 2001 when the village formed a partnership with Cannery Row, LLC, a private entity that had purchased the former Stokely property. The partners jointly applied for several grants to enable the village to acquire and demolish the dilapidated plant and make the property available for reuse at a reasonable cost. Ultimately, they secured three brownfield grants and three other grants totaling \$1,225,000.

The plan was to use the first parcel for a new private senior housing complex, the second for a new community/senior center, and the third for a stormwater detention facility. Additional village infrastructure, including streets, utilities, and stormwater conveyance improvements, was needed to make development possible. Using an innovative mix of grants, private dollars, tax increment financing, impact fees, borrowing, and a partnership with a neighbor community, the partners were able to acquire the property for \$500,000 and fund the demolition and cleanup at \$600,000; the senior housing complex (privately funded with TIF assistance) at \$5,000,000; the village center at \$7,000,000; and infrastructure at \$1,500,000.

Rather than construct a separate facility for seniors, the partners decided to construct one large multi-generational building that would address the needs of both seniors



Stokely Site Redevelopment: before and after

and the rest of the community. This decision was the product of five years of careful study and extensive public outreach and participation. The result, a 45,000-square-foot facility completed in early 2006, was named the Village Center. This innovative building offers a wide range of spaces and programs for individuals of all ages, including a large dining space for seniors, a beautiful lounge, wellness areas, a computer lab/classroom, an arts and crafts space, a multiuse gymnasium, an indoor walking track, exercise equipment, and community meeting rooms. The distinctive design, which was based on a needs assessment and operations pro forma, was directed by an outstanding architectural team from Denver, Colorado, and Sheboygan, Wisconsin.

With careful project management, the building and infrastructure were completed *on time, within budget,*

(Continued on page 29)

AURORA, COLORADO

ICMA's Community Sustainability Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Nature as Your Neighbor program.



RONALD S. MILLER

Like many Colorado municipalities, Aurora must strike a balance between accommodating new development and protecting existing natural

open space areas. Many homes border city greenways, parks, golf courses, and trails. But while homeowners may understand the benefits of living next to natural lands, they don't always understand the responsibilities associated with living so close to nature.

"Nature as Your Neighbor: The Joys and Responsibilities of Living Next to Nature" was created in 2005 to educate residents about the benefits and responsibilities of living next to natural areas. Beyond providing tips and contact information, it gives them the tools they need to safely and effectively handle interactions with their wildlife neighbors. In short, the program helps residents understand and respond to growth issues in their communities and teaches them to better respect and protect the environment.

Designed as a flexible, interactive program, "Nature as Your Neighbor" includes a 45-minute class that begins with a "call to order" of the local wild Habitat Owners Association, in which participants read meeting announcements in the voice of the "coyote" or "dung beetle." In this way this program provides humor, assures the audience that they will not be lectured, and enables residents to see human behaviors through animal eyes. Guided conversations

then allow participants to share their definitions of natural areas and understand the impacts that people and nature have on each other. The program includes the following:

- Misconception cards, from which participants read such fallacies as "I help foxes by feeding them."
- Surprise cards, which teach appropriate responses when surprise situations arise—something that people can always expect when living next to nature.
- A discussion of property lines, what they mean and to whom, and how animal roles change when residents move into their "territory."
- A lab area with pelts, skulls, antlers, recorded animal sounds and bird calls, and other interpretive resources to provide hands-on learning before or after the program.

By the end of the presentation, participants are able to identify three benefits and three responsibilities of—as well as five common misconceptions about—living next to a natural area, and can list at least two ways in which they can help conserve and protect their local natural areas from damage and degradation. They also have access to proactive information on conflict prevention and to contact information for two local land management agencies.

Staff from Aurora's parks and open space department regularly teach the course to neighborhood associations, community groups, realtors, and schools. They also have been asked to train resource



Accommodating new development, while respecting nature

professionals for open space managers in Colorado's north region, including Larimer County and the city of Fort Collins. And the course is offered whenever issues arise. For example, when coyote sightings increased throughout Aurora's open space areas, city staff distributed the program's brochure and set up meetings with neighborhood groups so that residents could learn more about what they should—and shouldn't—do if they see a coyote.

Because giving the presentations falls within the staff's normal job duties, it does not require supplemental funding. Moreover, the cost for materials needed to implement the program—note cards for the misconceptions/surprises, visual aides, rope and cards for the property line activity, lab practical items, and the brochure—is nominal.

It's easy to assume that Coloradans understand wildlife and know how to coexist near natural areas, but that is not the case. Many residents think that it is acceptable to feed wildlife, that coyotes will not venture into their backyards, and that animals will adjust to them, instead of the other way around. However, once they receive the useful tips and information, residents are quite open to changing their behaviors. More

(Continued on page 29)

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. This year, ICMA presents the award in the less-than-10,000 population category to the city of Burley, Idaho, and City Administrator Mark A. Mitton, for Infrastructure Planning.



MARK A. MITTON

Burley, Idaho, is a full-service city, providing water, sewer, refuse, police, fire, electrical, and other services to the community. But soon after Mark Mitton

was hired as Burley's city administrator in 1998, he toured the city's facilities and was surprised to find a great lack of planning, especially for infrastructure. Within three months of his hire, he set about tackling the worst of the problems: the city's wastewater treatment plant. He put out a request for qualifications for engineering services, procured services, and set about developing long-range planning for the city's utilities. After engineers developed a wastewater facilities plan and an environmental study for the new wastewater plant, Mr. Mitton took on the responsibility of master plans for traffic and street improvement and for the water system. He also directed the electrical distribution utility to create a capital improvement plan.

To fund these master plans, Mr. Mitton chose not to raise utility rates but rather to obtain grants. Thus, grants from the state covered \$24,670 of the \$29,183 needed for the traffic and streets master plan and \$24,400 of the \$30,600 needed for the water master plan. The real challenge, however, was to get the \$28 million wastewater engineering and construction project funded. For this

Mr. Mitton put together a plan that included a local revenue bond (\$18 million), a general obligation bond (\$4.9 million), and federal appropriations/grants (\$5.15 million).

The federal grant portion of the wastewater treatment project, which comprised State and Tribal Assistance Grants as well as grants from the Environmental Protection Agency and the U.S. Army Corp of Engineers, paid for the facility planning study, the environmental study, engineering, construction management, and start-up and performance management of the new plant. To match these funds, the city raised its wastewater fees five years before construction began in order to prefund and also match state and federal funding. Mr. Mitton worked many additional hours on writing requests for federal appropriations and preparing for the revenue bond and general obligation elections. The strategic thinking and planning that went into the process inspired great community buy-in from the chamber of commerce and other groups to support the revenue and general obligation bonds.

The city also established a new fee schedule for wastewater services, which prefunded loan reserves and other improvements that the project would require. Many public hearings were held to educate the public on the necessity of the wastewater plant improvements, and for about a year Mr. Mitton updated the city council at every meeting to get the local news to cover the project.



Using grant money to fund a 20-year master plan for its water system

While the wastewater project was ongoing, Mr. Mitton proceeded with a streets and traffic master plan to identify areas in need of major improvements. With a grant from the state of Idaho, the Department of Transportation, and the local transportation committee, this project resulted in street improvements and a direction for future projects, such as the rebuilding of State Highway 27 from the Interstate 84 exit to the Overland Bridge. This project is scheduled to be completed in 2008 with 90 percent of the project paid for through state and federal funding.

In October 2001, the city of Burley applied for and received a grant to fund a 20-year master plan for its water system. Two major improvements—large water line upgrades to serve one quadrant of the city—have already been completed, and a third—a new well and a two-million-gallon storage facility to provide needed storage capacity and redundancy for hot summer conditions—is already under way. Mr. Mitton proposed the fee schedules to fund these capital projects, and he keeps the community up-to-date on the fees needed for future capital improvement and operational costs.

Through leadership and strategic planning, the city of Burley has made
(Continued on page 29)

GLADSTONE, MISSOURI

ICMA's 2007 Strategic Leadership and Governance Award in the 10,000-to-49,999 population category goes to the city of Gladstone, Missouri, and City Manager Kirk L. Davis for Gladstone on the Move—Citizens Making a Difference.



KIRK L. DAVIS

Gladstone, Missouri, has long been a leader in the area of innovative management styles and programs, as well as a strong proponent of citizen participation in city programs.

Recognizing that the community's long-term sustainability depends on strong community involvement, in 2003 the city decided to implement a citizen-based strategic planning process. The goal was to develop a 20-year strategic plan that would address current needs as well as plan for the future.

In July 2003, the city council approved a citizen-based project to evaluate conditions within the city and recommend a long-range plan to ensure continued prosperity. The National Civic League served as facilitator for the project, and the council established an initiating committee to identify citizens from a large cross-section of the community to participate in the plan's development. No council members or city staff were on the committee or involved in the planning discussions: the goal was to provide an environment in which citizens could voice their concerns and evaluate potential solutions without being influenced by the political concerns of elected officials. Since the group inception in August 2003, more than a hundred community leaders have taken advantage of this opportunity.

"Gladstone on the Move: Citizens Making a Difference" was the phrase

chosen to identify these leaders and describe their goals and objectives. Participants met 10 times as a large group and countless other times in small discussion groups. First they crafted a mission statement to describe what Gladstone should be in 20 years. They then divided into subcommittees focused on six key performance areas—business and economic development, neighborhoods, civic and community center, city services, education and identity, and regionalism—to research, discuss, prioritize and submit proposals to the entire group for consideration. An implementation committee was then formed to provide a coordinated and realistic timeline in which to achieve the tasks and goals, as well as to identify potential funding sources.

The report of Gladstone on the Move identified many priorities on which the participants wanted to focus more of the city's energy and resources. Near the end of the process, however, the group learned that the company that was providing backup emergency medical services within Gladstone would no longer be available, a change in service that would cost the city an additional \$600,000 per year. Thus, taking the imminent needs of its aging population into consideration, the city had to find a definite funding source for the long-term provision of these services, as well as for the implementation of the citizen-based strategic plan.

The subcommittee on city services determined that in order to maintain a viable organization and infrastructure, the city's property tax base and property tax revenues



Citizens and businesses were empowered to play a role in directing their future

needed to increase. They agreed that no additional sales tax should be imposed on Gladstone residents, but recommended that the five-cent fire sales tax that would end in June 2006 be continued with no sunset to fund major improvements, including a new community center. The implementation committee also recommended a property tax increase to fund the additional ambulance service and strategic planning priorities.

Gladstone on the Move brought its recommendations to the city council, which accepted them. The council also voted to proceed with both tax recommendations, asking voters to continue the expiring fire protection sales tax as a parks and recreation sales tax and to approve a \$0.39 property tax increase. The group's strategic planning committee became the tax campaign committee, organizing a grassroots letter-writing campaign, creating signs, and holding several public presentations to bring their case to the public. On February 8, 2005, Gladstone's voters approved the sales tax with nearly 69 percent of the vote, and the property tax increase—the first in 52 years—with 57 percent. Truly the citizens and businesses of Gladstone felt empowered through Gladstone on the Move to have a part in directing their future.

(Continued on page 29)

YUMA, ARIZONA

ICMA's 2007 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Yuma, Arizona, and City Administrator Mark S. Watson for the Master Thinker/"Communities That Think" Program.



MARK S. WATSON

Once a small farming community, Yuma, Arizona, is now one of the nation's fastest-growing areas, with a burgeoning Latino population and a steady stream of Californians seeking a lower cost of living. In addition to the three core economies of agriculture, military, and tourism, surging trade with Mexico has sparked growth in services and transportation. And as a key entry point for immigrants in the United States, Yuma has attracted the attention of the nation as well as of agencies that monitor the flow of immigration. How can a small city handle the opportunities and challenges of this magnitude?

It was clear that the traditional approaches to planning and managing the city were inadequate to deal with Yuma's explosive growth and international border situation. Other limitations included citizen apathy and nonparticipation in government, and the lack of skills and experience among community leaders and surrounding local governments to address such issues. The answer, according to City Administrator Mark Watson, an ICMA Credentialed Manager, was to strategically and systematically build the thinking skills of staff, elected officials, business and community leaders, and citizens so that, through collaboration, exploration, and constructive thinking, they could challenge the status quo, generate ideas, consider multiple views, explore, debate, work with

concepts, synthesize, and ultimately make value-based decisions to overcome the challenges facing Yuma and design the city's future. This was the genesis of Certified Master Thinkers™ and the "Communities That Think" program.

The aim was to *go wide*, starting at the top of the organization; *go deep*, considering those in the succession for management; and *go fast*, to keep the momentum going. To accomplish this, "Communities That Think," which began in 2005, relies on four central principles:

- **Train:** To develop the necessary thinking skills, individuals must become certified as Master Thinkers™. Certification requires in-depth understanding and use of the comprehensive thinking tools and systems developed by Dr. Edward de Bono, the world's authority on the direct teaching of thinking and creativity. Candidates must participate in six days of classwork followed by one-on-one sessions with a facilitator coach. Within the first two years of the program in Yuma, more than 150 people, including staff, community members, and elected officials, obtained certification.
- **Sustain:** Sustainability is essential to affect a culture change. To remove the fear typically associated with exploration and innovation, a support infrastructure was needed. First, three staff from diverse departments were developed as certified trainers in the Master Thinkers curriculum,



Building thinking skills strategically and systematically

enabling them to conduct training within the community. Second, 11 staff from nine departments, including the city administrator, a fire captain, a court officer, the public works manager, the art center and civic center manager, and the training and development program manager, were educated as accredited facilitators; it was their responsibility to transform the thinking culture and find ways to sustain the transformation. Third, because succession planning is needed for sustainability, certification is required for management. Finally, Master Thinking tools and systems are mandatory within the organization.

- **Share:** The city shares its knowledge and skills generously. Facilitators are available throughout the community and the state to assist anyone with planning agendas, refining focus statements, and facilitating meetings. They share the city's unique approach at regional and national conferences and often consult with other government entities.
- **Model:** Yuma is the only government entity in the world to train citizens and staff in these tools and to apply them comprehensively.

(Continued on page 29)

CELEBRATION OF SERVICE

2007 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

GEORGE PATTERSON
R. MARVIN TOWNSEND

45 Years

ROBERT M. HOPKINS

40 Years

ROSS MICHAEL AMYX
DONALD E. BRADLEY
RICHARD A. CLARK
COLIN L. COWAN
LARRY CRUISE
LARRY J. CUNNINGHAM
JOSEPH O. D'ARCO
GEORGE D. DI CIERO
R. MICHAEL EASTLAND
ROBERT P. HUDSON
GARY R. KELLAR
LORNE KRAMER
THOMAS M. MARTINSEN JR.
JERRY S. MCGUIRE
RICHARD D. ROWE
MICHAEL G. STEARMAN
DONALD E. TAYLOR
STEVEN L. WALTERS

35 Years

ALEX R. ALLIE
DENNIS K. ALMOND
FRANK M. BELL
MARTIN H. BERLINER
STEPHEN J. BLACKADDER
CHARLES R. BOSWELL
JOHN M. BRAMBLE
ROGER H. BREKKO
EDWARD BROOKSHIER
BRIAN J. BULLOCK
JOHNNY CARLINE
TIMOTHY J. CASEY
WILLIAM J. CONN
JAMES P. CONNORS JR.
RAY E. CORPUZ JR.
RONALD V. CRABTREE
WILLIAM P. CRAIG
GREG J. CUOIO
T. JON ELLESTAD
TERRENCE L. ELLIS
JOAN P. ENGLISH
LEE C. ERDMANN
MANUEL A. ESQUIBEL
JACK B. ETHREDGE JR.
FRANK A. FAIRBANKS
MICHAEL FUSON
DARRYL C. GRIFFIN
DAVID T. HARDEN
THOMAS R. HARDY
C. WILLIAM HARGETT JR.
BRENT PHILLIP HARRINGTON
VIRGIL R. HAZELETT
THOMAS L. HEDGES
JAMES B. HENDRICKSON
RANDY W. HILDEBRANDT
JAMES W. HOLCOMBE
JOHN M. HOLPE

ROBERT C. HOMAN
LAWRENCE D. HUGHES
MICHAEL D. JOHNSON
CRAIG G. KOCIAN
MATTHEW L. LACY III
DONNA C. LANDEROS
ROBERT S. LASALA
FREDERICK W. LATHAM
ERIC W. LUMSDEN
J. THOMAS LUNDY JR.
JAMES G. MARSHALL
RICHARD E. MASLOWSKI
MICHAEL A. MCGUIRE
EUEL P. MCLEMORE
FLORENTINE MILLER
JACK E. MILLER
LARRY S. MITCHELL
NEIL A. MORGAN
JAMES M. NANTELL
CHESTER R. NOLEN
THOMAS P. O'CONNOR
ROBERT L. OLANDER
DAVID R. ORNDUFF
HARRY V. O'ROURKE
CARLOS L. ORTEGA
PAUL L. PARKER
JAMES L. PENNINGTON
HOWARD L. PENROD
JOHN F. PERRY
JAMES W. PIPER
GARY F. POKORNY
WILLIAM C. PORTER JR.
GARY A. PRICE
JAMES C. RICHMOND
PAUL A. SASSE
PHILIP K. SCHENCK JR.
STEVEN E. SHEIFFER
BOBBY M. SNIPES
ROGER L. STANCIL
CARL J. STEPHANI
RODNEY A. STORM

DENNIS R. STUCKEY
PAMELA A. SYFERT
DAVID A. TATROW
KENT L. TAYLOR
ROWLAND L. TAYLOR
STEVEN L. THOMPSON
J. EDWARD TODD
CHARLES A. TURPIN
WILLIAM R. WAGNER
RICHARD A. WATKINS
DANIEL C. WENNERHOLM
DANIEL LEE WENTZLOFF
MICHAEL R. WIESNER
EARL D. WILSON JR.
MARK WOLLENWEBER
RODERICK J. WOOD
MICHAEL J. WRIGHT
JAMES W. ZUMWALT
KENNETH PAUL ZURBY

30 Years

ANTHONY JOHN ALTFELD
STEPHEN V. ALTIERI
JERRY A. ANDREE
AARON ANTHONY
JAMES L. ARMSTRONG
JERRY L. AYSUCUE
DUNCAN R. BALLANTYNE
SCOTT J. BARBER
WALTER O. BARRY
RICHARD C. BATES
WOLFGANG BAUER
BARBARA L. BECKETT
BILLY P. BECKETT
LYNN P. BEHRNS
ROBERT M. BELMORE
PAUL J. BENEDETTO
MICHAEL C. BESTOR
MICHAEL J. BIXLER

RUSSELL D. BLACKBURN
HOMER L. BLUDAU
THOMAS J. BONFIELD
JAMES M. BOUREY
RICHARD L. BRAY
MICHAEL F. BREHM
WILLIAM H. BRIMM
JEFFREY J. BROUGHTON
ROBERT W. BRUSCHI
GERALD A. BURGESS
WILLIAM W. BURNS
STEVE DAVID CARPENTER
JONATHAN L. CARTER
BRUCE E. CHANNING
LOUIE CHAPMAN JR.
JAMES V. CHISHOLM
DOUGLAS S. CLELAND
DAVID O. COLE
WILLIAM B. COLEMAN
CYNTHIA N. COLLAZO
WILLIAM K. COWAN
RICHARD J. CRAYNE
RONALD A. CRISP
MICHAEL P. CROTTY
MARIA E. DADIAN
ANTHONY DE FAZIO
DARYL J. DELABBIO
ROBERT C. DOWNEY
KATHY DUBOSE
MICHAEL DULA
DAMON B. EDWARDS
WILLIAM R. EISEN
DAVID B. FARBER
TERRY S. FEDORCHAK
THOMAS O. FORSLUND
TOBY H. FUTRELL
E. WILLIAM GABRYS
WILLIAM A. GAITHER
JOHN J. GALLAGHER
ANDRES GARZA JR.
CRAIG S. GERHART
CLIFF C. GITTENS
MAXWELL N. GLYDE
EUGENE L. GOLDFEDER
DAVID L. GREENE
J. MICHAEL GRUBBS
PAUL J. GUIDA
ROBERT G. GUTIERREZ
JERRY L. GWALTNEY
JAMES M. HAAG JR.
J. JEFF HANCOCK
DOUGLASS D. HANLEY
JOHN F. HANSLEY
THOMAS E. HARRIS
BERNIE N. HAYEN
JAMES HAYNER
ROBERT M. HERR
MICHAEL G. HERRING

DAVID D. HICKS
JAMES N. HOLGERSSON
DONALD E. HOLYCROSS JR.
GARY A. HUFF
MARK B. JINKS
DANIEL A. JOHNSON
WILLIAM A. KEFFLER
DAVID E. KELLER
JOAN M. KENT
JEFFREY W. KILLIAN
A. RANDALL KIMLER
RICHARD LEE KIRKWOOD
JEFFREY L. KOOISTRA
LEON KOS
LARRY E. KOTSEFF
GARY C. KRATZ
ROGER L. KROH
CYNTHIA J. KURTZ
PAUL A. LANSPERY
STEVEN L. LEDOUX
JAMES E. LEIDLIN
DAVID M. LIMARDI
LEWIS R. LOEBE JR.
JOSEPH C. LOGUIDICE JR.
CRAIG LONON
KENNETH E. MARTIN
ROBERT F. McCONKIE
ANDREW J. McCOWN
ROBERT K. McFALL
ALLAN R. MCGILL
DIANE McGRATH
ERNIE B. McNEELY
RICHARD R. MICHAUD
RAMON F. MIGUEZ
PETER J. MILLER
STEPHEN F. MILLER
GARY D. MILLIMAN
MICHAEL A. MILONE
HERBERT L. MONIZ
ERNEST J. MOONEY
LARRY R. MORLEY
BRIAN A. MOURA
JAMES R. MURRAY
GARY H. NEUMANN
SAMUEL W. NOBLE JR.
DONALD A. NOVAK
DALE C. OLMSTEAD
RONALD L. OLSON
D. WAYNE O'NEAL
KEVIN O'ROURKE
GARY E. PARKER
JOE PATTERSON
JOHN G. PEDERSEN JR.
W. MARK PENTZ
GILBERT PERALES
MIKE R. PEREZ
DENNIS Y. PERLIN
LEONARD T. PERRONE

JAMES B. PERRY
KEN J. PFEIFER
PAUL J. PHILIPS
ALLAN D. PIETREFESA
FRANK A. PLEVA
ELLEN S. POSIVACH
MICHAEL B. PRESS
WILLIAM A. PUPO
GLEN C. ROBERTSON
PHILIP E. ROSE
TOBY A. ROSS
JAMES C. RUMPELTES
MARK K. RYAN
PATRICIA M. RYAN
STEVEN R. SARKOZY
GEORGE E. SCARBOROUGH
TIMOTHY W. SCHUENKE
RICHARD J. SCHUETTLER
JOHN F. SHERMAN
O. PAUL SHEW
PAUL J. SHIVES
EDWARD J. SHUKLE JR.
CECELIA M. SMITH
WILLIAM L. SORAH
EDMUND F. SOTELO
DAVID L. SPINNEY
DONALD D. STILWELL
STEVEN B. STILWELL
JOHN W. STINSON
RALPH E. STONE
STAN R. STREBEL
ROBERT L. STULL
DALE S. SUGERMAN
ALAN M. TAYLOR
JOHN W. THACKER
HUGH L. THOMAS
DON THORNTON
DAVID G. TIMMONS
ROGER A. TINKLENBERG
RUSSELL G. TREADWAY
JACKSON C. TUTTLE
MICHAEL C. VAN MILLIGEN
NORBERT VAN WYK
DAVID J. VANKIRK
GREGORY T. VICK
BRUCE K. WALDEN
REBECCA P. WALDMAN
MICHAEL W. WALKER
GEORGE W. WATERMAN III
MARK S. WATSON
BARRY L. WEBB
W. ALLAN WEEGAR
J. PAUL WETZEL
PETER J. WHIPPLE
WILLIAM H. WHITLEY
WILLIAM F. WILLIAMS
JAMES C. WOODS
WILLIAM P. YENNE

25 Years

GORDON R. ANDERSON
CHARLES B. ARCHER
GARY A. BACOCK
JAMES M. BAGDONAS
WILLIAM L. BAILEY
MONTYE E. BEAMER
HOWARD J. BEDNAR
ALAN J. BENGUEL
JAMES F. BENSON
GERALD D. BERRY
MICHAEL S. BLAU
MICHAEL P. BONFIELD
MARTIN J. BOURKE
CHERYL A. BOWMAN-LOWE
JOAN F. BOYER
THOMAS G. BRADFORD III
KATHY B. BRANNON
JEFF D. BRAUN
GEORGE M. BURGESS
KRIS M. BUSSE
NORMAN D. BUTTS JR.
JOHN G. CAMPBELL
SHAUN D. CAREY
CLAYTON R. CARLISLE
DAVID N. CARMANY
PATRICK G. CASEY
PAMELA S. CASKIE
DAVID I. CHAMBERLIN
JARED SA CLARK
RICHARD E. COTTON
MICHAEL R. COUZZO JR.
JAY B. COVINGTON
PETER J. CRISTIANO
STEVEN S. CROWELL JR.
JAMES H. CRUMLEY
DENNIS W. DARE
GREGORY C. DEVEREAUX
JAMES T. DINNEEN
G. GEOFFREY DOLAN
BRIAN D. DONOVAN
RICHARD M. DUQUETTE
JEFFREY S. EARLYWINE
BRUCE J. EVILSIZOR
DOUGLAS G. FASELER
MICHAEL J. FRASER
PETER J. FREEMAN
WILLIAM T. FRIEL
KENNETH J. FRITZ
TOD FRYER
JOSEPH L. GALLEGOS
DIANE M. GARD
RICHARD G. GESTRICH
R. LEE GILMOUR
RONALD GRAHAM

GINO C. GRIMALDI
ROBERT T. GRIMM
PALL GUDGEIRSSON
STEPHEN C. HAINS
LLOYD HALVERSON
JEFFREY S. HATCHER
WALLY J. HILL
STEVEN P. HOUCHENS
KAY W. JAMES
VAN JAMES
MICHAEL J. JOHNSON
MICHAEL KENYON
TIM KERR
STEPHEN P. KING
GARY J. KOEHLER
MARK M. KRANE
JAMES LANDON
STEPHANIE J. LARSEN
RICHARD A. LEAHY
ROGER P. LEDUC
RICHARD J. LEMACK
MURRAY A. LEVISON
RONALD B. LEWIS
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SAMUEL D. MAMET
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CAROL A. MCLAUGHLIN
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CATHERINE R. O'CONNOR
DAVID M. OSBERG
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JOHN L. PAZOUR
MELISSA S. PEACOR
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TAMMY J. PERKINS
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TRENT O. PETTY
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STEVEN A. PRESTON
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DEMITRIOS O. TATUM
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JANE M. TURNER
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RUSSELL VAN GOMPEL
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JAY A. WEISKIRCHER
LAWRENCE F. WIDMER JR.
IVAN L. WIDOM
RAY WIERSON
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FREDERICK A. WILSON
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20 Years

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JAMES M. ANDERSEN
TERI A. ARBENOWSKE
THOMAS J. ASPELL JR.
JULIO AVAEL
JAMES A. BAKER
MARK A. BAKKEN
THEODORE A. BARKLEY
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DANIEL F. BISHOP
LAURA E. BLACKMON
JAN M. BLASE
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SUSAN R. BOYER
LARRY D. BRADFORD
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RONALD F. BREY
DAVID L. BROWN
FRANK W. BRUNO
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BRIAN M. BULTHUIS
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J. KENT CAGLE
JOHN M. CALL
WILLIAM D. CARGO
JULIA A. CARROLL
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JOSEPH A. CAVALLARO
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MICHAEL S. COLLINS
DAVID L. CORLISS
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PETER J. CRICHTON
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DAVID M. DERRAGON
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DONNA M. DRESKA
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JEFF B. EMORY
ERNE EPP
DAREN G. FIELDS
RODNEY D. FOSTER
GARY W. GIBSON
MARCIA E. GLICK
KATHIE S. GRINZINGER
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JOHN GUNYOU
MARK W. HADDAD
ISABELL HADFORD
MICHAEL R. HALE
ANDREW C. HAMMOND
STEPHEN G. HARDING
CECIL R. HARRIS JR.
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ROBERT E. HEACOCK
MARK J. HILL
WILLIAM G. HINCHEY
MICHAEL T. HINNENKAMP
JOHN D. HOBSON
R. ANDREW HOLLIS
WILLIAM A. HOLTBY
SCOTT K. HUEBLER
JEFFREY M. HULL
ALEX R. JENSEN
ALLEN JOHNSON
MICHAEL W. JOHNSON
WILLIAM R. JOHNSON
BRET A. JONES
BRUCE R. JONES
WILLIAM B. JONES
SEAN J. JOYCE
CHARLES R. KELLEY
JOSEPH M. KERNELL
SALLY A. KUZON
SETH T. LAWLESS
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CORBITT T. LOCH
LINDA C. LOWRY
GARY M. LUEBBERS
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G. K. MAENIUS
JAMES J. MALLOY
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ROBERT T. MARKEL
STEPHANIE J. MASON
REX L. MATHER
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GRADY E. MILLER
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RICHARD N. MORTON JR.
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MARTHA S. ROY
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CATHERYN R. WHITESELL
M. RAY WIGGINS
MICHAEL R. WILSON
CHARLETTE T. WOOLRIDGE
DIANNA S. WRIGHT
DAWN L. WUCKI-ROSSBACH
GRANT YATES
BUNYAMIN B. YAZICI
SHANA K. YELVERTON
JUNE M. YOTSUYA

10 Years

USAMA ABUJBARAH
DAVID E. ANDERSON
SUSAN MH ARNTZ
BRETT R. BAKER
JAMES W. BALL JR.

GREGORY W. BARNES
ELIZABETH E. BAUER
QUINN B. BENNION
WILLIAM C. BERGQUIST
MARTIN P. BLACK
DARRELL W. BLENNISS JR.
RICHARD B. BOEHM
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ARTHUR H. BURGESS
KERRY E. BURNS
CHRISTINE R. BUTTERFIELD
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DAVID L. CARDENAS
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JOHN J. CAULFIELD
JANE M. CHRISTENSON
CHRISTOPHER CLARK
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KEITH R. HICKEY
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TODD C. HOFFMAN
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SHANE D. KRULL
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JONATHAN RAND LEWIS
JANICE K. LIVINGSTON
MATTHEW S. LIVINGSTON
SHERILYN LOMBOS
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LEE ANN LOWERY
MARK W. LUBERDA
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DOUGLAS E. LUTHER
DESMOND P. MAHON
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LEE A. MATTSON
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The ICMA Center for Performance Measurement's (CPM) Certificate Program recognizes local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

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TACOMA, WASHINGTON

Edward Everett, from page 6
conference, the League of California Cities/City Managers Association, and the Association of Bay Area Governments. He was one of a handful of city managers invited to participate in a community engagement “think tank” at the Kettering Foundation last year. Several other local city managers and staff are now incorporating Redwood City’s successful concepts into their own city’s community-building activities.

Redwood City’s mayor Barbara Pierce has called Ed Everett an “integral part of my service to Redwood City”—high praise from a very successful multiple-term elected official whose office depends on that very service that she provides to her constituents. But perhaps his impact on Redwood City’s quality of life has best been summed up by one of the city’s citizens: “For the first time since I’ve lived here, when I leave work I now feel like I’m coming home.” ■

Robert Stull, from page 8
the funding of growing infrastructure needs. These efforts have played a large part in transforming Yuma into one of the most desired places for new business in the country. ■

Robert L. Bland, from page 9
circumstances, demonstrating an understanding of the practical needs of municipal practitioners.

The process of bringing academic concept and truth to life in everyday simplicity is a gift that Dr. Robert Bland brings to UNT’s MPA program. His long-sustained energy and devotion and his tireless pursuit of excellence are the gifts he brings to the field of professional local government management. ■

Dover, New Hampshire, from page 10
National Leadership Conference on Underage Drinking.

The Y2Y program is supervised by the Dover police department’s Community Outreach Bureau and is funded through the police budget. Staffing the teams, which annually costs about \$60,000, is largely covered through state and federal grants. Other program costs (food, supplies, travel, events, etc.), which exceed \$20,000 each year, are covered by youth registration fees, fund raising, and cash or in-kind donations from the community.

When there are social problems to be tackled, youth are an under-used resource in most communities. However, if given the information to form an educated opinion, the skills to act on that opinion, and the opportunity to apply those skills, they will get involved and be part of the solution. By raising awareness, pressing for legislation, and carrying their message to students around the country, the Y2Y students have shown how empowered youth can make a difference. ■

Little Rock, Arkansas, from page 11

- More than 30 commercial businesses have been cited and either brought up to code or closed down
- More than 2,500 notices and citations have been issued, with approximately 2,100 properties brought into compliance
- Countless misdemeanors and felony tickets have been issued and arrests made.

One of the less tangible benefits of CAP, but perhaps the most important, is that citizens see immediate, visible results of the hard work that elected officials and city staff do to make their communities safer. And city staff have learned several important lessons as well:

- *Smaller targeted areas work best.* When a designated CAP area becomes too large, it becomes unmanageable, making it difficult to accomplish significant results.
- *Interdepartmental coordination is crucial.* Communication and a “teamwork” mentality is imperative for success.
- *It is important to involve citizens in the process.* Involving citizens in the process by meeting with neighborhood associations and working with property owners rather than against them has built citizen trust in local government.

Overall, CAP has been an extremely successful program, and other cities, such as Topeka, Kansas, and Hot Springs, Arkansas, plan to establish similar programs. ■

Roseville, California, from page 12
this and other similar events and programs. In the future, the event committee also will seek to increase partnerships with the business community to provide new and innovative features for the expo, and also to increase the amount of monetary and in-kind donations and offset the investment by the city of Roseville. ■

New London, New Hampshire, from page 13

time, and that in the long run, use by all Towns should balance out. This is a chance that all Towns are willing to take and the Towns enter into this Agreement with that knowledge.”

Along with the assessor and assistant assessor, the tri-town department also has three assessing clerks, each of whom had been previously employed by one of the towns. The department standardized assessing procedures in the three communities, incorporating state law and local forms, and all three towns use identical versions of the same appraisal software.

In its first annual review of the new department, the joint board unanimously agreed that its performance had exceeded expectations. Of note were the reduced number of errors, particularly those leading to property tax appeals; the benefit of having the in-house assessor provide testimony in trials; and the increased effectiveness of having experienced employees. Customer service has greatly improved as well. Taxpayers know that an assessor is available in their town on specific weekdays, and each town has an employee who supports the assessors, schedules appointments, and manages day-to-day questions on a timely basis. And the tri-town assessing budget has remained consistent, changing only to reflect increases in staff salaries and benefits.

By educating taxpayers about the assessing process and minimizing inaccurate assumptions, the joint assessing department has promoted public confidence that property taxes are being assessed fairly and equitably. Even in New Hampshire, where towns pride themselves on autonomy and independence, no one can dispute the benefits of intermunicipal agreements. ■

Tarpon Springs, Florida, from page 14

and has no tax liens against it. The LCHC helps the applicants with problems, confirms income qualification, processes grant and loan applications, obtains contractor bids, and inspects the work performed.

- *The Cops & Kids After-School/Summer Camp Program:* Owned and operated by the Tarpon Springs Police Department, Cops & Kids is designed for very low-income children of middle-school age. The curriculum includes character building, life skills, educational programs, social skills, community service, and field trips. Fifty children attend during the school year, and 90 attend the summer camp—all free of charge. The housing authority and the YMCA of the Sun Coast are partners in this project, which is funded through a grant from the Pinellas County Juvenile Welfare Board.

All of these improvements and advantages—including Tarpon Springs Fundamental Elementary School; two major shopping centers; a centrally located community-based organization that delivers social services to needy residents; and proximity to the “Pinellas Trail” linear park—have made this public housing neighborhood so desirable that it now has a one-year waiting list. And each success further enhances the climate for new development. ■

Latrobe, Victoria, from page 15

providing local businesses and the construction industry with potential employees who have obtained a level of knowledge that will enable them to work safely and productively on any building and construction site. And in so doing, it promotes the idea that individual and group circumstances can be changed to achieve positive outcomes. ■

Millbrae, Brisbane, Burlingame, San Bruno, and Hillsborough, California, from page 16

operations at the cities’ fire stations, they arranged to share that position, a plan that they had already used to provide vacation and sick leave relief at the commander level.

Through the process of sharing various public safety services, the five cities have collectively saved more than \$1.3 million while maintaining and even improving services. The \$270,000 that San Bruno saved in the last fiscal year enabled the city to put back into service a ladder truck that had been shut down because of fiscal constraints. And the cost to implement these shared services has been minimal: mainly, attorney fees to prepare written agreements.

The biggest challenge in these partnerships has been overcoming territoriality: cities are reluctant to give up staff or operations, and they fear losing control. In addition, staff were concerned that promotion opportunities would be eliminated, and residents were uncertain about how well a police or fire chief from one city would respond to emergencies in another city. Cultural differences and different unions presented more obstacles.

To meet these challenges, city leaders were willing to take risks and try unconventional approaches. They worked to build trust and forge effective working relationships. They met face-to-face with stakeholders, responding to their issues and creating opportunities for them to observe the proposed arrangements in action. They structured the agreements to ensure that contributions and benefits are shared fairly. And their successes have built momentum for continued collaboration in the future. ■

Waunakee, Wisconsin, from page 17 and according to the projected pro forma. It was very important to village leaders to deliver these results, since projected total costs for the center, completion times, and operational expenses had been extensively publicized. Even more important are the numbers:

- Nearly 14 acres of dangerous, blighted property have been cleaned up and reused.
- Fifty affordable housing units have been constructed for the village's senior population.
- More than 800 fitness memberships have been sold, and 750 residents have participated in fitness classes.
- Five full-time jobs and 30 part-times jobs have been created, adding more than \$5 million to the tax base.
- The 33 residential properties north of the project have meant \$1,460,000 of new valuation since 2002.

The Stokely Site Redevelopment project has been very well received, and participation levels have exceeded estimates. Clearly, assembling and managing an effective team of staff and consultants and working closely with decision makers were critical factors in that success. But most important was the involvement of citizens and stakeholders; although challenging at times, extensive public participation not only builds trust but also shapes the end product to better meet community needs. ■

Aurora, Colorado, from page 18 importantly, once a few residents are armed with critical information, they tend to share that wisdom with their neighbors.

Aurora's "Nature as Your Neighbor," the only program of its kind in Colorado, has received both statewide and national recognition. It was presented at the Colorado Open Space Alliance Conference in 2005 and at the National Association for

Interpretation conference in 2006. It is a program that communities across the country could easily adapt wherever people must learn to coexist with the natural world. ■

Burley, Idaho, from page 19 giant strides. Now, rather than make do with existing equipment or infrastructure that is long past its planned life, the city actually plans for the future and stays ahead of the changes that are coming. ■

Gladstone, Missouri, from page 20 Today Gladstone on the Move remains active. Its implementation committee meets regularly with city staff for progress reports and project updates, and new community leaders have come forward, ensuring the long-term sustainability of the community. Today, there are sidewalks in some areas for the first time; new streetlights are being installed each year, with the goal of having one on each city block; three ambulances are in place, each staffed with two paramedics; and a new fire station centrally located on the west side provides for improved response times to that part of the city. The city is hosting its first Future Leaders Academy to continue to educate the people about municipal government and planning and to identify additional community leaders.

This program demonstrates the success of strategic leadership and governance. With a 20-year strategic plan in place, a citizens' implementation committee, and ongoing budgeted items that address the plan, long-term success will be real and viable for Gladstone. ■

Yuma, Arizona, from page 21 sively. Master Thinkers are often asked to lead meetings because they are able to find the right focus, keep the discussion on track, and move the group toward good decisions.

The first two years of the program cost about \$250,000, including consultant fees and materials, but these costs are insignificant when compared with the tangible monetary savings and the intangible value gain. In tangible savings, meeting times have been literally cut in half; a planned \$80 million freeway extension was removed from the master transportation plan; and the Women's Softball League, which was nearly shut down because of issues with league players, was saved. As for the intangible value gain, council and community members are willing to collaborate, explore, and think creatively with a clarity of focus on value-based decisions.

As Mr. Watson and the city council have shown, it is possible to change the thinking culture. By shaping the focus, choosing the right thinking tools, eliminating arguments, and reaching decisions, Master Thinking has encouraged the community of Yuma to embrace collaboration, exploration, and innovation. ■



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