



Leaders at the Core of Better Communities

2006 ICMA Annual Awards



Celebrating the Difference Professional
Local Government Management Makes

Presented at ICMA's 92nd Annual Conference, September 2006

Booklet sponsored by





Publication of ICMA's 2006 Annual Awards commemorative booklet was made possible through the generous contribution of ICMA Corporate Partner Travelers (see booklet back cover).

ICMA's Awards Evaluation Panel dedicates this 2006 commemorative booklet to all of the communities that have been impacted by and responded to natural disasters during the past year.

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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, who complete their terms at ICMA's 92nd Annual Conference:

Rick B. Beasley Jr., senior associate athletic director,
Appalachian State University, North Carolina

Sherilyn Lombos, deputy city manager,
Manhattan Beach, California

Mary K. Moore, city manager (retired),
Bryan, Texas (2005-2006 Committee Chair)

Karen Pinkos, assistant to the city manager,
El Cerrito, California

Richard Holmes,
Las Vegas, Nevada

Michael C. Van Milligen, city manager,
Dubuque, Iowa



2006 ICMA Annual Award Recipients

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

John Stunson, city manager, Oakland Park, Florida

Other Nominees:

Bruce A. Eisenhauer, city manager, Evans, Colorado
Roger W. Flint, public works and utilities director, Spokane, Washington
John W. Lawton, city manager, Great Falls, Montana
Charles E. McNeely, city manager, Reno, Nevada
Gerald R. Miller, city manager, Long Beach, California
George A. Purefoy, city manager, Frisco, Texas
Thomas F. Reilly, county manager, Clark County, Nevada
Terry Schutten, county executive, Sacramento County, California
Israel G. Small, assistant city manager, Savannah, Georgia
Jackson C. Tuttle, city manager, Williamsburg, Virginia
James S. Williams, city manager, Winter Park, Florida

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

Edwin C. Daley, city manager, Winchester, Virginia

Other Nominees:

Barry M. Feldman, town manager (retired), West Hartford, Connecticut
Sam S. Gaston, city manager, Mountain Brook, Alabama
Eric J. Levitt, city manager, Sedona, Arizona

Cynthia Seelhammer, former town manager, Queen Creek, Arizona, now deputy city manager, Phoenix, Arizona

Steven E. Sheffer, city manager, Janesville, Wisconsin

Sanford B. Wanner, county administrator, James City County, Virginia

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

Susan E. Sherman, assistant city manager, Olathe, Kansas

Other Nominees:

Lori A. Brill, assistant county manager, Onslow County, North Carolina
Leann J. McElroy, chief of staff, Reno, Nevada
Kenneth Striplin, assistant city manager, Santa Clarita, California

Academic Award in Memory of Stephen B. Sweeney

Lawrence F. Keller, associate professor, public administration, Levin College of Urban Affairs, Cleveland State University, Ohio

Other Nominees:

Robert L. Bland, professor and chair, public administration, University of North Texas, Denton, Texas
Karl F. Nollenberger, academic director, MPA program, Illinois Institute of Technology, Chicago, Illinois
Texas A and M University-Corpus Christi MPA program, Corpus Christi, Texas
Frank J. Thompson, Nelson A. Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York, Albany, New York

PROGRAM EXCELLENCE AWARDS

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

Get Fit Campaign—Laguna Hills, California, and Bruce E. Channing, city manager

Other Nominees:

Fire Department's Habitat Fire Sprinkler Project—Pinehurst, North Carolina, and Andrew M. Wilkison, village manager
Police and Citizens Together—Suwanee, Georgia, and F. Hardin Watkins, city manager
Police Department Drug Free Community Program—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager
Public Safety Youth Academy—Sherman, Texas, and L. Scott Wall, city manager
Safety Awareness Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

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

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

Work Taxi Coupon Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Other Nominees:

CUPA Compliance Incentive Program—Roseville, California, and W. Craig Robinson, city manager

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Electronic Logistics Management and Operations (ELMO)—Charlotte County, Florida, and Bruce D. Loucks, county administrator

Neighborhood Traffic Safety Program—Olathe, Kansas, and J. Michael Wilkes, city manager

Project Worth—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

The Link—Aurora, Colorado, and Ronald S. Miller, city manager

Victim’s Services Unit Volunteer Program—Aurora, Colorado, and Ronald S. Miller, city manager

Community Partnership Award (populations less than 10,000)

City/Chamber Economic Development Partnership—Sonoma, California, and Michael Fuson, city manager

Revenue-Sharing Agreement and Cooperative Boundary Plan—Village of Jackson and Town of Jackson, Wisconsin, and Delmore A. Beaver, village of Jackson administrator/clerk

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

Our Health, Inc.—Winchester, Virginia, and Edwin C. Daley, city manager

Other Nominees:

City/Development Council Partnership for Success—Troy, Ohio, and David E. Anderson, former director of public service and safety

Commercial Catalyst Program—Englewood, Colorado, and Gary L. Sears, city manager

Community Outreach and Engagement Program—Manhattan Beach, California, and G. Geoffrey Dolan, city manager

Community Partnership—South Sioux City, Nebraska, and Lance A. Hedquist, city administrator

Discovery Days—Junction City, Kansas, and Rodney D. Barnes, city manager

Field Turf Program—Rockville Centre, New York, and Ronald J. Wasson, village administrator

First and Main—Hudson, Ohio, and Douglas R. Elliott, Jr., former city manager, now assistant city manager, Painesville, Ohio

Fossil Finders Fossil Fixers Educational Program—Laguna Hills, California, and Bruce E. Channing, city manager

Greater Littleton Youth Initiative—Littleton, Colorado, and James C. Woods, city manager

Ice Arena Business Plan—New Hope, Minnesota, and Daniel J. Donahue, city manager

Lake Norman Regional Economic Development Corporation—Huntersville, Davidson, and Cornelius, and Jerry E. Cox, town manager, Huntersville; Leamon B. Brice, town manager, Davidson; and Anthony P. Roberts, town manager, Cornelius

Lincoln/Western Placer Unified School District Collaborative Program—Lincoln, California, and Gerald F. Johnson, city manager

Main Street “Revealed” Series—Dover, New Hampshire, and J. Michael Joyal, Jr., city manager

Partnership Park—Jackson, Michigan, and William R. Ross, city manager

Public Safety Mobile Broadband Project—Indianola, Iowa, and Tim A. Zisoff, city manager

Sales Tax Referendum Projects—New Ulm, Minnesota, and Brian D. Gramentz, city manager; Richard D. Salvati, city manager (retired); and Thomas F. MacAulay, assistant city manager

The Portland/Lewiston Refugee Collaborative/New Mainers Partnership—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Community Partnership Award (populations 50,000 and greater)

Asian/Pacific Partnership—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

City/County Outcomes Initiative—Tacoma and Pierce County, Washington, and Eric A. Anderson/Eric A. Anderson, city manager, Tacoma

Create the Vision—Centerville and Washington Township, Ohio, and Gregory B. Horn, city manager, Centerville, and Gary W. Huff, township administrator, Washington Township

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

Environmental Education and Awareness Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

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

GILBERT-MOSLEY Setting a Precedent in Environmental Cleanup—Wichita, Kansas, and George R. Kolb, city manager

Hurricane Katrina Evacuation Staging Area—Mesquite, Texas, and Ted G. Barron, city manager

Hurricane Katrina “One Stop Shop”—Columbus, Georgia, and Isaiah Hugley, city manager

Joint Teen Program—La Palma and Cypress, California, and Catherine P. Standiford, city manager, La Palma, and David J. Norman, former city manager, Cypress

Kansas Lieutenant Governor’s Task Force—Junction City and Manhattan, Kansas, and Rodney D. Barnes, city manager, Junction City, and Ron R. Fehr, city manager, Manhattan

Kapok Park and Floodplain Restoration Project—Clearwater, Florida, and William B. Horne, II, city manager

Long Island Sound Watershed Intermunicipal Council (LISWIC)—Mamaroneck, Scarsdale, and New Rochelle, New York, and Peter Korn, retired city manager, New Rochelle; Stephen M. Pappalardo, deputy village manager, Scarsdale; and Stephen V. Altieri, town administrator, Mamaroneck

Measuring Our Progress: Community-Wide Results-Based Accountability—Durham and Durham County, North Carolina, and Patrick W. Baker, city manager, Durham; Julie M. Brenman, budget and management director, Durham; Heidi Duer, assistant county manager, Durham County; and Michael M. Ruffin, county manager, Durham County

Medical Mile-Arkansas River Trail—Little Rock, Arkansas, and Bruce T. Moore, city manager

Military-Civilian Task Force for Emergency Response—Onslow County, North Carolina, and Frank W. Clifton, Jr., county manager, and Lori A. Brill, assistant county manager

Neighborhood Fence Replacement Program—Aurora, Colorado, and Ronald S. Miller, city manager

North Texas Municipal Alliance—Keller, Texas, and Lyle H. Dresher, city manager, Keller; Larry J. Cunningham, city manager, North Richland Hills; and Shana K. Yelverton, city manager, Southlake

Operation Clean Sweep—Savannah, Georgia, and Michael B. Brown, city manager, and Israel G. Small, assistant city manager

Opportunity Zone—Mesa, Arizona, and Christopher J. Brady, city manager

Plaza Communitaria—San Antonio, Texas, and Sheryl L. Sculley, city manager, and Frances A. Gonzalez, assistant city manager

Sister Cities International: Palm Coast, Florida, and Liberia, Costa Rica—Palm Coast, Florida, and Richard M. Kelton, city manager

Small Business Information Center—Hillsborough County, Florida, and Patricia Bean, county administrator, and Carl Harness, assistant county administrator

Sobering Center of Tacoma—Tacoma, Washington, and Eric A. AndersonEric A. Anderson, city manager

Street Smarts—San Jose, California

Tampa Bay Regional Urban Search and Rescue Team—Hillsborough County and St. Petersburg and Tampa, Florida, and Patricia Bean, county administrator, Hillsborough County

The AERO Institute—Palmdale, California, and Robert W. Toone, Jr., city manager

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

The Neighborhood Partnership Program—Glendale, Arizona, and Edward Beasley, city manager; Pamela J. Kavanaugh, assistant city manager; and Gloria Santiago-Espino, deputy city manager, Community Services Group

TIF Is Tops—Frisco, Texas, and George A. Purefoy, city manager

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

Community Sustainability Award (populations less than 10,000)

New Heights Community Redevelopment and Promotion— Windsor Heights, Iowa, and Marketa George Oliver, city administrator

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

Community Environmental Contract— Mosman, New South Wales, Australia, and Vivian H. R. May, general manager

Other Nominees:

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

Mission: Communicate—Winchester, Virginia, and Edwin C. Daley, city manager

Town Center—Suwanee, Georgia, and F. Hardin Watkins, city manager

Community Sustainability (populations 50,000 and greater)

Environmental Strategic Plan— Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Home of Our Own—Aurora, Colorado, and Ronald S. Miller, city manager

Other Nominees:

Addressing Mesquite—Mesquite, Texas, and Ted G. Barron, city manager, and Richard G. Gertson, director of community development

Laurel Creek Watershed Monitoring Program—Waterloo, Ontario, Canada, and Simon Farbrother, city manager

Open Space Volunteer Program—Westminster, Colorado, and J. Brent McFall, city manager

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

Strategic Municipal Image Campaign—Lewiston, Maine, and James A. Bennett, city administrator, and Phil Nadeau, deputy city administrator

Other Nominees:

Celebrating Our Successes: Employee Driven Initiatives—Tarpon Springs, Florida, and Ellen S. Posivach, city manager

Cooperative City/County Partnership—Paducah and McCracken County, Kentucky, and James W. Zumwalt, city manager, Paducah, and Steve Doolittle, county administrator, McCracken County

On TARGET Toward a High Performance Organization—Montgomery, Ohio, and Cheryl A. Hilvert, city manager

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

Community Standards and Visioning Project—Roseville, California, and W. Craig Robinson, city manager, and Julia M. Burrows, deputy city manager

Other Nominees:

Employee Development Program—Roanoke, Virginia, and Darlene L. Burcham, city manager

“How Full Is Your Bucket?” Training Program—Aurora, Colorado, and Ronald S. Miller, city manager

A Method of Change: Transforming to a High Performance Organization—Olathe, Kansas, and J. Michael Wilkes, city manager

Partnership of Aurora City Employees (PACE)—Aurora, Colorado, and Ronald S. Miller, city manager

Strategic Plan—Peoria County, Illinois, and F. Patrick Urich, county administrator, and Scott A. Sorrel, assistant to the county administrator

**Award for Career
Excellence in Honor of
Mark E. Keane**



John Stunson

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 John Stunson, city manager of Oakland Park, Florida.

In 2001, when John Stunson was appointed city manager of Oakland Park, Florida, the city was near bankruptcy. Poor pension oversight and a buyout of senior staff, which allowed for short-term savings, left the city with a major gap in funding. Enterprise funds were insufficient to cover vital services, no new facilities had been built, the infrastructure was crumbling, and although the city was prone to flooding, no master storm-water plan had been implemented. And when the citizens revealed a desire for a pedestrian-friendly downtown, the city borrowed \$18.5 million without conducting the necessary preliminary studies. All this mismanagement engendered a lack of trust within the community toward the local government.

Making transparency the platform for public administration, Mr. Stunson started out by involving the city commission and senior staff in a strategic planning session from which evolved a vision statement: "By 2008, Oakland Park will be recognized as a friendly 'small town' with safe and attractive neighborhoods, quality schools, outstanding parks and exceptional recreation programs, with the social, cultural, and business opportunities of a big city." Add to that a mission statement "We are dedicated to providing friendly, responsive, and quality service to all residents, busi-

nesses, and visitors in our diverse community"; a commitment to the values of respect, integrity, service, and excellence; and the complete involvement of the elected officials, and Mr. Stunson began to turn the city around.

With the commission's support, utility rates and sanitation and permitting fees were increased to pay for essential services and to cover the debt service needed for capital improvement projects; a fire service fee was instituted to stabilize the budget; and departments were reorganized to reduce staffing and cut expenses. To promote the revitalization of Oakland Park, Mr. Stunson used a slum and blight study by a community redevelopment agency as the basis for the redevelopment that would recapture the investment of the original \$18.5 million loan. Regulatory acts to increase development opportunities included a transit-oriented ordinance and a business and entertainment district ordinance to promote green buildings while controlling the expansion of sexually oriented businesses. During this time, the city received two awards from the Florida Redevelopment Association. The overall revitalization efforts created excitement and positive press for the first time in many years.

Having pledged to be responsive to its citizens, the city upgraded its

cable system to ensure that all residences within its boundaries have access to the live commission meetings. It also added an AM radio station for continuous communication, especially during the hurricane season, and a full-time public information officer to oversee and coordinate the quarterly newsletter, the Web site, the local cable channel, and the radio address.

The city was becoming known for the high level of involvement of its elected officials. If a planning issue affecting Oakland Park was on the agenda at county commission meetings, the city was well represented. This effort was rewarded with a \$2 million competitive grant from the county for open space for a downtown park. Oakland Park joined the National League of Cities, and its mayor became active on national committees.

Another measure of Mr. Stunson's success is the high level of citizen involvement. Volunteers provide much support during natural emergency situations and also serve in the community's parks, library, and recreational facilities. Through a local government academy instituted in 2005, residents can get firsthand information about how the city operates so they can better understand the complex issues facing city employees; this academy has produced 15 to 25 volunteers who serve on city boards.

Today the city is financially stable, and other cities in Broward County are looking to Oakland Park for cutting-edge ideas. Mr. Stunson contends that the city can do anything as long as it can count on the support of its leaders. And largely because of the leadership of John Stunson, Oakland Park has attracted top-notch staff and gained a reputation as a city on the move.

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



Edwin C. Daley

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 Edwin C. Daley, city manager of Winchester, Virginia.

Ed Daley, city manager of Winchester, Virginia, believes strongly that continuing education and training is the secret to developing a strong and dedicated workforce, and that an educated, experienced workforce is at the heart of quality customer service. For this reason, he makes sure that his staff has a wide variety of opportunities to grow both professionally and personally.

Several years ago, Mr. Daley realized that a large number of knowledgeable and experienced employees would be retiring within the coming decade. Not wanting services to suffer during the search for qualified replacements, he developed a succession plan to prepare the city's existing workforce for possible promotion. The plan provides several training opportunities for employees who are interested in advancing their careers.

In 2001, Mr. Daley created the EXCELL Academy, a yearlong educational program consisting of a series of internally conducted seminars designed to address city and regional policies, budget and purchasing procedures, and philosophies critical to both current managers and future organizational leaders. These seminars are augmented by three college-level courses conducted in partnership with Lord Fairfax Community College and designed to provide the broad-based skills essential in today's organizational environment.

Participants must also spend a day with a city department with which they are unfamiliar in order to gain a better understanding of city operations. Finally, the class chooses a community service project and works together as a team to accomplish its goals.

In August 2004, Mr. Daley created the Internal Sabbatical Program, a six-month internship that is open to all employees seeking a change of pace and a chance to learn something new about government administration. The program places the interns in different departments, enabling them to experience local government from another angle, gain a better understanding of the range of services and personnel required to serve the community, and see how ideas translate into policies and programs. And by gaining a fresh perspective on how they address problems and projects, the departments benefit as well.

Recognizing the need for better communication throughout the organization, in 2005 Mr. Daley reorganized the city's structure into five teams: public safety, human services, public services, development, and administrative services. The restructuring also reduced unnecessary service duplications, ultimately saving all departments time and money and improving service delivery. But because key personnel are accustomed to working autonomously,

Mr. Daley knew he would need to teach them how to move smoothly in a team atmosphere. To this end, he designed an annual book club to meet once a month for five months. Employees are invited to join the club, are given a book chosen by Mr. Daley, and are appointed to small teams. Each team is assigned a certain number of chapters to read and present to the full group. To date, the groups have read *The Leadership Challenge*, *The Wisdom of Teams*, and *Now, Discover Your Strengths*; they have also taken the StrengthsFinder Inventory and participated in an ICMA workshop on strengths.

Later in 2005, Mr. Daley put together a group of young professionals holding a wide variety of positions with the city to form the Emerging Leaders Group. Committed to preparing employees today to lead tomorrow, the group gives those new to public management a monthly forum in which to interact with seasoned department heads and discuss key city issues and procedures. By providing rising city professionals with an insight into departments with which they may not be familiar, the program ultimately gives them a broader understanding of how the local government operates.

The recent trend in local government has been to shrink or flatten the organization in an attempt to become more efficient, responsive, and effective. But this trend can force the organization to spend more time, money, and resources on the search for talented and qualified personnel to fill positions vacated by retirements and a more mobile workforce. Mr. Daley has met this challenge by implementing an extensive program to develop and cultivate the city's workforce and thus ensure quality leadership in the future.

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



Susan E. Sherman

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 Susan E. Sherman, assistant city manager of Olathe, Kansas.

Olathe, Kansas, prides itself on many strong partnerships, and Assistant City Manager Susan Sherman has been an integral part of this success. In 1997, she helped pioneer a partnership between the city and the Olathe School District to hold a "youth conference." Along with facilitating an exchange of ideas between adults and youth about how they could work together to benefit the community, the conference led to several ongoing youth initiatives.

One such initiative was the Olathe Youth Congress, a nationally recognized, best practice model created in 1999. Funded by such diverse partners as the Olathe Medical Center, the Olathe United Way, and Mid-America Nazarene University, as well as by the city and school district, the youth congress is completely student run; however, the priorities it sets and the issues it addresses are worked on by the entire community. In 2005, 350 students from public, private, and home schools attended the annual session of the congress. A second nationally recognized youth initiative, the Olathe Teen Council, is modeled after the city council and works with the youth congress to provide a voice for youth in the community.

Another initiative, *4 the Birds Café*, was started in 2002 as a teen

coffeehouse. Ms. Sherman helped the teens secure funding from the city and school district, as well as donations from businesses for furniture and pool tables. She also helped enlist adult volunteers to provide supervision while contributing many hours herself. In the end, the teens had created a place of their own—run by youth, programmed by youth, and used by youth.

Building yet another partnership with the school district, Ms. Sherman developed a third-grade education program, Third Graders in Government, which allows kids to participate in a mock city council meeting.

Ms. Sherman's leadership strengths include her interpersonal skills and her ability to build trusting relationships with employees, volunteers, elected officials, and citizens. Thus, in 1997, when the city council needed to find a new city manager, it asked Ms. Sherman to assume the role of acting city manager. Shortly after, Ms. Sherman was confronted with a difficult disciplinary matter involving an established police chief. As acting city manager, she could have chosen to wait and "let the new guy" handle the issue, but instead, with counsel from the human resource department and the city attorney's office, she investigated the issue and reached a separation agree-

ment with the chief. The situation could have had disastrous political ramifications, yet she had the courage to act and did so successfully. Her service during those difficult 14 months earned her the Olathe Chamber of Commerce's Community Service Award—the first and only time the award has ever been given!

In the past few years, Ms. Sherman has been at the forefront of cultural change as the organization moves toward a values-based, customer-focused organization. This change has included the implementation of a community-based strategic plan, an annual customer satisfaction survey, a new performance management system, a career banding pay plan, and a comprehensive employee development program. Through it all, she has been instrumental in helping the staff to become a high-performing organization.

Ms. Sherman's devotion to the community is reflected in the countless hours of personal time she spends volunteering in the schools and leading community fundraising efforts. She also has served as president of the local Rotary Club and is a Paul Harris Fellow in the Santa Fe Trail Rotary Club. In 2004, the Olathe Character Council awarded her its City Government Character Award, and Kansas City's *Ingram's Magazine* appointed her to the 2004 Class of "40 Under 40."

As a certified trainer, Ms. Sherman helps provide in-house customer service training to city employees. As a trained facilitator, she facilitates public meetings and informally helps smaller groups move forward productively. With her compassion for Olathe's citizens and employees, her commitment to building community through partnerships, and her strong leadership and management skills, Susan Sherman is a model of what an assistant city manager should be.

**Academic Award in
Memory of
Stephen B. Sweeney**



Lawrence F. Keller

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 Lawrence F. Keller, associate professor of public administration at Levin College of Urban Affairs, Cleveland State University.

As part of the city management core faculty in the MPA program at the Levin College of Urban Affairs (LCUA) of Cleveland State University, Dr. Larry Keller has made a significant contribution to the formal education of students pursuing careers in local government for nearly 40 years.

Established in 1977, LCUA's MPA program was intended to provide a professional education for public servants and policy analysts working for local government. In 1982, Dr. Keller was the first public administration faculty member hired at the college. The following year, he led the effort to establish an outreach program at LCUA specifically oriented to local government. Through this vehicle, he produced the Ohio City Management Association's annual programs and semiannual newsletter for seven years. In 1990, when the college expanded the outreach program, Dr. Keller was influential in the selection of a director for the newly formed public management program. In 2004, for the third time, *U.S. News & World Report* ranked LCUA's MPA program second in the nation for the city management/urban policy specialization.

Before joining LCUA, Dr. Keller studied city management at the University of Cincinnati, where his mentor was former ICMA president C. A. Harrell. He passed the Ohio Bar in 1970, and then, while pursuing a doctorate in public administration,

he taught at the University of Kansas and worked half-time in the Institute for Public Affairs and Community Development, coordinating the university's annual city management conference. After Kansas University made him an honorary KUCIMATS in 1981, Dr. Keller became director of urban affairs at the University of Colorado at Denver. He then came to LCUA in 1982.

A gifted and popular teacher, Dr. Keller teaches city management; the organization and management of the public sector; and the Columbus Seminar, in which students experience the institutional aspects of state government, learn about state-local relationships, and become familiar with professional associations that advocate for cities. He also teaches administrative law in the Ohio Certified Public Manager Program, which attracts elected officials and senior administrators from state and local government.

Dr. Keller has motivated or reinforced the interest of more than 500 students to pursue local government careers, teaching them how complex systems shape public policies. He has also educated them to become democratic administrators and play constitutionally validated political roles in their communities. Through his teaching, these students have learned how law, public administration, and politics all connect to local governance.

Apart from his academic courses, Dr. Keller facilitates workshops for practicing local officials and regularly teaches a workshop on municipal law in the college's certificate program for newly elected local officials. He has also provided technical assistance to local governments across the United States and overseas, and has written extensively on local governance. His publications include more than 20 articles in American journals of public administration and an article on municipal charters in the *National Civic Review* (2002); he also co-authored a book on local management in the United States.

As a recognized national expert on charters and charter reform, Dr. Keller participated in major city management conferences in the nineties. He has also spoken at several American Society for Public Administration national conferences on the Model City Charter, and he is often called upon to speak in cities where the manager plan is under attack. In addition, he has served on seven charter commissions and four charter review commissions; he has updated the administrative code for Avon, Ohio; and he did the financial provisions for the municipal charter of Oregon, Ohio. In these efforts, he provided an overview of local government, explained the constitutional nature of charter development and amendments, developed the agenda with the commission chair, compiled the summary of decisions, and drafted and published the resulting charter.

Dr. Keller is a beloved teacher and ardent supporter of the council-manager plan. As he approaches retirement, he leaves behind a legacy of 40 years of dedicated service to his students and an enduring commitment to professional local management.

Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

Laguna Hills, California

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 E. 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 Laguna Hills, California, and to City Manager Bruce E. Channing for the Get Fit Campaign.



Laguna Hills youth get active by participating in physical fitness activities.



BRUCE E. CHANNING

According to the surgeon general, nearly two out of every three Americans are overweight or obese, and one out of every eight

deaths in America is caused by an illness directly related to weight and obesity. An unprecedented number of children are overweight, which significantly increases their risk factors for such health problems as diabetes, heart disease, asthma, and emotional and mental health problems. It is also estimated that nearly three out of every four overweight teenagers will become overweight adults.

The city of Laguna Hills, California, began addressing this epidemic in fall 2004 by making the climbing obesity rates of the city's children and teenagers one of the top three budget priorities for the city's community services department. To address this goal, city staff developed an all-inclusive Get Fit Campaign.

The surgeon general identifies three key factors that must be addressed to reduce childhood obesity: increased physical activity, healthier eating habits, and improved health literacy. The Get Fit Campaign addresses increased physical activity through a low-cost after-school

sports program; self-guided walking loops; a children's running program; and the "Club 30 Program," which provides quick, convenient exercise options that meet the recommended 30 minutes of daily physical activity. For people who prefer to be outdoors, 30-minute walking routes have been outlined, each one including location, distance, walking time, and level of difficulty. Healthier eating habits are addressed through healthier refreshments at teen dances, healthier snacks in the day care program, the balanced use of treats in early childhood programs, and healthier menus in the children's cooking classes. Improved health literacy is addressed through staff training, nutrition education classes, and adult cooking classes.

One key objective of the campaign is to ensure that exercise and nutritional programs are available to all. To encourage more youth to participate in physical fitness activities after school, when they are most likely to be inactive, the city reduced its after-school sports program fee. As a result, registration in the program increased 40 percent.

Another key objective was to introduce new programs. The community services department used fitness icons throughout its class and activity brochure to designate programs that promote health and

wellness. One class, "A Busy Person's Guide to Healthy Eating," educates adults on healthy meal choices as well as healthier food preparation. This popular class filled to capacity when first offered, and it continues to be offered along with another class, "A Parent's Guide to Healthy Kids," which educates parents on nutrition and healthy food preparation for their children. "Fitness Fridays," a class for elementary school-aged children, offers 30 minutes of high-energy cardio activity followed by a healthy snack; 90 percent of those who enrolled were overweight children from low-income neighborhoods.

To ensure the participation of city staff, the department introduced hiking nights, provides regular training for staff, and offers a 30 percent discount for employees enrolling in a designated health and wellness program. In addition, it challenged all city staff to set a standard for increased physical activity through the Step It Up! program, in which participants used a pedometer to track their steps for six weeks, turned in their weekly totals, and collectively strove for increased step totals each week. More than 90 percent of employees participated, and each week, the group reached its collective step goals.

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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 Olathe, Kansas, and City Manager J. Michael Wilkes for the Work Taxi Coupon Program.



J. MICHAEL WILKES

Olathe, Kansas, with a population nearing 117,000, is one of the fastest-growing cities in the United States. According to the U.S.

Census, however, approximately 37 percent of Olathe's households (or approximately 43,290 families, using the current population), earn less than 80 percent of the median income, and approximately 4 percent, or 4,680 families, live below the poverty level. Persons with disabilities, single-parent families with children under 18 years of age, and the elderly are those most likely to fall into these categories.

For many low-income working households, affordable and dependable transportation could be the determining factor between being employed and being homeless. Thus, to improve the quality of life for these citizens—to enable them to attend college classes, a trade school, or job preparation classes and to provide them with a reliable means of transportation to reach employment sites within the city itself—Olathe has sought to provide a low-cost and dependable transportation service.

In early 2004, with encouraging feedback from several local not-for-profit agencies that offered employment preparation workshops for disabled individuals, Olathe established a "Work Taxi Coupon Program" for its disadvantaged citizens. Because the cost to establish a public transportation bus system was prohibitive, the city applied for a Federal Transit

Administration Job Access Reverse Commute (JARC) grant. It was awarded a matching start-up grant of \$135,750 to implement the Work Taxi Coupon Program for individuals earning less than 80 percent of the median income for the area; the city is matching the grant funds with general funds.

With the necessary funding secured, Olathe contracted with two local taxi companies, which agreed to the following policies and procedures:

- Service is to be offered from 6:00 AM to 7:00 PM six days a week.
- Service is to be door to door.
- The company will accept a coupon from a rider, entitling the rider to a one-way trip from home to work or a job preparation site, or from a work site to home. Coupons can be used only for work-related trips.
- The company will turn coupons into the city biweekly for reimbursement. Each one-way coupon will be redeemed for \$12.
- The city will lease to each company at no cost a wheelchair-accessible vehicle to accommodate persons with disabilities.

The city then notified the local agencies and advertised the program in the local paper, on the city's main Web page, and on the local city cable TV channel.

Program-eligible participants are issued an ID card to show when purchasing coupon books (10 coupons for \$25) and paying for rides. When used, each coupon must state the origination and destination, date, ID



Olathe citizen finds dependable, affordable transportation through city's work taxi program.

number, and signature of the program participant.

Between 2004 and 2005, program participation increased by 100 percent. In addition to low-income persons, 56 disabled individuals are currently working in the community in retail businesses for the first time in their lives. As their earnings increase, the amount they receive from the Social Security Administration Office decreases, which is a cost saving to society. Moreover, as they spend their earned income in the community on rent, utilities, groceries, personal items, and entertainment, the city's small investment (\$135,750) in this program is returned. An additional cost-saving measure is Olathe's initiative and success in obtaining a funding partner for the program.

The program has also resulted in partnerships between local businesses and local not-for-profit agencies that work with low-income or disabled citizens. The agencies provide employment training sites for their target population, enabling businesses to maintain an adequate number of entry-level employees. These partnerships have resulted in a win-win situation for businesses as well as for Olathe's disadvantaged citizens.

In spring of 2005, a survey of program participants showed that

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Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

Polk County, Florida

The second of ICMA's 2006 Community Health and Safety Awards in the 50,000-and-greater population category goes to Polk County, Florida, County Manager Robert M. Herr, and Assistant County Manager Lea Ann Thomas for the Polk HealthCare Plan.



ROBERT M. HERR



LEA ANN THOMAS

The Polk County Board of County Commissioners is committed to providing quality health care services to the county's uninsured citizens. Back in 1926, it opened Polk General Hospital, a 180-bed inpatient facility. It subsequently provided five outpatient clinics throughout the community to

meet preventive, primary care, and specialty care needs and to provide physical rehabilitative, full laboratory and radiology, and on-site pharmaceutical services. As a proactive move toward decreasing barriers to health care, the clinics offered people access to more cost-effective care than was available in local emergency rooms.

Polk General Hospital closed in 1995, but the clinics continued to operate for nearly five more years. The county's Community Health and Social Services Division (CHSSD) sought to develop a plan to outsource all services within the local community, thereby decreasing the "second-class citizen stigma" for the uninsured and fostering an atmosphere of buy-in for residents. This was the genesis of the Polk HealthCare Plan, a true managed care program, which was fully implemented in April 2000.

Approximately 120,000 Polk County residents—about a quarter of the population—are uninsured or

underinsured and without quality health care services. After the Polk HealthCare Plan had been operational for four years, the county realized that it lacked the funds to adequately cover more than a small number of people. To obtain the needed funding, the county commissioners proposed a half-cent discretionary sales surtax, which the voters approved in March 2004. This new funding provides the plan with an estimated \$35 million annually, enabling it to provide more comprehensive health care to almost 6,000 residents, a number that is projected to increase to 14,000 by October 2006.

One successful strategy of the plan is the immediate linkage between a new enrollee and a primary care physician. A caseworker coordinates the relationship, setting up the first appointment for the patient at the time of enrollment. This process establishes the enrollee as a patient, provides the patient with access to quality medical care, and ensures that baseline screenings are performed to promote early intervention strategies.

Another notable feature of the plan is its single integrated information technology (IT) system, which the county uses for eligibility determination, health plan operations (e.g., hospital precertification), specialty referrals, authorizations, social and medical case management, contracting and credentialing, quality management, utilization management, and claims adjudication and processing. Caseworkers are posted throughout the county in hospitals, public health units, government cen-



Polk County provides cost-effective, comprehensive health care services to its uninsured and underinsured citizens.

ters, community centers, and adult day care centers. Mobile services, equipped with complete wireless technology, provide a nurse to perform blood sugar checks and baseline screenings for hypertension and cholesterol, along with promoting health education and wellness strategies.

A Healthy Communities Access Grant from the Health Resources and Services Administration provides for a community-wide software system that links together health and social service agencies for client data sharing and tracking. Thus, a participating agency can input a client's demographic information, income, and assets, and the system will automatically identify what community services the client is eligible for. The system enables participating organizations to streamline client eligibility, expedites appropriate referrals to other programs, reduces duplication of effort among agencies, and promotes work flow efficiencies for all partners.

Designed to serve as the community's "safety net," the Polk HealthCare Plan is also a type of "gap" coverage for individuals awaiting disability determination and subsequent coverage by Medicaid or Medicare; for children with pending Medicaid or Florida Kid Care

(Continued on page 21)

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 two Community Partnership Awards in the less-than-10,000 population category. The first goes to the city of Sonoma, California, and City Manager Michael Fuson for the Sonoma City/Chamber Economic Development Partnership.



The city of Sonoma, in the heart of the Sonoma Valley wine-grape region of Northern California, enjoys an economically healthy summer

tourist season. But vacant storefronts, complicated building processes, and sharp disagreements over a few key issues between the city and leaders of the business community signified a need for change. This need gave rise to the City of Sonoma/Sonoma Valley Chamber of Commerce Economic Development Partnership.

The partnership was created to provide assistance to existing local businesses, enhance local business opportunities and expansions, attract new businesses to Sonoma, and ultimately strengthen the relationship between the city and its businesses. Because the city's commercial areas are part of its redevelopment project area, the city set aside \$75,000 of redevelopment funds for the program; the chamber provided office and meeting space, secretarial assistance, use of its Web site, and payment for various trainings.

A project manager, who would report to a steering committee comprising one elected council member, the city manager, one board member of the chamber, and the executive

director of the chamber, was hired in May 2004 and given six initial goals:

- Meet with key leaders to gather information
- Provide the business community with advice or intervention to help them be successful
- Maintain a database of vacant commercial spaces for those seeking new or larger quarters
- Provide training for small businesses on new laws, marketing, customer service, workplace safety, and other topics
- Host an economic summit to discuss the future direction of the city and its surrounding unincorporated areas
- Write an economic strategy based on ideas from the summit, conversations with key leaders, and analysis of needs.

During the first year of the program, 41 key leaders were contacted; 109 businesses were given marketing advice, business counseling, assistance in complying with city regulations, or financial resource information; the database was established and updated monthly; training was offered (to home businesses); 52 participants attended the economic summit; and the Sonoma Economic Development Strategy was written. The program's success prompted renewal of the program manager's



One of the many new businesses that opened in Sonoma with the help of the city's economic development partnership.

contract for the second year.

Since May 2005, the governing bodies of both the city and the chamber have enthusiastically endorsed the program and have formally adopted the economic development strategy. Strategy goals include

- Assisting and promoting business retention and expansion
- Diversifying the economy by working with the county to identify, attract, and strengthen business clusters in industrial areas outside the city limits
- Continuing to support and strengthen existing industries
- Targeting and attracting new businesses that complement those already in Sonoma and are compatible with its "community character"
- Enhancing the image of Sonoma as a "business-friendly" city
- Working with schools, nonprofits, existing businesses, and government agencies to create programs to train, support, and attract a skilled workforce
- Supporting and pursuing economic development that maintains or improves the environment.

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Village of Jackson and Town of Jackson, Wisconsin

The second of ICMA's 2006 Community Partnership Awards in the less-than-10,000 population category goes to the village of Jackson and the town of Jackson, Wisconsin, and to Delmore A. Beaver, administrator/clerk of the village of Jackson, for the Revenue-Sharing Agreement and Cooperative Boundary Plan.



DELMORE A. BEAVER

The village of Jackson, Wisconsin, 25 miles northwest of Milwaukee, is one of the fastest-growing communities in the fastest-growing county in southeastern Wisconsin. From a population of 2,486 in 1990 to one in excess of 6,100 in January 2006, it has experienced a growth rate of 137 percent.

In Wisconsin, town government is unincorporated, and because towns are greatly affected by annexations and are often frustrated by city and village planning efforts, their views of governance generally conflict with those of incorporated communities.

The village of Jackson and the town of Jackson, which surrounds the village on three sides, had a long history of conflict. In 1994, the village instituted a zoning and use freeze 1.5 miles from the corporate boundary to delay the town's expansion of a mobile home park into an unincorporated area that the village had set aside for expansion of the Jackson Northwest Business Park. This freeze was established by state statute to permit the formation of cooperative plans to address such issues. However, the village's action further deteriorated relations between the two jurisdictions. As the two-year timetable to formulate these plans was expiring, the Jackson village administrator developed a proposal to salvage the joint planning effort; the proposal set forth a maximum

corporate boundary until December 31, 2014, regardless of any request to annex to the village before January 1, 2015. Any such request would be subject to meeting certain criteria, which were set forth in the Revenue-Sharing Agreement and Cooperative Boundary Plan, as amended. The proposal also indicated which town properties would be subject to attachment to the village (at the village's sole discretion) prior to January 1, 2015.

Once the village and the town felt comfortable with those conditions, a joint planning group was appointed with three members representing the village and three members representing the town, none of whom was elected. The Revenue-Sharing Agreement and Cooperative Boundary Plan was finished and adopted by both municipalities in September 1999 without any outside consultants, except for review by legal counsels for both entities.

Provisions to extend water and sewer service to town developments would permit greater densities, protect the environment from contaminated wells and failed septic systems, and provide the town with a greater tax base. These provisions included compliance with village utility construction standards for such service. All served properties would be subject to annexation after January 1, 2015, if annexation criteria were met. In addition, water and/or sewer service to town businesses or industrial developments would result in the 50-50 splitting of property taxes (including partial assessments) generated by the



Joint village of Jackson and town of Jackson event provides entertainment for young residents.

development for seven years.

The agreement/plan was updated in September 2005 to require conservation subdivision design in addition to cluster subdivision design for all town developments seeking water and sanitary sewer service from the village. This agreement has paved the way for other cooperative service provisions. For example, a joint recreation department/Boys and Girls Club has grown to accommodate 250 members from the village and the town. The Boys and Girls Club represents a coordinated effort between the village (employees and support), the town (support), Christ Lutheran Church (a setting that accommodates all religions and cultures), and the Boys and Girls Clubs of the United States (sponsorship and support). Additionally, both municipalities are jointly funding a park and recreation department. Other possible joint projects in the near future include building inspection, engineering, and public works departments to minimize the duplication of equipment and staff while still enabling the town to remain separate from the village. The two entities are now also in the process of creating a joint smart growth plan.

To retain local industry and attract businesses that have technology-based

(Continued on page 22)

Community Partnership Award

POPULATIONS OF 10,000 TO 49,999

Winchester, Virginia

ICMA's 2006 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Winchester, Virginia, and City Manager Edwin C. Daley for Our Health, Inc.



EDWIN C. DALEY

The city of Winchester, Virginia, is in a region where approximately 17 percent of the population has no health insurance.

Within the city,

one of out 10 households earns less than \$10,000; more than 40 percent of babies are born to single mothers; and almost one in five children under age five lives in poverty. In addition, the city's Hispanic population exploded by 597 percent from 1990 to 2000, and many of these new residents have difficulty accessing affordable care. Finally, persons over age 55 are the largest demographic in the area, and the retirement of the baby boomers will put enormous strain on the region's health care capacity.

An extensive needs assessment survey conducted in 1997 revealed the following problems plaguing many of the area's nonprofit health and human service providers:

- Inadequate, hard-to-access facilities, or facilities where high rents and overhead limited the number of low-income and disadvantaged persons that could be served
- Gaps in the regional health service delivery system, allowing many persons needing health-related services to fall through the cracks
- Staffing shortages, high turnover, overreliance on volunteer labor, and few opportunities for the training, technical assistance, and professional development needed to maintain a stable and qualified health care workforce

- Operating deficits and lack of funding, forcing organizations to reduce vital programs and services despite intense community need.

To address these problems, Our Health, Inc. was established in 1999 as a 501(c)3 nonprofit organization serving Winchester and two surrounding counties. The organization is a partnership of the city of Winchester, Frederick and Clarke counties, Valley Health System, the regional hospital, six nonprofit agencies, the state of Virginia, the federal government, and more than 500 community volunteers who have pooled their resources to provide health and human services at little or no cost to area residents at one accessible location. Its mission is to assess health care needs, coordinate services, develop new services and program capacities, develop strategic infrastructure, and evaluate and measure program/service outcomes for underserved and hard-to-treat individuals with acute health care needs.

Through a successful campaign that raised more than \$4.3 million with gifts from about 220 individuals, organizations, and governments, the partnership acquired blighted property in downtown Winchester. A Community Development Block Grant allowed the city to contribute about \$323,000 for new construction and existing structural improvements. After two years of redevelopment, the restoration of several buildings, and the construction of new facilities, Phase I was completed and the Robert G. Kendall Community Services Campus was dedicated on



Our Health serves the residents of Winchester and two surrounding counties.

October 24, 2003. The campus includes two professionally designed buildings that house six nonprofit health and human service organizations, including the Child Parent Center, which has since increased the number of children and families it has helped by 20 percent, and Healthy Families, which has increased that number by 110 percent.

By coordinating its grant-writing efforts, Our Health has acquired grants for the network's service partners valued at more than \$200,000 for 2003–2005, and the cash value of health care services provided at no cost to its target population has increased by 22 percent. In 2005, these services included more than \$4.5 million in "billable" care and more than \$5 million in clinical and health education services. In addition, over the past several years, specialty care visits have increased by 30 percent, and dental clinic visits by 25 percent.

The success of this innovative approach to the provision of health care and human services has inspired state agencies, other local governments, the regional health department, the community college, the four-year university, and others to sign on for Phase II of the project. Phase II will include access to health

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Community Partnership Award

POPULATIONS GREATER THAN 50,000

Aurora, Colorado

ICMA's 2006 Community Partnership Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Asian/Pacific Community Partnership.



RONALD S. MILLER

By the early 1990s, the last of the national and regional retailers had vacated East Colfax Avenue, the original downtown commercial main street in Aurora,

Colorado. Storefronts that had once displayed jewelry, sporting goods, appliances, furniture, and clothing were replaced with pawnshops, rent-to-own stores, and an abundance of foreign-language signs installed by Korean, Vietnamese, and other Asian immigrant merchants.

But most of these new business owners were unaware of licensing, code, land use, and signage regulations. As a result, established business owners perceived a disregard for accepted practices and wondered if the city was holding the newer businesses accountable, while the Asian business owners wondered if they were being singled out as the city tried to enforce existing rules and ordinances. In short, longtime area residents were suspicious of their new neighbors, who in turn became wary of the local government.

The area is home to the largest Korean and Filipino populations in the state as well as significant populations of other Southeast Asian groups. The growing tension prompted the city to reach out to its Asian community and establish the Aurora Asian/Pacific Community Partnership.

Initially, the partnership focused on reaching new businesses and improving communication, but more important was finding a way to integrate the newest immigrants

into the larger business community. A community survey conducted in 1995 revealed not just the needs of the Asian/Pacific American (APA) residents but also their desire to share their culture with the larger community.

To form the partnership, the staff of Aurora's Small Business Development Center recruited about 30 people from APA community organizations, APA-owned businesses, neighborhood groups, and city government, as well as a city council representative. Among the programs they created were

- An open forum for APA business owners to meet with representatives of the Tax and Licensing Division, Code Enforcement, Planning, and other city offices to discuss problems, ask questions, and learn about city rules and procedures
- An educational training program developed by the Aurora police department to help understand cultural differences and how those affect police interactions
- A series of music and dance events at the city's Aurora Fox Arts Center to showcase Asian culture
- A series of panel discussions to help immigrants understand immigration rules and processes.

The partnership was launched with no budget allocation, but it became so successful that the city budgeted \$15,000 annually to provide administrative support. As a designated program under "Spirit of Aurora," the city's nonprofit 501(c)3



Entertainment provided as part of the Asian Film Festival, a component of Aurora's Asian/Pacific Community Partnership.

umbrella organization, the partnership has expanded to include the Aurora Asian Film Festival (AAFF). Begun in 1998 as a collaborative effort with the city of Aurora and the Denver Film Society, the AAFF has become one of the city's premier events, drawing hundreds of attendees each year from throughout the region. The money it generates helps finance the organization's events and activities, while the city continues to staff and provide in-kind support for the partnership and provides financial support for the film festival.

The partnership has become a model for municipal efforts to build relationships with minority communities. In part its sustainability derives from the fact that so many members of the APA community are invested in the process. Those who are leaders in other Asian community organizations around the area provide the city with an extensive network of contacts, enabling Aurora to successfully engage the APA community in its revitalization efforts. Aurora maintains one of the most complete databases of Asian organizations in the state, and the partnership has become a key point of contact and a source for numerous recruitment efforts across the state for boards,

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Windsor Heights, Iowa

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the award in the less-than-10,000 population category to the city of Windsor Heights, Iowa, and to City Administrator Marketa George Oliver for the "New Heights" Community Redevelopment and Promotion.



Windsor Heights, Iowa, a land-locked community located in the heart of the Des Moines metropolitan area, is primarily a residential community. Not long ago, the city also had some commercial property, much of which was blighted or in disrepair. Demographically, the community had many aging residents and a reputation for a somewhat slower pace of life, as exemplified by the 25-mile-per-hour speed limit on its main arterial. It became clear that without renovation, redevelopment, and revitalization, Windsor Heights could become a faceless small town with empty, dilapidated buildings.

The first step was an aggressive urban renewal effort to upgrade the quality and quantity of commercial properties. Because residential properties in Iowa are taxed at a much lower rate than commercial properties, a better mix of properties was needed to provide the sustainable revenue stream needed to support city services and initiatives. Thus, the next step was to attract a good mix of businesses and the next generation of residents, and that would require quality infrastructure and services.

University Avenue, the main thoroughfare through Windsor Heights, was narrow and crumbling, so the city obtained substantial grant fund-

ing to widen and reconstruct the avenue and improve its streetscapes at a cost of approximately \$2.8 million. It then designated an area on University Avenue as the town center and purchased three of the four corners at the main intersection. It razed the dilapidated buildings, cleaned up the sites (which had housed either a gas station or dry cleaners at one time or another), and offered them for redevelopment. Two of the three corners have already been redeveloped: the base value for the properties was \$1,306,190; the city made a gross investment of \$2,847,491; and the properties are now valued at \$6,140,200. The city's investment in the third corner was \$647,914, and the property is expected to be valued at \$2.8 million.

To redefine and promote the community, the city invited residents and business owners with backgrounds in marketing and media to form an ad hoc committee and develop a comprehensive marketing plan. Presenting its recommendations in April 2003, the group identified the city's strengths as good housing stock, good quality of life, a probusiness local government, a location between urban and suburban areas, a small-town atmosphere, safety, and diversity. The city's weaknesses were its land-locked location, which limits growth; image problems (only elderly/upper- or middle-class people live here); and confusion over the city's boundaries. The overall goal was to modify the city's image by



A main Windsor Heights thoroughfare was widened and reconstructed, as part of efforts to revitalize city.

changing perceptions. To downplay any impression of the city as a speed trap with its 25-mile-per-hour speed limit, Windsor Heights would be promoted for its safe streets; rather than defining it as landlocked, it would be promoted as being "at the heart of it all."

The group then identified target markets—residents, area businesses, and realtors/home buyers/rental agencies—and specific strategies. One major strategy was to form a business alliance. Acting as facilitator, the city brought area businesses together to form a chamber of commerce, which was officially incorporated in 2004 and has since more than doubled its membership. Another strategy was to increase community events in order to promote community, unity, and identity. With the chamber's help, Windsor Heights has since gone from one major annual community event to four, one of which is "Windsor Wonderland," a multiday winter festival.

To help promote the city's identity, the chamber of commerce

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Mosman, New South Wales, Australia

ICMA's 2006 Community Sustainability Award in the 10,000-to-49,999 population category goes to the municipality of Mosman, New South Wales, Australia, and to Vivian H. R. May, general manager of the Mosman Council, for the Community Environmental Contract.



VIVIAN H. R. MAY

Mosman, Australia, sits on a peninsula in the midst of Sydney Harbor. Although an established urban area with relatively high population density, Mosman is blessed with significant open space and a network of remnant bushland. This unique and treasured environment partly explains why residential properties in Mosman are so highly valued, and both Mosman's citizens and their local government authority acknowledge their responsibility to care for and preserve the superb natural resources entrusted to them.

In response to community concerns about degradation of the local environment and to help improve Sydney Harbor, the Mosman Council introduced its Community Environmental Contract (CEC) in 2000. The CEC is a suite of projects dedicated to protecting and improving the local environment, and since its inception, its achievements have been numerous. For example, through the CEC, the council has significantly expanded its existing bushland management program, and the CEC now funds half of all bushland site restoration.

Because stormwater from urban areas can transport high volumes of pollutants into the harbor, the CEC installed stormwater quality improvement devices (SQIDs) on most of Mosman's major stormwater outlets. To date, these SQIDs have removed nearly 1,000 metric tons of pollutants, and residents report cleaner beaches

and a great increase in the number of marine species found in the rocky reefs. The council is also monitoring the performance of the SQIDs over a range of water quality parameters to ensure that their management is as beneficial to the environment as possible.

In addition, the high velocity of stormwater flows erodes the natural creeks within bushland areas, introduces pollutants to bushland, promotes weed growth, and destroys valuable bushland and riparian habitat. To minimize this damage, the CEC has restored nearly a kilometer of natural creek line and consolidated poorly located stormwater outlets. And to guard against environmental problems, the municipality recycles the organic fraction of the waste instead of disposing of it in a landfill.

The construction of seawalls is gradually altering the rocky foreshores around Sydney Harbor. These shores, with their horizontal surfaces, overhangs, rock pools, and crevices, create habitat for various intertidal creatures and provide the basis for thriving ecosystems. While seawalls are very efficient at deflecting wave energy, their featureless vertical walls provide very little habitat. Moreover, several seawalls are over 100 years old, and after a century of exposure to waves and saltwater, their ability to protect foreshores and public recreation areas from erosion have been compromised. To restore seawalls while also improving intertidal habitat, the council partnered with an ecological research institute from the University of Sydney to rebuild the seawalls with boulder fields;



Mosman Council CEC staff at Quakers Hat Bay, the site of habitat restoration, bush regeneration, and walking track construction.

this technique effectively dissipates wave energy while mimicking natural rocky shore habitat and also providing better access to the water than traditional steep-sided seawalls. The recolonization of new seawalls is being monitored, and the council and the university are currently working together on projects to create habitat.

The CEC has allowed the council to incorporate social and heritage issues into its projects. A project combining stormwater, bushland, and creek rehabilitation in a bushland reserve displays the area's European heritage while also highlighting its aboriginal heritage. The CEC has also improved the council's ability to run joint projects with other land managers, such as the National Parks and Wildlife Service, the Sydney Harbor Federation Trust, and neighboring councils. These improved working relationships also ensure that all neighboring agencies have consistent environmental management approaches.

Because the CEC was established in response to community demand for improved environmental management and quality, the council consults directly with residents and other stakeholders in planning projects. It has, for example, relied on the commitment and knowledge of residents

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This year, ICMA presents two Community Sustainability Awards in the greater-than-50,000 population category. The first award goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Home of Our Own program.



At one time, East Colfax Avenue in Aurora, Colorado, was a vital economic corridor, but businesses began to decline when new high-

ways gradually drew tourist traffic away, and by the late 1960s, tourist development had effectively ended along the avenue. Over the next two decades, retail trends shifted from pedestrian-oriented “main street” outlets to indoor shopping malls, and the decommissioning of Lowry Air Force Base and the Fitzsimons Army Medical Center in the 1990s stripped the area of two major employment centers and thousands of workers, residents, visitors, and consumers.

Saddled with high vacancy rates as a result of aging properties that no longer attracted middle-income families and growing businesses, many property owners sought out low-rent tenants and businesses that catered to the poor and the fringe economy. Slowly, the area deteriorated: signs of blight appeared, commercial and residential property values declined, and crime increased, all signaling poor prospects for future investment.

When the redevelopment of both military properties and the former Stapleton Airport revitalized the area in the mid- to late 1990s, Aurora implemented a series of capital improvement programs to bring back Colfax Avenue; these included the renovation of commercial façades and the rehabilitation of single-family homes. However, the most vulnerable

population of Aurora—the homeless families with children living in motels along Colfax Avenue—desperately needed help.

That help is provided through Home of Our Own, a rental assistance program established in 1998. The program provides one-time grant assistance to eligible families so they can move into permanent rental housing. To be eligible, clients must have resided in motels for at least 15 days and have an income at or below 80 percent of the area medium income. They must also attend a “tenant education class,” which provides information on landlord/tenant issues and financial literacy. Other program parameters include weekly case reviews, an absence of drug use and criminal behavior, and housing quality inspections. The grant covers the cost of a security deposit, a utility deposit, and 75 percent of the first month’s rent.

The program also assists homeless families participating in the Aurora Housing Corporation’s Families in Transition Program, a two-year transitional housing program; families who have a current Section 8 voucher or certificate; and families living in Aurora’s two homeless shelters. By helping clients find housing and assisting with initial housing costs, Home of Our Own makes it easier for low-income families to afford customary living expenses and the cost of home furnishings so they can put their energy into getting the financial, educational, and strategic guidance they need to get back on their feet.

The program stands out from other tenant-based rental assistance

programs in several ways. First, because it provides rental assistance one time only, the program does not maintain the long-term residency of its clients. Second, it provides a dedicated housing specialist/caseworker, who not only administers the program but also provides clients with additional financial assistance for other expenses, such as furnishings, clothing, utilities, and food on an as-needed, case-by-case basis. Third, the program addressed homelessness by strategically selecting housing near places of employment, social and recreational services, and commerce. And fourth, it makes housing selections throughout the city in order to avoid concentrations of poverty and to better assimilate homeless families into a standard living environment.

To successfully implement Home of Our Own, Aurora partners with local social service providers, apartment managers, local businesses, and grant-funding organizations to provide housing, counseling, and household items. The program is coordinated by the city’s community development division, in cooperation with the Aurora Mental Health Center’s Aurora Family Preservation and Family Support Initiative; the cooperation of both agencies, which pay the salary of the housing specialist/caseworker, ensures high-quality service delivery and redundancy during staffing shortages.

Since 1998, approximately \$250,000 of direct rental assistance has been provided to 192 families at an average cost of \$1,294. Funding comes primarily from Community Development Block Grants and HOME Investment Partnerships grants, which the U.S. Department of Housing and Urban Development provides to the city annually, and from Arapahoe County’s Aurora

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The second of ICMA's Community Sustainability Awards in the greater-than-50,000 population category goes to the city of Waterloo, Ontario, Canada, and City Manager Simon Farbrother for the Environmental Strategic Plan.



SIMON FARBROTHER

Located in Canada's "Technology Triangle," the city of Waterloo, Ontario, has a robust knowledge-based economy that is largely

driven by two major universities, several major insurance companies, and many high-tech firms. As a result, the city has seen significant population and employment growth over the past several years and is, in fact, one of the fastest-growing mid-sized cities in Canada.

Waterloo also has long been committed to livability and sustainability. This commitment is partly due to the fact that 80 percent of the community's drinking water comes from groundwater aquifers, much of which are under existing urbanized areas or areas planned for future urban development. Further, surrounding Waterloo is some of the richest agricultural land in Canada—an important economic asset as well as a key factor in the area's future sustainability.

The challenge facing Waterloo in the future is growth. In the past, the community would accommodate population growth with new development at the edge of the city, but because this type of urban development contributes to poor air quality, threatens groundwater quality, encroaches on agricultural land, causes ecosystem fragmentation, and produces other negative impacts, a new approach was needed. In 2000, Waterloo began a multipronged program to ensure continued economic growth while

maintaining a sustainable and high quality of life. The foundation of this program is "Imagine! Waterloo," the community's vision for the future and the most comprehensive community consultation process ever undertaken by the city.

"Imagine! Waterloo" contains a number of linked initiatives, one of which is the Height and Density Policy, a long-range growth strategy that establishes a plan to accommodate all future growth within the city's existing boundary. This plan anticipates that the remaining undeveloped land within the boundary will be exhausted within the next decade and that all future growth will need to be accommodated through redevelopment and intensification.

As another part of the program articulated in "Imagine! Waterloo," the city consolidated its environmental goals into a strategic plan. This plan, which contains 24 strategic actions with specific implementation timetables up through 2012, has allowed the city to continue to meet growth demands on a limited land base while upholding principles of sustainable development. The Environmental Strategic Plan was initiated to renew the city's environmental commitment and consolidate previous initiatives into one integrated planning framework; guide and prioritize both existing and new environmental initiatives in three specific phases with an implementation schedule; and address the community's vision for the environment as identified in "Imagine! Waterloo."

After formal ratification by the city council, the plan went into effect



Stream rehabilitation is one example of Waterloo's efforts toward achieving environmental sustainability.

in May 2002. A team of key personnel representing various city departments was formed to oversee its implementation and report regularly to the council and the city's corporate management team. The city's development services and public works departments contribute approximately \$5 million annually in operating and capital budgets to fund work identified under the plan.

The first three years of Waterloo's Environmental Strategic Plan have produced significant achievements in sustainable community development, including the following:

- Sustainable buildings: Through solar energy and green rooftop projects, the city is demonstrating options for environmentally responsible energy. It has invested more than \$550,000 to promote the "greening" of city hall and has constructed 10 solar homes at a value of \$3.75 million.
- Brownfield redevelopment: Eighty percent of the city's downtown core, which was once industrial/commercial, has been transformed into retail and residential use. Thirty-five hectares of formerly contaminated land have been remediated, and two treatment systems have been installed to enhance groundwater quality.

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Strategic Leadership and Governance Award

POPULATIONS OF 10,000 TO 49,999

Lewiston, Maine

ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Strategic Municipal Image Campaign.



JAMES A. BENNETT



PHIL NADEAU

For many years, the city of Lewiston, Maine, suffered from a lack of confidence and an impending sense of failure. Where the city was once a thriving industrial giant, home to such businesses as the Bates Manufacturing Company employing more than 5,000 people, its economy declined when Bates closed

in 1992 and the shoe and textile industry all but disappeared. By 2000, there were nearly 1.5 million square feet of vacant mill space, other businesses had closed, and unemployment had reached record highs. In addition, old mill housing had spiraled into disrepair and was abandoned, the crime rate was up, and the perils of poverty and decline gripped the city, strangling pride and optimism out of the community.

Recognizing that the community needed to change its image both internally and externally and believe again in its own potential, Lewiston's elected officials proposed the following strategy:

- Identify current perceptions. The community, in cooperation with its twin city Auburn and their nonprofit economic develop-

ment arm, the Lewiston-Auburn Economic Growth Council (LAEGC), hired a professional consultant firm to survey area perceptions. The firm's report, issued in April 2002, confirmed that nonresidents identified rundown areas, crime, poverty, and unkempt appearance as the community's drawbacks.

- Attack the biggest reinforcement of the negative image. Targeting the highest-profile physical areas that created a negative impression, the city began with the "Lower Lisbon Street" corridor, now known as the Southern Gateway.
- Use the media to help tell the story. Beyond physically driving throughout the community, the second most important way that people acquire impressions of a community is through the media, so the city needed the media to join in the effort.

The results have been amazing! Since 2003, private investment has replaced empty blighted buildings with such enterprises as VIP Auto Parts, which renovated a 1906 vintage building and invested \$1.8 million to build a store like no other; Oxford Networks, which created a \$4,200,000 world-class telecommunication headquarters that is committed to providing fiber-optic availability throughout the area within five years; Andover College, which is completing



Before and after shots of Lewiston's Southern Gateway illustrate the success of the city's public-private partnerships.

its \$400,000 expansion since building its brand-new \$1,200,000 Southern Gateway campus; the Public Theatre, an equity theater that is undergoing a \$4,500,000 planned renovation; a \$6,500,000, 400-car municipal parking garage, whose unique design has been featured in national trade journals; and Northeast Bank, which employs 90 people in its 27,800-square-foot, \$3,500,000 headquarters. And renovations are under way for the Central Business Service Center in the historic Pontiac Building, which will house the chamber of commerce, LAEGC, and the Lewiston Development Corporation.

Long thought of as the "bowery" of Lewiston and made the topic of jokes by residents and the media, the Southern Gateway has benefited from more than \$20 million of private and public sector investment and is now a stellar example of public-private partnerships. The city contributed by providing parking, upgrading the streetscape, buying up existing depressed properties, and providing tax incentives in the form of tax increment financing. By declaring the blighted area a slum through a redevelopment district, the community leveraged the potential of its eminent domain power to purchase the

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Strategic Leadership and Governance Award

POPULATIONS GREATER THAN 50,000

Roseville, California

ICMA's 2006 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Roseville, California, City Manager W. Craig Robinson, and Deputy City Manager Julia M. Burrows for the Community Standards and Visioning Project.



W. CRAIG ROBINSON



JULIA M. BURROWS

The city of Roseville, California, was beset by significant fiscal challenges, especially given the loss of the “utility user’s tax” and the state threatening to take more revenue from cities and counties. Faced with the prospect of shrinking revenue sources, the city staff began to evaluate its

operations and revenues in order to restructure and balance Roseville’s budget while maintaining a fiscally sustainable community with a balanced mix of housing, businesses, and public services.

City staff recognized that this restructuring would affect more than just the “bricks and mortar” of programs and services; it would directly affect the community’s vision for itself. Further, for this restructuring effort and the visioning associated with it to succeed, all sectors of the Roseville community would have to be involved. Thus, the city council initiated the Community Standards and Visioning Project, which brought together residents and businesses to assess city services and programs and provide policy-level recommendations to prioritize what they value in the community.

To ensure community participation, the project conducted formal and informal community surveys,

held public forums, and established the Community Standards and Visioning Committee (CSVC) in June 2003. All residents were encouraged to apply to be on the committee; the city council based selection of the 28 at-large members on written applications and videotaped interviews. Once selected, the committee began in August 2003 using the “Guiding Principles” set forth by the council. A team of five city staff, including the city manager, served as project managers and committee liaisons. Working from a thorough and detailed timeline, the team prepared everything for the committee, from white papers to service-level scenarios with associated budget costs.

Because the aggressive size, scope, and timeline for the project created a demand for additional services and expertise, there was a budget adjustment of \$90,000. This amount was to cover one contract for facilitation services; another contract for logistic and administrative support drafting committee meeting agendas, assembling agenda packets, and preparing meeting minutes; and project expenses such as printing, copying, materials, and supplies.

In addition to countless hours spent reading background information and extensive staff reports on city services, the committee spent much time reviewing the results of a comprehensive citywide survey that was conducted as part of the project. A random sample of 7,461 customers (distributed via e-mail and mail) produced 1,506 responses, while a general sample of 39,000 households generated 1,687 responses.



Roseville's Community Standards and Visioning Committee.

Information extrapolated from the detailed survey provided critical information about the community’s expectations and preferences.

The survey also asked for citizen volunteers for the Citizens Online Advisory Panel (OCAP), whose members provide an ongoing sounding board and communications link with the community. The OCAP also encourages public participation in workshops, and through online surveys, residents can weigh in on a variety of issues to help determine changes in various public services and programs.

The committee’s findings, survey results, and draft recommendations were presented at the CSVC’s public forum. With nearly 100 residents in attendance, the committee gained additional insights into the community’s priorities and preferences, addressed questions from the public, and noted new ideas for incorporation into the final recommendations.

After 11 meetings, the CSVC presented its final report and recommendations to the council in March 2004. Once these were approved by the council, departments began using the recommendations to guide budget priorities, programs, and services. For example, staff had been working on a project to develop an indoor pool for the community until the survey results

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Laguna Hills, California, from page 8

Finally, the city included in its capital improvement program a focus on parks renovation and city trail projects to encourage residents to walk, run, or bike to their destinations within city limits rather than drive.

To expand program and educational opportunities, the campaign has collaborated with several nonprofit entities. Working with Saddleback Memorial Foundation, it developed a children's running program to prepare children for participation in the Saddleback Memorial Medical Center's 5K held every Memorial Day weekend. Children interested in training for the race work with community services staff over eight weeks leading up to the event; the foundation allows those who complete the training to participate in the race for free and also provides a reduced family rate for participants' families to compete with them.

The Get Fit Campaign is evidence that local government can play an important role in addressing obesity and its associated health impacts, that community residents will embrace new and creative ideas to help them reach fitness goals, and that collaborations with hospitals, school districts, and foundations are crucial to the success of any community endeavor. Through the various components of the Get Fit Campaign, Laguna Hills is successfully combating the rising obesity rates of children and teens.

Olathe, Kansas, from page 9

nearly 89 percent of respondents rated the service as good or very good. However, only 59 percent expressed satisfaction with the hours of transportation service, so the city is looking into expanding those hours beyond 7:00 PM. The city is also exploring alternative marketing methods to increase the level of participation in the program among low-income families.

The city of Olathe's vision is "Setting the Standard for Excellence in Public Service." The Work Tax Coupon Program is an excellent example of how Olathe looked "outside the box" when trying to address the need for a low-cost transportation system. This highly replicable program fulfills one of the most basic needs that many Americans take for granted, and by providing the mobility needed to sustain employment, it has added immeasurably to the quality of life for Olathe's low-income and disadvantaged citizens.

Polk County, Florida, from page 10

eligibility; and for individuals covered by the state's Medicaid Share of Cost Program, who are often unable to meet their monthly out-of-pocket expenses to secure preventive and primary health care services and life-sustaining pharmaceuticals.

The annual cost to the plan per enrollee is \$2,156, much less than the industry standard. The plan's unique contracting rate secured \$49,340,366 in services at a reduced cost of \$6,085,395 during fiscal year 2004–2005, which is a substantial cost-efficiency measure for taxpayers. The plan offers a comprehensive benefit package, strives for excellence in quality care and customer service, and can be replicated.

The Polk HealthCare Plan is owned and operated by the Polk County Board of County Commissioners and is monitored monthly by an appointed 11-member Citizens Health Care Oversight Committee, which includes local representatives of the business and health care industries, a senior citizen, a school board representative, and a plan enrollee. The plan's management team meets weekly to monitor plan activities, identify areas of improvement, track outcomes in service delivery, and address community education and awareness strategies.

The Polk HealthCare Plan credits its success to the numerous private-public partnerships in which it participates. The partners include hospitals,

physicians, pharmacies, ambulatory surgery centers, cancer treatment centers, pharmacies, federally qualified health centers, public health units, volunteer clinics, volunteer physician services, faith-based groups, and other governmental agencies. With access to health care services becoming almost a luxury for many Americans, Polk County and its community partners have demonstrated an innovative approach to making Polk County a healthier community.

Sonoma, California, from page 11

The document also contains practical, specific action plans for each goal, which are easily replicable by any small community interested in enhancing its economic development activities.

Two additional relationships developed as a result of the partnership. The first is with the Redwood Empire Small Business Development Center. The partnership pays for a professional business counselor to operate once a week out of the chamber office, giving assistance in marketing, business planning, exporting, and other areas. Since February 2005, the counselor has met with more than 100 different businesses and has appointments scheduled two months in advance.

The second relationship is with the Sonoma Valley Unified School District Adult School, which, with the help of the partnership, sent out a brochure to businesses acquainting them with a program that conducts both on-site training for workers in many skill areas and business start-up trainings for workers needing English-as-a-Second-Language classes.

The partnership's accomplishments have been enormous. In addition to providing direct, hands-on outreach to the business community and a direction for the future, it has produced several documents in both English and Spanish, a *Guide to Green Business Practices*, and Web site materials for the city and the chamber. It has also paid for down-

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Sonoma, California, from page 21

town holiday decorations, a welcome reception for new businesses, a restaurant menu guide for all hotels and bed-and-breakfast inns, and “Shop Sonoma” ads during the holiday season (provided by the local paper free of charge). News from the partnership is included in the bimonthly *Business News*, in a quarterly merchant newsletter, and in an expanded newsletter published in both English and Spanish for businesses in the unincorporated area north of the city—a thriving area of Hispanic entrepreneurs. The cost of the two-year program has been \$81,565—far less than the \$75,000 budgeted for each of the two years.

The success of the partnership has underscored the importance of developing clear goals and objectives; involving the community early in program design; and hiring professional staff to implement the programs. Sonoma is still an important tourist area, but there are fewer downtown vacancies, higher sales and transient occupancy taxes, less terrifying regulations, and a far more positive relationship between the city and its business community. In a short period of time, and without adding an economic development department to the city staff, Sonoma has accomplished the change it sought.

Jackson, Wisconsin, from page 12

needs, the village created a telecommunications utility in November 2003 to address its underserved area; a spin-off of this effort was the creation of a wireless Wi-Fi Internet system. With the town’s cooperation, these services will also be made available to town residents, who currently have no cable, no DSL, and no high-speed Internet.

In 1991, the village of Jackson had joined with two other villages and two cities to create a joint municipal court system. This court system, which operates with one judge and one administrative office, now serves 13 municipalities with a combined

population of 123,865. This system has not only increased local general fund revenues because court costs no longer have to be shared with the county, but also saved massive amounts of overtime spent by officers waiting to appear at the circuit court.

These cooperative efforts—all outgrowths of the Revenue-Sharing Agreement and Cooperative Boundary Plan—demonstrate the ability and willingness of the village of Jackson to work with other municipalities to economically, efficiently, and cooperatively provide a broader range of services, which could not be provided unilaterally, while maintaining its uniqueness and individuality.

Winchester, Virginia, from page 13

resources, a new mental health counseling and support system, services for the disabled, and a Compassionate Pharmacy program. Among the new educational services will be a health services training and educational center, an employment training and vocational education program, and access to postsecondary educational and workforce development opportunities. Also added will be a senior volunteer service; an office of the city’s social services department; more public awareness, education, and outreach programs; and more efficient coordination of service delivery and planning.

When Phase II is complete (targeted April 2008), the campus will consist of four buildings with more than 80,000 square feet, enabling partner agencies to serve more than 20,000 individuals each year. Total cost is expected to be \$11.2 million, with funding from grants, city of Winchester bonds issued by the Economic Development Authority (\$7.67 million), and the federal government.

Our Health is just one way that Winchester is partnering with other public and private organizations to help residents in need while also supporting area nonprofit agencies. Since the beginning, the city has been committed to the Our Health concept and

active in its creation and implementation. And as a by-product of this effort, a once-blighted section of Old Town Winchester has been turned into a beautiful and vibrant area that promotes future redevelopment of buildings surrounding the campus.

Aurora, Colorado, from page 14

commissions, and employment opportunities seeking APA representation.

The partnership has also demonstrated its sustainability through the consistent cultural and educational programs it coordinates, such as the AAFF and the Sixth Annual Aurora Asian Education Awards Program. In 2004, the partnership earned a merit award from the Governor’s Awards for Downtown Excellence for its involvement in the AAFF.

Several factors account for the partnership’s success. First, city officials listened to the needs and desires expressed by its various minority communities, and instead of establishing an agenda, they let the partnership guide the way, empowering its members to shape and refine it into what it is today. Second, the city provided the partnership with the staffing needed to manage organizational details and logistics so that members could make meaningful connections with one another. Third, the enthusiastic participation of local political leaders has given the partnership credibility and distinction and enhanced the city’s image among the APA community. Finally, the partnership has enabled members of Aurora’s APA community to showcase their diverse cultures; this has given them an enormous sense of pride that has, in turn, translated into a similar sense of pride for the city.

Currently, no other APA organization in the state compares in structure, organization, and composition with the partnership. With the city’s support, guidance, and staffing, the partnership has shown that individuals and organizations representing a multitude of countries, languages,

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Aurora, Colorado, from page 22

and cultures can work side by side to improve their community. Now, when discussing how to build relationships with local governments and to encourage community members to reach out to their local governments, many leaders in the Asian communities point to Aurora.

Windsor Heights, Iowa, from page 15

organizes joint advertising efforts and constantly encourages its members to use its logo and advertise their location as Windsor Heights rather than Des Moines. It also provides monthly seminars for businesses at its luncheon.

Overall, efforts to revitalize, redevelop, and market the city represent an investment of more than \$6.5 million. For a community with a general fund operating budget of slightly more than \$2 million, this kind of commitment is monumental. Yet the city has already reaped many financial benefits. For example, tax increment financing (TIF) revenues generated from the commercial developments are outpacing initial estimates at more than 20 percent annually and this year will reach \$1.69 million. The better mix of commercial and residential properties helps to stabilize the tax rate and makes it easier for people to shop and recreate in their home community; the improved aesthetics have increased the area's attraction for pedestrians and shoppers; and the active business community has meant a more reliable and productive revenue stream.

Because Windsor Heights is an older community with older homes, it could easily suffer from neglect and lack of interest and, ultimately, urban decay. However, the city partnered with other area suburbs to create a housing rehabilitation program, and nine houses have been rehabilitated. In addition, its housing market is brisk, with many young families moving into the area.

No longer viewed as a sleepy little town, Windsor Heights is now seen as a thriving, "hip" community with

outstanding dining and shopping opportunities. The city's efforts to create economic opportunity, enhance revenue streams, and promote a positive image for both residents and the surrounding communities will ensure the sustainability and vitality of Windsor Heights far into the future.

Mosman, New South Wales, Australia, from page 16

to adopt stormwater-friendly behaviors. The council and the community have also worked together in forums such as the Balmoral Environment Network.

To fund the CEC, the council imposed a residential rate increase of 5 percent, which the community accepted. Although the CEC is planned to run for just one more year, this levy will be collected until 2012 so as to limit the year-to-year financial burden on ratepayers while allowing the council to take advantage of economies of scale with staff employment and project management. Over this 12-year period, the council expects to raise more than A\$7 million.

Mosman Council was one of the first councils in the Sydney area to introduce a levy to raise funds specifically for environmental improvement projects. Because the council is using ratepayers' money on the CEC, it must be accountable to the community. Therefore, no money raised through the levy can be applied to the council's recurrent budget. Moreover, the council visits CEC sites regularly and keeps in touch with residents through e-mail, letters, and its Web site to explain what improvements the CEC projects are making.

Since the CEC was introduced, the council has developed its first comprehensive environmental management plan, which includes guidelines for tendering, purchasing, environmental impact assessment, and report writing. This plan has enabled the council to improve its sustainable management of the local environment, increase stakeholder participation in natural resource management,

obtain grant funding from other levels of government, and thus invest significantly in local management without straining its budget. And these successes have enabled the council to expand the scope of CEC projects, boost its environmental achievements, and educate the community about local resource management.

Now in its sixth year, the CEC clearly demonstrates how a local authority and its residents can work together in an innovative way to balance the community's environmental, economic, social, and cultural needs.

Aurora, Colorado, from page 17

Preservation Family Grant. And each year, despite decreases in the city's federal grant entitlements and Aurora's lack of general fund revenues, Home of Our Own manages to secure more funding to assist more families.

Staff attribute the program's continual ability to obtain funding to its ever-increasing popularity, coupled with its 95 percent success rate and low administrative cost. Other external factors, such as Aurora's surplus rental housing market, high foreclosure rate, and desirable climate, have also established the program as a high priority. But perhaps the greatest mark of accomplishment has been the program's impact on children: no longer exposed to crime- and drug-infested motel environments, child participants now enjoy a stable environment within the same home, the same school, and the same community.

By creatively addressing some of Aurora's homeless transitional housing needs in a low-cost way that other communities could easily replicate, Home of Our Own has dramatically improved the lives of its clients and proven itself to be a win-win program for Aurora and its residents.

- Trails master plan: Beyond the economic advantages of increased tourism and recreational activities, an expanded network of trails supports a more dense urban form and a smaller urban footprint as well as providing a way to promote environmental education and awareness.
- Watershed monitoring and environmental lands acquisition strategy: The city has purchased more than 140 hectares of mature woodland. Under its Urban Forestry and Laurel Creek Watershed Monitoring Program, the lands will be protected over the long term through public ownership and management. Approximately 26 percent of Waterloo's entire land base is being maintained as greenspace, which enhances property value.
- Transportation initiatives: As part of its effort to demonstrate ways to reduce pollution and provide fuel-efficient alternatives, the city requires biodiesel to be used in all off-road diesel-equipped vehicles, and it is applying traffic demand management concepts. Other initiatives have included an anti-idling campaign, hybrid cars, and smart-car parking.
- Urban intensification policies: To achieve better air quality, reduce automotive/energy use, lessen pressure on greenfield lands, and increase live/work opportunities, city policies and rezoning regulations require intensification while minimizing the impacts on adjacent residential neighborhoods. Eight hundred new apartment units have been constructed in targeted areas, and another 800 are being planned.

Waterloo's achievements have largely been due to the city's willingness to take a leadership role in consolidating the desires of the community into a plan and establishing a timeline by which to establish priorities, measure progress, and keep the

community motivated. Beyond that, the involvement of participants from all sectors of the community was crucial in scoping the environmental initiatives and promoting buy-in. Finally, the plan provided a vehicle for collaboration among various disparate groups and enabled the city to harness the talents of the community.

Because of the Environmental Strategic Plan, the city of Waterloo has received the Canadian Association of Municipal Administrators' Award for Environmental Excellence and has been endorsed by Ontario's minister of the environment. Such recognition has helped the city demonstrate the value of municipally based environmental efforts for all concerned.

Lewiston, Maine, from page 19

properties at a price that generously exceeded the fair market value of the sellers. Today, pigeons, prostitution, and drug dealing no longer characterize Lower Lisbon Street. Instead, it's where people want to be and do business—truly a key aspect of a community that is "setting the pace" statewide.

The successes in its Southern Gateway exemplify Lewiston's renaissance. In the past few years, more than \$297 million in public-private sector money has been invested in the city, making it the most successful economic development community in Maine within that period of time. Such investment includes the Gendron Business Park, with four buildings either completed or under construction, and an 850,000-square-foot Wal-Mart distribution center, with more than 500 well-paying jobs—the largest economic development project in Lewiston within the last 30 years. And TD Banknorth plans a \$7 million expansion at the Bates Mill Complex—once a vacant mill site and now a diversified business spot.

Lewiston is now considered the safest of Maine's four largest cities, with a 24 percent crime rate decline in just the last three years. Youth in particular are reaping the benefits:

the Lewiston Youth Advisory Council facilitated the nomination of Lewiston as a 2006 All-America City.

The changes have brought numerous awards and recognitions. In 2005, the Maine Development Foundation bestowed on Lewiston and Auburn its Champions for Economic Development Award; the Maine State Chamber of Commerce, lauding the economic partnership that has produced impressive growth, gave the two cities its President's Award, and Governor John Baldacci praised them in his State-of-the-State address as the epitome of collaboration and effective partnerships; *Inc. Magazine* cited Lewiston as one of the top 50 cities in America to do business; and the Paralyzed Veterans of America selected Lewiston as the "Most Patriotic City."

Lewiston had to make a conscious, active decision not to remain stagnant. It is now a city no longer beset by self doubt. Lewiston's enhanced statewide reputation, growth, and economic development leadership are well documented, the community is confident of continued success, and its citizens will never again settle for an image any less than one of excellence.

Roseville, California, from page 20

indicated that such a facility was the lowest priority. However, police and fire services ranked at the top of the priority list, so more police officers were approved for and hired in the next budget. Another outcome was a creative solution to lease a building for a temporary fire station facility and meet an immediate need for better response times. A follow-up report on implementation of the CSVSC recommendations was compiled and distributed in September 2005.

Several key components were critical to the project's success:

- Complete commitment of the entire city of Roseville organization, from the city council down to each department

(Continued on page 25)

Roseville, California, from page 24

- Recognition that a successful visioning project must have citizen participation
- A clear and concise time frame for completion, clear definitions of the issues to be addressed, and clear expectations as provided in the city council's Guiding Principles
- A qualified, experienced, and dedicated facilitator to help deal with controversial issues

- Allocation of resources and staff with the necessary skills
- Detailed, yet succinct information provided to committee members in a timely manner to facilitate well-informed decisions
- Belief that with extensive orientation and education, those community residents selected to serve on the committee would gain the necessary working understanding of the city's operations, mission, vision, and values to be quali-

fied to make realistic and feasible decisions in the best interest of the community.

The Community Standards and Visioning Project provided a strategic direction for the city of Roseville and was so successful that the model has already been used for other issues, such as growth management.



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