

2005 ICMA ANNUAL AWARDS

*Celebrating the Difference Professional
Local Government Management Makes*

Presented at the 91st Annual
Conference of the International
City/County Management
Association, September 2005



Booklet sponsored by





Publication of ICMA's 2005 Annual Awards commemorative booklet was made possible through the generous contribution of ICMA Corporate Partner St. Paul Travelers (see booklet back cover).



The St. Paul Travelers congratulates all of this year's award recipients.

This awards booklet was developed by:

Jane Cotnoir

Writer/Senior Editor

Kathleen Karas

Managing Editor

Will Kemp

Design and Production

Charles Mountain

Design and Production

Alison Miller Richards

Annual Awards Program Coordinator

A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at ICMA's 91st Annual Conference:

Jeffrey J. Broughton, City Manager, Bristol, Tennessee

Daryl J. Delabbio, County Administrator/Controller, Kent County, Michigan (Chairman, 2004–2005)

Simon Farbrother, City Manager, Waterloo, Ontario, Canada

Douglas E. Gerber, City Administrator, Beloit, Kansas

Stephen W. Raper, City Manager, Rocky Mount, North Carolina

Brian J. Valentino, President, Patriot Consulting Group, Inc., Long Beach, New Jersey

Michael Willis, General Manager, Blue Mountains City Council, NSW, Australia

2005 ICMA ANNUAL AWARD RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Kurt F. Kimball, City Manager, Grand Rapids, Michigan

Other Nominees:

Martin H. Berliner, Town Manager, Mansfield, Connecticut
Michael W. Burns, City Manager, Indian Hill, Ohio
Richard E. Cotton, City Administrator, Clemson, South Carolina
Danny O. Crew, City Manager, Miami Gardens, Florida
Paul Eckert, City Manager, Sioux City, Iowa
Douglas E. Freeman, City Manager, Princeton, West Virginia
David T. Harden, City Manager, Delray Beach, Florida
J. Brent McFall, City Manager, Westminster, Colorado
Charles McNeely, City Manager, Reno, Nevada
John L. Pape, Village Administrator, Angel Fire, New Mexico
Bruce Romer, Chief Administrative Officer, Montgomery County, Maryland
Robert P. (Sherman) Yehl, President/CEO/GM, The Woodlands Community Service Corporation, Texas

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

Daniel W. Fitzpatrick, City Manager, Peekskill, New York

Other Nominees:

Eric Anderson, City Manager, Des Moines, Iowa
Steven C. Husemann, City Manager, Kettering, Ohio

Michael W. Morgan, City Manager, Kearney, Nebraska

In-Service Training Award in Memory of Clarence E. Ridley

Edwin Daley, City Manager, Winchester, Virginia

Other Nominees:

Larry D. Gilley, City Manager, Abilene, Texas
Jeffrey L. Miller, City Manager, Tamarac, Florida
Kenneth R. Pulskamp, City Manager, Santa Clarita, California
Lane B. Ramsey, County Administrator, Chesterfield County, Virginia
Ronald W. Stock, City Manager, Leesburg, Florida
Karen N. Weaver, City Manager, Philippi, West Virginia

International Award in Memory of Orin F. Nolting

Craig G. Kocian, City Manager, Arvada, Colorado

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

Brenda Sedlacek, Assistant City Administrator, La Vista, Nebraska

Academic Award in Memory of Stephen B. Sweeney

Marc Holzer, Professor and Chair of the Graduate Department of Public Administration, Rutgers University, Newark, New Jersey

Other Nominees:

Douglas J. Watson, Professor and Director, Master of Public Affairs, University of Texas at Dallas

PROGRAM EXCELLENCE AWARDS

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations less than 10,000)

Giles Health and Family Center—Pearisburg, Virginia, and Kenneth F. Vittum, Town Manager

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations 10,000 to 49,999)

Parks and Recreation Therapeutics Program—Charlottesville, Virginia, and Gary O'Connell, City Manager

Award for Programs for the Disadvantaged in Memory of Carolyn Keane (populations 50,000 and greater)

Firefighters Shots for Tots Program—Aurora, Colorado, and Ronald S. Miller, City Manager

Other Nominated Programs:

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

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations less than 10,000)

Hurricane Preparedness Program—Sanibel, Florida, and Judith Ann Zimomra, City Manager

Other Nominated Programs:

Community Policing: A Philosophy, Not a Program—Suwanee, Georgia, and Hardin Watkins, City Manager

(Continued on page 2)

(Continued from page 1)

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations 10,000 to 49,999)

Model Emergency Management

Program—Tarpon Springs, Florida, and Ellen S. Posivach, City Manager

Public Safety Program Excellence Award in Memory of William H. Hansell, Sr., and Alice Hansell (populations 50,000 and greater)

Cardiac Alert Program—Aurora, Colorado, and Ronald S. Miller, City Manager

Other Nominated Programs:

Anti-Cruising Program—Westminster, Colorado, and J. Brent McFall, City Manager

Capitol Region Emergency Planning Committee—Hartford, Connecticut, and Lee Erdmann, Chief Operating Officer, and Barry Feldman, Town Manager, West Hartford

Fire and Rescue Service—Montgomery County, Maryland, and Bruce Romer, Chief Administrative Officer

Jail Diversion Program—Dubuque, Iowa, and Michael C. Van Milligen, City Manager

Weed and Seed—Aurora, Colorado, and Ronald S. Miller, City Manager

Program Excellence Award for Citizen Involvement (populations less than 10,000)

Public Water System—Maize, Kansas, and Carol A. Bloodworth, retired City Administrator

Other Nominated Programs:

Citizen-Driven Successes—Suwanee, Georgia, and Hardin Watkins, City Manager

Program Excellence Award for Citizen Involvement (populations 10,000 to 49,999)

Bicentennial Plan—Kent, Ohio, and Charles V. Bowman, Community Development Director, and former City Manager Lewis J. Steinbrecher, City Administrator, Moline, Illinois

Neighborhood Action Team—

Loveland, Ohio, and Fred Enderle, City Manager, and Tom Carroll, Assistant City Manager

Other Nominated Programs:

Learning Community Program—Clayton, Ohio, and David W. Rowlands, City Manager

Program Excellence Award for Citizen Involvement (populations 50,000 and greater)

Community Building and

Neighborhood Planning Program—

San Antonio, Texas, and J. Rolando Bono, City Manager, and Alexander E. Briseño, retired City Manager

Other Nominated Programs:

Citizens' Emergency Preparedness Program—Washington County, Maryland, and Rodney M. Shoop, County Administrator

Citizens Institute—Reno, Nevada, and Charles McNeely, City Manager

Community Facilitation—Olathe, Kansas, and J. Michael Wilkes, City Manager

Comprehensive Plan—Abilene, Texas, and Larry D. Gilley, City Manager

In Partnership with Businesses—Aurora, Colorado, and Ronald S. Miller, City Manager

Learn About Aurora—Aurora, Colorado, and Ronald S. Miller, City Manager

Neighborhood Justice Center—Clark County, Nevada, and Thomas F. Reilly, County Manager

Neighborhood Strategic Initiatives—Clearwater, Florida, and William B. Horne, City Manager

Partners Building Community—Kalamazoo, Michigan, and Pasquale (Pat) DiGiovanni, City Manager

Recreational Shooting Park—Clark County, Nevada, and Thomas F. Reilly, County Manager

Program Excellence Award for Innovations in Local Government Management (populations less than 10,000)

Street Improvement Program—Beloit, Kansas, and Doug Gerber, City Administrator

Program Excellence Award for Innovations in Local Government Management (populations 10,000 to 49,999)

Claremont Custody Center—Coalinga, California, and Richard N. Warne, City Manager

Other Nominated Programs:

Affordable Housing Program—Highland Park, Illinois, and David M. Limardi, City Manager

“Bridging the Gaps” through Organizational Development—Friendswood, Texas, and Ronald E. Cox, City Manager

Business Psychology 101—Troy, Ohio, and David E. Anderson, Director of Public Service and Safety

The Environmental Mediation Program—Upper Arlington, Ohio, and Virginia L. Barney, City Manager

The Internship Program—Beverly Hills, California, and Roderick J. Wood, City Manager, and Anton

Dahlerbruch, Deputy City Manager

Parks PDA Program—Portage, Michigan, and Michael L. Stampfler, City Manager

Public Service/Reserve Fund Sales Tax—Yukon, Oklahoma, and James D. Crosby, City Manager, and Tim L. Rundel, Administrative Officer

Water Conservation Program—Alamogordo, New Mexico, and Pat J. McCourt, City Manager, and Matt J. McNeile, Assistant City Manager

Program Excellence Award for Innovations in Local Government Management (populations 50,000 and greater)

Managing the Rising Cost of Health

Care—Roanoke, Virginia, and Darlene L. Burcham, City Manager

Other Nominated Programs:

Affordable Showcase of Homes—San Antonio, Texas, and J. Rolando Bono, City Manager, and Frances A. Gonzalez, Assistant City Manager

Coroner's Office Unidentified Decedents' Web Site—Clark County, Nevada, and Thomas F. Reilly, County Manager

Enhanced Development Review—Aurora, Colorado, and Ronald S. Miller, City Manager

E-OneStop: Online Permit Services—Sunnyvale, California, and Amy Chan, City Manager

GovMax—Sarasota County, Florida, and James L. Ley, County Administrator

Integrated Benefits Processing and Self-Service Technology—Montgomery County, Maryland, and Bruce Romer, Chief Administrative Officer

Maintenance Management System & Continuous Process Improvement—Reno, Nevada, and Charles McNeely, City Manager

One Stop Development Center—San Antonio, Texas, and J. Rolando Bono, City Manager, and Christopher J. Brady, Assistant City Manager

Volunteer Restitution Program—San Antonio, Texas, and J. Rolando Bono, City Manager, and Christopher J. Brady, Assistant City Manager

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation (populations less than 10,000)

City of Dowagiac, Michigan—Dowagiac, Michigan, and William Nelson, City Manager

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation (populations 10,000 to 49,999)

Kid's Town Program with Homework Club and Fun Zone—Aliso Viejo, California, and David J. Norman, City Manager

Joint Sales Tax Self-Collection Program—Parker, Colorado, and Aden Hogan Jr., Town Administrator, and Castle Rock, Colorado, and Mark Stevens, Town Manager

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation (populations 50,000 and greater)

eCityGov Alliance—Bellevue, Washington, and Steve Sarkozy, City Manager; Bothell, Washington, and Robert Stowe, City Manager, and James Thompson, former City Manager; Issaquah, Washington, and Leon Kos, City Administrator; Kenmore, Washington, and Steve Anderson, City Manager; Kirkland, Washington, and David Ramsay, City Manager; Mercer Island, Washington, and Rich Conrad, City Manager; Snoqualmie, Washington, and Robert Larson, City Administrator; Sammamish, Washington, and Ben Yazici, City Manager; and Woodinville, Washington, and Donald Rose, City Manager

Other Nominated Programs:

America's River at the Port of Dubuque—Dubuque, Iowa, and Michael C. Van Milligen, City Manager

Arena District/Eastside Community Plan—San Antonio, Texas, and J. Rolando Bono, City Manager; Bexar County, Texas, and Nelson W. Wolff, County Judge; and San Antonio—Bexar County Metropolitan Planning Organization, JoAnne Walsh, Administrator

Conesus Lake Watershed Council—Livingston County, New York, and Dominic F. Mazza, County Administrator

Crime Lab Consolidation—Kalamazoo, Michigan, and Pasquale (Pat) DiGiovanni, City Manager

Innovative Partnerships with School Districts for Economic Development and Education Funding—Oak Park, Illinois, and Carl R. Swenson Jr., Village Manager

Intergovernmental Relations—Westminster, Colorado, and J. Brent McFall, City Manager

Joint Health Insurance Project—College Station, Texas, and Thomas E. Brymer, City Manager; Bryan, Texas, and Mary K. Moore, City Manager

Joint NPDES Stormwater Permit—Reno, Nevada, and Charles McNeely, City Manager; Washoe County, Nevada, and Katy I. Singlaub, County Manager; and Sparks, Nevada, and Shaun D. Carey, City Manager

MAPS for Kids—Oklahoma City, Oklahoma, and James D. Couch, City Manager

NASA Aero Institute in Palmdale—Palmdale, California, and Robert W. Toone Jr., City Manager

Natural Gas Procurement Consortium—Capital Region Council of Governments, Connecticut, and Bonnie L. Therrien, Town Manager, Wethersfield; Barry M. Feldman, Town Manager, West Hartford; and Steven R. Werbnier, General Manager, Manchester

Peel Children's Water Festival—Region of Peel, Ontario, Canada, and Roger J. Maloney, Chief Administrative Officer

Planning Partnership—Hamilton County, Ohio, and David J. Krings, former County Administrator; Peter Hames, Senior Executive Assistant County Administrator; and Eric S. Stuckey, Assistant County Administrator

Veterans Salute—Aurora, Colorado, and Ronald S. Miller, City Manager

Wetlands Park—Clark County, Nevada, and Thomas F. Reilly, County Manager

Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships (populations 10,000 to 49,999)

Artist Relocation Program—Paducah, Kentucky, and James W. Zumwalt, City Manager

Other Nominated Programs:

Home Acquisition and Rehabilitation Program—Round Lake Beach, Illinois, and David J. Kilbane, Village Administrator

Immunex Corporation Sewer Project—Coventry, Rhode Island, and Francis A. Frobels, Town Manager

Our Health, Inc.—Winchester, Virginia, and Edwin Daley, City Manager

Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships (populations 50,000 and greater)

Golden Valley Project—Santa Clarita, California, and Kenneth R. Pulskamp, City Manager

Other Nominated Programs:

Brownfield Redevelopment—Kalamazoo, Michigan, and Pasquale (Pat) DiGiovanni, City Manager

Community Revitalization Initiative Strategic Plan—Hamilton County, Ohio, and David J. Krings, former County Administrator, and Peter Hames, Senior Executive Assistant County Administrator

Cooperative Savings through Public-Private Partnership—Tyler, Texas, and Robert M. Turner, City Manager, and Mark L. McDaniel, Deputy City Manager

Downtown Casinos Partner for Whitewater Project Loan—Reno, Nevada, and Charles McNeely, City Manager

Frisco Sports Complex—Frisco, Texas, and George A. Purefoy, City Manager

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

Project Coordination Program—Sarasota, Florida, and Michael A. McNees, City Manager

Project HOPE—San Antonio, Texas, and J. Rolando Bono, City Manager; Frances A. Gonzalez, Assistant City Manager; and Dennis J. Campa, Director, Community Initiatives

Rocky Ford High Line Lease for Municipal Drought Recovery—Aurora, Colorado, and Ronald S. Miller, City Manager

Tallyn's Reach Municipal Services Center—Aurora, Colorado, and Ronald S. Miller, City Manager

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



KURT F. KIMBALL

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for 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 have a minimum of ten years of executive, senior-level service to the profession. This year, ICMA presents the Mark E. Keane Award to Kurt F. Kimball, city manager of Grand Rapids, Michigan.

Kurt Kimball is the longest-serving city manager in Grand Rapids's history—18 years and still going strong! One of the significant benefits of his long tenure is that this dynamic city of nearly 200,000 people has enjoyed continuity in leadership, which has bolstered long-term planning efforts.

Mr. Kimball's accomplishments can be seen on many levels. First, he knows how to empower local elected officials to get things done. John H. Logie, the city's longest-serving mayor, states, "Kurt Kimball did not become our longest-serving city manager by being passive about helping the elected officials do their jobs while respecting the roles of policy makers and staff, much less by being passive about finding solutions to old and new problems. He has stayed this long by actively embracing the best of our democratic traditions, and understanding perfectly where he fits in."

Second, his managerial skills have been invaluable in the area of intergovernmental cooperation. As a principal architect of the Grand Valley Metropolitan Council—a 15-year-old council of governments that sets the standard for cooperation in the state of Michigan—Mr. Kimball has served on the council's executive committee since its inception. He was also instrumental in the establishment of "REGIS"—a regional geographic information system in West Michigan; one of the first of such multijurisdictional systems in the country, this collabora-

tive effort now includes 15 member cities, townships, and counties.

Third, he helped create an environment for regional success through the establishment of the Interurban Transit Partnership, West Michigan Strategic Alliance, Urban Redevelopment Council, Utility Advisory Board Regional Water and Sewer Partnership, Grand Valley Biosolids Authority, and Kent County/Grand Rapids Convention/Arena Authority. Private, public, and institutional investment in downtown Grand Rapids over Mr. Kimball's tenure has approached \$2 billion, and there are nearly \$600 million in planned investments.

Fourth, Mr. Kimball made his employees more team oriented and customer focused, using total quality management and sustainability concepts and principles. One outgrowth of this work was the establishment of "City University"—an organization-wide continuous learning vehicle that has several schools, each headed by a deputy or assistant city manager who serves as dean. Mr. Kimball serves as "Chancellor of the Board of Regents of the University."

Mr. Kimball has also reengineered the city's service delivery mechanisms. After working with the police chief to implement community-oriented policing, he implemented "community-oriented government," in which police captains work with neighborhood stakeholders, administrative generalists, and city staff

to address neighborhood issues and service needs. Citizens report an improvement in service delivery and customer satisfaction and have realized a greater voice in establishing city government priorities.

Fifth, Kurt Kimball has exercised effective leadership in numerous organizations. He has been a trustee of the Michigan Municipal League, winning a Special Award of Merit in 2004. He has served on a variety of ICMA committees, including the Council-Manager Recognition Task Force. While president of the Michigan City Management Association (MCMA), he led a successful campaign to pass state legislation to ensure the legality of employment agreements for city managers in Michigan. Until recently, he chaired the Ethics Committee of MCMA.

Sixth, Mr. Kimball has been a strong proponent of the council-manager form of government. Grand Rapids is one of the oldest and most effective council-manager cities in the country. In 2002, the city's form of government was challenged. Largely because of the example Mr. Kimball has set as city manager and because of his concerted efforts to promote the council-manager plan, the ballot proposal that would have established a full-time mayor was ultimately defeated by a 2-1 margin. Mr. Kimball was the only city manager invited to speak at a United States-United Kingdom Center for Local Government Symposium in London, England, where he extolled the virtues of the council-manager form of government.

Mr. Kimball has served the profession and Grand Rapids for his entire career of over 31 years. Anyone who has had the pleasure of knowing and working with him can attest to his lifelong passion for public service and commitment to excellence. ■

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



DANIEL W. FITZPATRICK

Each year, ICMA presents the Award for Career Development to a Corporate Member who has made a significant contribution to the 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. This year, ICMA presents the Career Development Award to Daniel W. Fitzpatrick, city manager of Peekskill, New York.

For 22 years as a city manager, Dan Fitzpatrick has contributed significantly to the development of both new and mature local government management professionals. While city manager of Oak Park, Michigan, he hired four assistants to the city manager; three are currently ICMA members and all are local government management professionals. In 2003, Jim Hock, his assistant city manager and successor in Oak Park, received ICMA's Assistant Excellence in Leadership Award. Even his daughter Laura, assistant to the city manager in Troy, Michigan, has benefited from his commitment to the development of new talent in the field.

Those who have worked with Mr. Fitzpatrick attribute his great success to his management style. He takes the time to mentor his colleagues, imparting valuable insights gained from his years of experience. At the retirement party for Oak Park recreation director Al Urpsis, the honoree thanked Mr. Fitzpatrick for "always letting me take the ball and run with it." Mike Overton, city manager of Grosse Pointe, Michigan, said, "Dan expects much of his people, he holds them accountable, but unlike many managers, he also works diligently to ensure that his people, especially his protégés, have the tools and resources to accomplish the task he set before them. Dan has great faith in those he mentors and demonstrates it by empowering them to speak freely and make significant decisions, yet he is always avail-

able for consultation. I learned much from his tutelage and find myself passing along some of his wisdom to a protégé of my own! What better testament than emulation."

In addition to developing city management generalists, Mr. Fitzpatrick has recruited and supported talent in the ranks of department heads. As Bill Bohlen, public works director in Lincoln Park, Michigan, said of Mr. Fitzpatrick's role in his professional development, "My working relationship with Dan began when I was union president and working with him on labor relations issues. Dan always had an interest in employees that return to college after being established in their careers. Dan once said to me, 'Individuals who go back to school after age 30 or get braces after age 30 get my utmost respect because it takes courage and perseverance to do both.' This and similar conversations inspired me to complete my bachelor degree and pursue a master of public administration. His words of wisdom paid off for me as I moved from a laborer in the public works department to the department director in the eight years I was with Oak Park."

Throughout his career, Mr. Fitzpatrick has made outstanding contributions to the education of new talent in the field. In 1980 he served as an adjunct instructor in the Marist College MPA Program in Poughkeepsie, New York. As an instructor for the ICMA Training

Institute from 1979 to 1996, he established citizen relations programs later used as examples in the ICMA training package *Citizen as Customer*. He was appointed by the ICMA Executive Board to the 1991-1993 Task Force on Continuing Education and Professional Development and served as a reviewer and adviser on two ICMA Green Books. He also served as mentor for the only ICMA University Certificate-in-Management Program graduate, Walter J. Bobkiewicz, now city manager of Santa Paula, California. He was selected by the University of Kansas and ICMA as a practitioner participant for the 2002 Hansell Symposium on Management and the American City in Lawrence, Kansas. And in 2004 Mr. Fitzpatrick was appointed to the ICMA Credentialing Advisory Board.

Mr. Fitzpatrick earned his 25-Year Service Award in 2001 and was honored by ICMA with the Award for Excellence in Honor of Mark E. Keane in 1990, the Program Excellence Award for Intergovernmental Cooperation in 1998, the Program Excellence Award for Innovations in Local Government Management in 2001, and the Award for Programs for the Disadvantaged in Memory of Carolyn Keane in 2003. In 2002 he became a Certified Quality Manager through the American Society for Quality. In March 2004, the National Academy of Public Administration and the American Society for Public Administration presented Fitzpatrick with the prestigious National Public Service Award, which recognizes individuals who have made a difference in public administration for a sustained length of time. His continuous pursuit of excellence and commitment to his own professional development inspire those around him to follow suit. ■

In-Service Training Award in Memory of Clarence E. Ridley



EDWIN DALEY

ICMA's In-Service Training Award is presented to the administrator or administrators who have developed and implemented highly effective in-service training programs for local government employees. The award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year, ICMA presents the award to Edwin Daley, city manager of Winchester, Virginia.

Throughout his local government career, which spans nearly three decades and four states, Ed Daley has been an advocate for municipal workers and their continued development. As city manager of Winchester, Virginia, he has designed and implemented a training program to help city employees grow professionally while meeting the needs of the public in a customer-friendly fashion.

In 1986, when Mr. Daley was hired, he began scheduling "Department Head Advances"—two-day work sessions of brainstorming and policy and procedure discussions for department heads. Three years later, the city added "City Council Advances." These sessions enable council members to get to know each other better, learn ways to improve their teamwork, discuss pressing issues, and plan for the city's future in a stress-free atmosphere that allows for open communication.

Also initiated in 1986, on each Secretary's Day all support personnel are treated to a catered breakfast and lunch during a fun training program designed especially for their personal and professional development. They are given the afternoon off with pay while department heads perform the responsibilities of their administrative staff. A similar program was soon created for front-line field workers.

In 1993 the city put together a training program with key workshops: New Employee Orientation, Valuing Diversity, Quality Customer Service, and Preventing Workplace Violence.

A session on ethics and another on the city's safety manual were added in 2001, and three more were added in 2004. Today, all employees must attend the nine development training sessions during their first two years of employment and whenever a new training class is added. The courses are held during working hours.

In 1991 the city began offering a workplace literacy program that provides classroom instruction on three levels for employees with less than a high school education. Enrollment is voluntary and confidential. Winchester also partners with Lord Fairfax Community College (LFCC) to offer educational classes to assist employees with their daily routines and help them work more efficiently.

Another component in the training program is an Education Incentive Plan, which offers an annual bonus of up to \$1,500 for higher educational course work beyond what the position requires. The city also provides tuition assistance toward further training or education and reimburses employees who successfully complete classes in their field.

In 1990 Winchester partnered with LFCC to conduct a three-month comprehensive training process called "Total Quality Management." This program brought together public and private sectors to learn how to solve problems and work on projects using the Deming team approach. In 2005 the city initiated the Leadership Discussion Club, in which supervisors meet twice a month to discuss

the principles and theories of quality leadership. Many staff also attend the week-long LEAD program at University of Virginia's Institute of Government.

In 2001, the city established the EXCELL Academy, a year-long educational program of internally conducted seminars that address city and regional policies, budget and purchasing procedures, and philosophies critical to the successful functioning of current management-level personnel, as well as future organizational leaders. The seminars are augmented by three college-level courses conducted in partnership with LFCC and designed to provide skills essential in today's organizational environment. Up to 25 students are selected for the academy each year. The students take one class each semester; after successfully completing each class, they receive college credit for three courses from LFCC. They must also take a field day with a city department with which they are unfamiliar so they can learn how other city departments operate. Several times a year, a motivational speaker or a proven organizational leader is invited to speak to the academy. Finally, the class chooses a community service project and works on it together. More than 75 city employees have completed the academy, as have employees from other public entities, such as the Winchester Public School Board Office and the regional jail. The new friendships they forged and the contacts they made in different city departments have enabled them to provide better customer service to Winchester citizens.

Under Mr. Daley's leadership, Winchester is committed to continuing education and employee development, not just for improved customer service but, most importantly, for the betterment of the employees. ■

International Award in Memory of Orin F. Nolting



CRAIG G. KOCIAN

ICMA's International Award, established in memory of Orin F. Nolting, recognizes a local government and its chief administrator for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, sister-city activities, or educational/cultural activities with another country; or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The recipient of this year's International Award is Craig G. Kocian, city manager of Arvada, Colorado.

Craig G. Kocian, city manager of Arvada, Colorado (pop. 103,000), is committed to municipal government's role in building a complete community. Immediately following September 11, 2001, he led the community in conversations about Arvada's place in building a worldwide community, stressing how every city employee and resident, by conscientiously creating opportunities, can see the results of their efforts flourish and spread in extraordinary ways.

In keeping with this vision, Arvada Sister Cities International, a city-created nonprofit corporation, looked at how it might become more involved in building a better understanding of the Islamic world. On August 5, 2002, with Mr. Kocian's encouragement, the Arvada city council unanimously approved a resolution authorizing that a protocol be developed to establish a sister-city relationship with Kyzylorda, a city of approximately 200,000 residents in western Kazakhstan. In September, Sister Cities International (SCI) awarded approximately \$40,000 to each of four sister-city communities to support emergency preparedness programs with their counterparts in Islamic regions. Among the participating sister-city communities were Arvada and Kyzylorda.

Arvada's program was structured around four reciprocal visits of emergency preparedness teams

from Arvada and Kyzylorda. During Exchange One, in fall 2002, the two cities formalized their sister-city relationship at a community signing ceremony in Kyzylorda. While there, the emergency preparedness team conducted training in the Citizen Emergency Response Team and Incident Command System models of crisis management. This involved the medical, law enforcement, educational, fire and rescue, and governmental sectors of the city in a two-day training program, using materials that Arvada volunteers translated into Russian. Forty Kyzylorda professionals were trained to become trainers for the second phase of the exchange, when they would in turn train a group of 200 students and citizens.

The second exchange occurred in March 2003, when officials from Kyzylorda visited Arvada. A citywide concert was held to raise money for children around the world who are still threatened with the active polio-virus. The delegation then attended the National League of Cities Congress of Cities in Washington, D.C., where presentations on the project were made to the Federal Emergency Management Agency, the Department of State, the Embassy of Kazakhstan, and SCI.

Exchange Three occurred in July 2003, when three Kazak guests visited Arvada and then attended SCI's annual meeting in St. Louis, Missouri.

Three conference sessions focused on the lessons being learned from the two cities' emergency preparedness training partnership.

The purpose of Exchange Four, in fall 2003, was to wrap up and evaluate the program. While in Kyzylorda, the Arvada delegation presented the city with a defibrillator and spent a lot of time visiting medical facilities and learning about its sister-city's urgent needs. With clean but sparsely equipped space, the medical community has found it difficult to provide both the level of medical technology for which they are trained and the level of service to which they aspire.

Although the State Department portion of the grant is completed, the delegation's visit to Kyzylorda's medical facilities has led to a new chapter in this sister-city relationship: in November 2003, a community-based partnership, which involves Arvada Sister Cities International, the Arvada Chamber of Commerce, the Arvada Sunrise Rotary and Almaty (Kazakhstan) Rotary Clubs, Project C.U.R.E., and churches, businesses, and civic clubs in the city, began raising money to ship refurbished and surplus medical supplies to Kyzylorda. By summer 2005, \$38,000 had been raised, and with matching funds from the Rotary International's Foundation, the donations to date have purchased approximately \$2 million worth of medical supplies and equipment that have been shipped to the Kyzylorda medical community.

Mr. Kocian's encouragement, support, advocacy, and involvement in the emergency preparedness training and the community partnership that is sending medical supplies to Kyzylorda have been key to their success. His efforts to further international understanding are an inspiration to everyone who knows him. ■

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



BRENDA SEDLACEK

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 to a chief local government administrator or department head. This year's recipient of the Assistant Excellence in Leadership Award is Brenda Sedlacek, assistant city administrator of La Vista, Nebraska.

The mayor and city council of La Vista, Nebraska, envisioned a community that embraces a progressive plan for future growth while maintaining a safe and family-oriented culture, a community whose solid infrastructure and convenient location will attract and retain diverse businesses and highly skilled residents, a community that is better by design. Brenda Sedlacek has played an integral role making this vision a reality.

Ms. Sedlacek grew up in Hanover, Kansas, where her family was in the furniture business. Upon graduating from Kansas State University in 1993 with a master of regional and community planning degree, she was hired by the city of Concordia, Kansas (pop. 6,000), where she worked as director of community development and assistant to the city manager until 1997. She was well-suited to this position: her rural background helped her relate to the independent nature of a small community and to citizens' desires to maintain local control of their town; her family's business gave her an appreciation for entrepreneurship and a realization that solutions to problems come only from hard work and determination.

In the summer of 1997, Ms. Sedlacek accepted her current position as the assistant city administrator of La Vista, Nebraska (pop. 14,000). Located in metropolitan Omaha, La Vista was named Nebraska's fastest-growing city in July 2003. With a focus on meeting the

challenges and demands of a rapidly growing community—notably, providing quality and effective public services—Ms. Sedlacek has been La Vista's leader in planning for future infrastructure.

Among the new developments that she has directly overseen are 900 acres of residential subdivisions, 280 acres of commercial property, and 800 acres of industrial business parks. She managed and coordinated all phases of the design, development, and construction of a new 23,000-square-foot police facility that is expected to serve the community for 25 years to come. Her next success was in response to two national economic development searches. The first entailed the selection of a 22-acre site for PayPal, a company owned by eBay Inc. that handles the electronic paperwork for buyers and sellers on the Internet by transferring money. PayPal has 23.3 million customers in 37 countries. Ms. Sedlacek worked with the company, the state of Nebraska, the city of Omaha, and the Omaha Chamber of Commerce to secure the city council's approval for the project, which was negotiated, constructed, and opened with 1,300 employees in less than 12 months. While PayPal's headquarters are in California, most of its business is done in the new La Vista facility. The second search was for a 150-acre site for a 1.2-million-square-foot warehouse/distribution facility operated by the Oriental Trading Company. On this project

Ms. Sedlacek worked with a national site selection consultant and many of the same groups listed above to put the project together for the city council's approval. The first 600,000 square feet of this project have been constructed, and operations began in the spring of 2005.

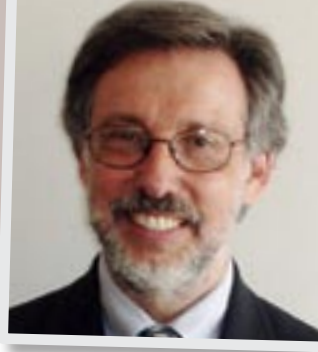
During her tenure with La Vista, Ms. Sedlacek has twice served as acting city administrator for an extended period. Her success in this role is indicative of her leadership ability, which has garnered respect for her throughout the organization.

With line authority over both the community development department and the recreation department, Ms. Sedlacek has overseen the adoption of the city's first park and recreation master plan, the establishment of design standards for commercial and industrial business parks along the city's gateway, and an update of the city's zoning ordinance and subdivision regulations, which support the design criteria.

Ms. Sedlacek obtained the ICMA Credentialed Manager designation in January 2003 and has been recognized by ICMA for her ten years of public service. She is a member of the Nebraska City Management Association and the American Planning Association, and she served on the North Central Regional Planning Commission Board of Directors for almost four years. In 2003 she was recognized by Kansas State University's College of Architecture, Planning and Design as one of five alumni honorees.

Committed to representative local government democracy, Brenda Sedlacek is a local government manager whose career reflects how deeply she cares about her profession and how eager she is to make La Vista a better community. ■

Academic Award in Memory of Stephen B. Sweeney



MARC HOLZER

ICMA's Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year, ICMA presents the award to Marc Holzer, professor and chair of the Graduate Department of Public Administration at Rutgers University–Newark.

With multifaceted contributions over almost four decades, Marc Holzer, professor and chair of the Graduate Department of Public Administration at Rutgers University–Newark, has played a vital role in the formal education of students pursuing careers in the local government profession.

After receiving his MPA in 1967 from the Institute of Public Administration at the University of Michigan, Professor Holzer worked at the municipal level in Flint and Ann Arbor while earning his doctorate at Michigan. Beginning in 1971, he taught in and administered the MPA program at John Jay College in New York City. In 1989 he moved to Rutgers University, where he has continued to play a key role in the MPA program, has served as chair of the Graduate Department of Public Administration, and has founded a doctoral program with a substantial emphasis on local government. Under his direction, national rankings of the MPA program at Rutgers have risen sharply. At both John Jay and Rutgers he pioneered curricular development of productivity and performance courses for local government. In 1998 he received the National Teaching Award from the National Association of Schools of Public Affairs and Administration. In 2000 he received the Charles H. Levine Memorial Award from the American Society for Public Administration (ASPA).

A National Academy of Public Administration Fellow, Professor Holzer has developed and disseminated innovative local govern-

ment curricula and teaching tools through publications in the *Public Administration Review*, *Journal of Public Affairs Education*, and *Public Performance and Management Review*, which he founded in 1975 and for which he has served as editor in chief for three decades. In 1980 he cofounded the Public Administration Teaching Roundtable.

Among Professor Holzer's contributions to local government are the conceptual frameworks he built for productivity and performance improvement, which have appeared in some two dozen books and monographs and in scores of articles. He has developed the most sophisticated e-government evaluation tool in the field and used it (in partnership with Sungkyunkwan University in Seoul, Korea) to evaluate and rank 100 cities worldwide. Results of the first survey, *Digital Governance in Municipalities Worldwide*, were published in 2004 by the U.N. Division of Public Administration, and a second worldwide survey is under way. His book *Building Good Governance: Reforms in Seoul* (2002) made a unique performance improvement model available in English for U.S. practitioners, and much of his research on American local government is now available in Mandarin through a publications program he established in China.

In 1970 Professor Holzer founded (and continues to direct) the National Center for Public Productivity. The center has undertaken evaluation and research projects; developed and published curricular material; conducted

local government innovation conferences in several major cities; and organized workshops and panels for local government practitioners both regionally and nationally as well as in such countries as Russia, China, South Korea, Australia, Indonesia, and Spain. Recently, its faculty and students have been involved in an online Certificate in Public Performance Measurement project, with an emphasis on citizen-driven government performance; a public performance measurement reporting system that will present community indicators on the basis of available data; and development of a model Web-based permit process tracking system for Newark.

Through ASPA, since the early 1970s, Professor Holzer has organized workshops and seminars for local government professionals and faculty in the United States and abroad, most recently in China, South Korea, and Jamaica. As ASPA president (2000–2001), he emphasized conferences, networks, publications, and Web-based resources; in 2001 he brought ASPA's national conference to Newark, showcasing the city and the Rutgers campus to more than 1,600 practitioners, faculty, and students. He has served as chair of ASPA's Training Committee, chair of the Section on Management Science (now Public Performance Management), editor of the ASPA Classics, and president of the New York Metro and Ann Arbor (student) chapters. He helped reestablish the Lower Hudson Valley chapter and reorganized the Northern New Jersey chapter.

Through his research, publications, and tireless activities within the profession, Professor Holzer has made a lasting impact on the field of public administration and public affairs. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF LESS THAN 10,000

PEARISBURG, VIRGINIA

ICMA's Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the award in the less-than-10,000 population category to the town of Pearisburg, Virginia, and Town Manager Kenneth F. Vittum for the Giles Health and Family Center.



KENNETH F. VITNUM

Just a few years ago, the town of Pearisburg, an underserved rural community of 2,759 in Southwest Virginia, had a critical need for adequate health

care and transportation to it. A community survey funded by the Carilion Foundation revealed that adult day care services would be invaluable in helping to alleviate the financial and emotional stress that overwhelmed families who were caring for adult family members. Town Manager Kenneth F. Vittum called a meeting to discuss the survey's findings; from this meeting emerged a planning team whose goals were to find a site for a day care facility, secure the needed funds, and acquire a passenger bus that would transport clients to and from the center.

Carilion Giles Memorial Hospital proposed optioning a 7,300-square-foot vacant pharmacy building in downtown and agreed to pay for the option. Renovation would provide

- 3,565 square feet for adult day care services licensed for 30 clients
- 2,350 square feet for child care services licensed for 34 children
- 1,385 square feet of medical offices providing care to clients of the Free Clinic of the New River Valley, a facility that was inaccessible to many low-income citizens because it was about 40 minutes away.

In March 2001, Mr. Vittum encouraged the town council's support of a Community Development Block Grant application for \$363,300. Within a few months, the team had funding commitments from the town of Pearisburg, Giles County, and the Department of Aging, as well as a Letter of Intent to the Town from the Department of Housing and Community Development. The Carilion Foundation provided \$50,000 for a 15-passenger bus for transportation to and from the facility; it also made another \$25,000 available to develop the child care part of the facility, thereby providing the first inter-generational program in the region.

Proposed structural changes to the building included enlarging an existing medical office, modifying the windows to increase light and line of sight for clients, installing a warning system at doors, providing a sleeping room and medicine closet, installing a kitchen, providing private space for family counseling, adding bathrooms, and building a deck with flower boxes. The project was bid in May 2002 with nine companies responding. The architects and town staff negotiated with the lowest bidder, Compton Construction. The town agreed to pave the parking lot and install new water lines to bring the work closer to budget, and an application was made to the federal Department of Rural Development to provide furniture and equipment. Two private foundations, two local governments, two state agencies, and one federal agency funded the final budget in a unique public-private partnership.



Children and adults interact at the Giles Health and Family Center.

In all, private and public investment totaled \$800,593.

The Giles Health and Family Center Corporation appointed its first board of directors—two appointees from the town and one from Giles Memorial Hospital—in 2002. The center's new director, Kaye Johnson, designed the services, programs, procedures, and regulations for the adult day care portion of the facility. Contracting with the hospital for staff, the facility opened its doors in February 2003. The Free Clinic facility is manned by local doctors, nurses, and volunteers to serve low-income families who lack health insurance. During its first full year, it provided an estimated \$558,700 of service.

In addition to bringing new jobs into the community, the center provides critically needed day care services. This is a value that cannot be measured in money.

As the population continues to age, the need for health services and support of families caring for family members will only increase. With his unique vision and willingness to partner, Mr. Vittum led the town of Pearisburg to solve a growing problem that many more communities will be facing in years to come. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 10,000 TO 49,999

CHARLOTTESVILLE, VIRGINIA

ICMA presents the 2005 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the 10,000-to-49,999 population category to the city of Charlottesville, Virginia, and City Manager Gary O'Connell for the Charlottesville Parks and Recreation Therapeutics Program.



GARY O'CONNELL

In the late 1970s, many Charlottesville, Virginia, residents with disabilities had to rely on health care institutions as their only option for recre-

ational services. Recognizing the need for local government programs to provide such services affordably, the city conducted local surveys to gain insight into the type of services that would be most beneficial.

A self-appointed task force of community volunteers, parents of individuals with disabilities, and health care professionals got together with the city council to address the issue. Having determined that 10 percent of the city's population were disabled residents in need of recreational opportunities, the task force set out to create the framework for a program that would (1) provide recreational opportunities for individuals with disabilities on a par with those opportunities available to nondisabled individuals; (2) enable participants to improve their self-esteem and independence by helping them become productive and valued community citizens; (3) develop and enhance safe and healthy life skills while providing the highest level of fun and enjoyable activities; and (4) raise public awareness of and acceptance for the differences in all individuals.

On August 6, 1979, the city of Charlottesville implemented its first therapeutic recreation program, providing activities for adults with

mental retardation. By 1980, the Charlottesville Parks and Recreation Therapeutics Program boasted 100 individuals participating on a monthly basis. Today that number totals more than 350 participants aged eight and older with many different forms of disabilities.

The program's value to the community is reinforced each year through the high level of volunteerism and financial contributions. Each month, about 40 volunteers (including students from the University of Virginia and siblings of disabled individuals, some as young as eight years old) spend an average of 200 hours helping out. And through participant fees, generous financial contributions from other government entities, \$8,000 from the Region Ten Community Services Board, and \$10,000 in donations, the city is able to generate a savings of nearly 27 percent annually, or \$63,727, from the overall operating budget of \$237,904 for this program.

An even more important indicator of the program's success has been the high level of expressed client satisfaction for its continuation. As an outgrowth of its success, other community city-based therapeutic programs have been developed, including the nationally competitive Charlottesville Cardinals Wheelchair Basketball team, Charlottesville/Albemarle educational puppet program, adult day care pilot program with the Red Cross and the Jefferson Area Board for the Aging, therapeutic supper club, therapeutic summer playground program, therapeutic overnight and day trips, Charlottesville/Albemarle VSA Arts



Charlottesville Cardinals Wheelchair Basketball team in action.

(formerly known as Very Special Arts), and a therapeutic softball program.

Recent nationwide research performed by the staff evidenced staggering statistical data: approximately 54 million Americans have a disability. A large percentage of disabled persons are victims of accidents that caused lifelong handicaps that have affected their overall physical, mental, or visual health.

Twenty-five years ago, 4,000 city residents fit this description; today, an additional 1,600 individuals are part of that community. During that same quarter century, the city's therapeutic recreation programs have seen a 350 percent increase in the number of participants. Many of the activities provided by Charlottesville's Therapeutics Program—for example, weekly swimming and basketball, an annual art exhibit, and publication of a book of poetry—have helped to strengthen clients' awareness of their abilities and feelings of self-worth.

The growth in our participation levels is proof that the program is both needed and well received. The support of our city administrators and the creative thinking of city staff and community service providers, in addition to the many thousands of volunteer hours donated to the program, have all helped to make Charlottesville's Therapeutics Program a monumental success. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND GREATER

AURORA, COLORADO

ICMA presents the 2005 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the 50,000-and-greater population category to Aurora, Colorado, and City Manager Ronald S. Miller for the Aurora Firefighters Shots for Tots Program.



RONALD S. MILLER

Colorado ranks 50th in the United States for children aged 19 to 35 months who are fully immunized. Adding to the state's high rate of at-risk, low-

income children is the city of Aurora's high population of Spanish-speaking families who do not understand the importance of childhood vaccinations, do not know how to access immunizations, and are not comfortable with the traditional health care system.

In early 2002, a unique partnership was formed between the Aurora Fire Department, the Tri-County Health Department, and the Colorado Children's Immunization Coalition (a nonprofit entity); the result was Aurora Firefighters Shots for Tots (AFSFT), a separate, nonprofit organization with representatives from each agency. Its goal was to ensure that at-risk children in Aurora and surrounding low-income areas are properly safeguarded against 12 vaccine-preventable diseases.

Since the clinic opened in September 2002, the monthly AFSFT program has immunized more than 2,370 children and provided more than 5,900 vaccinations. Each monthly clinic averages over 80 children, from newborns to 18-year-olds, most of whom receive multiple shots. Children can receive vaccines for diphtheria, tetanus, pertussis, hepatitis B, hepatitis A, influenza B, measles, mumps, rubella, polio, varicella, and pneumococcus. And every year,

the number of children attending the clinic increases.

The partnership behind the AFSFT program provides all the vital support functions needed to immunize and protect the community. The fire department provides the clinic location and the trained firefighters/paramedics who administer the shots. The Tri-County Health Department provides nurses, vaccines, and medical supplies. The Colorado Children's Immunization Coalition provides the clinic coordinator, additional volunteer staff, community outreach, and advertising. Because the program is funded strictly by donations and grants, all staffing, materials, and equipment are provided at minimal cost to the three agencies. The program also coordinates with the Colorado Department of Public Health and Environment, the Aurora public schools, local businesses, and other community organizations to promote and fund this service.

The immunization clinics are held on the second Saturday of every month at the fire station in North Aurora, a convenient, community-based location. At the station, clinic volunteers provide tours of the apparatus, hand out fire safety educational material, and educate parents about vaccines and safety issues while allowing the kids to feel secure and well cared for.

Ultimately, the AFSFT program provides not only critical medical protection for the community but also cost savings; this, in turn, lowers all medical care costs since the children are now protected against catastrophic and life-threatening dis-



Aurora firefighter administers vaccination.

eases. A donation of \$15 per shot is suggested, but the fee can be waived. The clinic receives an average of only \$3.91 per shot, but the grants and donations keep it financially secure.

The AFSFT program demonstrates the fire department motto "Because Life Counts" as it now has a direct impact on preventive health care in the community. Given the public school system's immunization requirements, the Shots for Tots program helps to keep school-aged children in school. Most of the program's referrals are from schools that have nowhere else to send low-income children to receive their shots. And because the clinic is in the fire station, it has a consistent presence in the community within a nonintimidating environment where parents can receive education while their children are being immunized.

Yet while the community has reaped enormous benefits from the program, none of the entities, agencies, and individuals involved with Shots for Tots are concerned with visibility, praise, or recognition. For them, all that matters is the intrinsic satisfaction of knowing that the smallest members of the community are receiving health care through early adulthood and that a safe and healthy environment is being provided for all society. ■

**Public Safety Program
Excellence Award
in Memory of
William H. Hansell, Sr.
and Alice Hansell**

POPULATIONS OF LESS THAN 10,000

SANIBEL, FLORIDA

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife, Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the award in the less-than-10,000 population category to the city of Sanibel, Florida, and City Manager Judith Ann Zimomra for the Sanibel Hurricane Preparedness Program.



JUDITH ANN ZIMOMRA

Sanibel, Florida (pop. 6,000), a world-class ecotourism destination, sits on a barrier island on the Gulf of Mexico, vulnerable to natural disasters; cars

can access or leave the island only via a causeway bridge. Although hurricanes are rare here, the city revises its hurricane preparedness plan annually to maximize its use of new technology. Thus, when a category 4 hurricane struck on August 13, 2004, the city was able to implement a model evacuation, reentry, and recovery plan that saved lives, minimized economic losses, and illustrated municipal management at its finest.

Each year, Sanibel provides hurricane education to residents and businesses through workshops, the city Web site, and direct mailings to every household. Police officers speak to civic clubs, and the city invites community partners to a hurricane planning meeting. In addition, the city prebids contracts for debris cleanup; conducts training with police, fire, and structural safety inspectors; identifies an off-island facility for use as a temporary city hall in case of evacuation; and trains a volunteer amateur radio team to provide a secondary means of communication. The skills of the city's nonessential employees are identified for reassignment should a hurricane occur.

Per the city's plan, the preevacuation phase was activated five days before Hurricane Charley was due to arrive. Each department consulted its hurricane checklist. Employees installed hurricane shutters and conducted team conference calls with the county emergency operations center (EOC) to verify that preparations were on target. Two days before hurricane landfall, evacuation notices were issued and voluntary evacuations began. The next morning, evacuation became mandatory, and by the evening of August 12, city hall had been relocated to an off-island facility.

Charley struck the following evening, uprooting thousands of trees, blocking every roadway, destroying the electrical distribution system, damaging 90 percent of structures, and cutting off the city's water supply. At dawn, designated city teams returned by boat, establishing a temporary EOC to coordinate actions. Simultaneously, a flyover assessment was completed. Police and firefighters conducted a search-and-rescue mission to check for injured residents. A team of city staff and volunteers reviewed every structure to assess the level of damage incurred and its safety for entry; another team worked to clear trees from main roadways.

The EOC housed multiple departments of police, fire, utility, and forestry representatives; U.S. Fish and Wildlife workers; and emergency relief agencies. With public and private agencies under one umbrella,



Sanibel forestry crew surveys Hurricane Charley damage.

the process moved efficiently. Sanibel police coordinated with the National Guard, Florida Department of Law Enforcement, Florida Wildlife Commission, Salvation Army, and Red Cross to provide security as well as food and water to emergency crews. One staff member stayed at the EOC, maintaining constant contact with city officials to obtain and dispatch supplies, and a pet rescue and medication program operated from the temporary city hall.

During the evacuation, the city used a hotel lobby as an information station where citizens could view photographs of the damage while the city manager and council conducted daily briefings for evacuees and the media. Computer technicians used emergency generators to post real-time Web site updates; portable generators kept sewer lift stations functioning. With no cell phone service, the volunteer amateur radio network was invaluable. The well-coordinated effort made it possible to deem the island safe for public return five days after the hurricane struck.

At 7:00 am, August 18, the island officially reopened. Every returning citizen was greeted at the bridge tollgates with a ten-page "welcome home" packet, including a new refuse collection schedule, a list of licensed

(Continued on page 29)

**Public Safety Program
Excellence Award
in Memory of
William H. Hansell, Sr.
and Alice Hansell**

POPULATIONS OF 10,000 TO 49,999

TARPON SPRINGS, FLORIDA

The 2005 Public Safety Program Excellence Award in the 10,000-to-49,999 population category goes to the city of Tarpon Springs, Florida, and City Manager Ellen S. Posivach, for the Model Emergency Management Program.



ELLEN S. POSIVACH

Because the economy of Tarpon Springs (pop. 21,000), a coastal Florida community, relies so heavily on tourism, it is crucial that city operations return to normal as quickly as possible in the wake of a disaster. Thus, the city's Model Emergency Management Program is designed to provide efficient and effective emergency operations with nationally recognized facilities and a quality employee/family shelter system.

The program relies primarily on its state-of-the-art facilities. The emergency operations center (EOC) is located within a multipurpose public safety facility that houses police, fire and rescue personnel, and equipment. Opened in April 2001, the facility was built to withstand a category 3 hurricane and to serve as an EOC, with tilt-wall construction, roll-down garage doors, hurricane force deadbolts, impact-resistant glass, and an 800-kW generator with a 6,000-gallon fuel tank to operate the facility in the event of a power outage. Other features include a special hurricane storage area that converts into a staging area within the building; an advanced electronics system, closed circuit television, reciprocal communications systems for radio, microwave, cell, and satellite phone throughout the building; separate facilities for media and policy-making officials; interview rooms; card key-access security; and sleeping/dining facilities. (Food for other emergency workers is coordi-

nated through the Elks Club. The city provides for a generator and food delivery.)

A second facility is located adjacent to the EOC. During nonemergency times, it houses the city's recreation department and gymnasium. During emergency planning and activation, this building, which is also hardened to withstand a category 3 hurricane, serves as a shelter for employees, including first responders, and their family members. A separate area houses a pet shelter. The family/pet shelter is staffed by the city's human resource staff. The parking area is used as a staging area for postemergency vehicles. This building also acts as a backup facility for the EOC.

Critical planning aspects of the city's Emergency Management Program include

- Standing orders for generators for critical facilities and shelters
- Standing food service orders
- Maintenance of a debris management contract for poststorm activities
- Extensive coordination with utility emergency response personnel, and the provision of staging areas, shelter, and food for these workers.

The city has been recognized locally for several unique aspects of its Emergency Management Program:

- The physical facilities are an annual stop on a tour of model facilities during the Governor's Hurricane Conference.
- The family/pet shelter is the only one in the area providing for



Emergency personnel gather in the emergency operations center.

employees' pets. Shelter facilities are also available to postemergency workers from other agencies.

- The cooperative agreement with the Elks Club provides food service and a cafeteria for emergency personnel.
- Special standing orders exist for generators and food service, and contracts have been made with a debris management company for poststorm assistance. The city also maintains a cooperative working relationship with utilities and other emergency workers throughout the year.
- The All Hazards/Hurricane Implementation Guide delineates duties for all city personnel.
- The Strike Force team approach ensures canvassing before the event, as well as timely damage, rescue, and security needs assessment after the event.

The comprehensive Emergency Management Program for the city ensures the most efficient and effective emergency operations for city residents while providing for the safety and security of program personnel, their families, and their pets. Should a disaster occur, Tarpon Springs is guaranteed the highest level of emergency services possible. ■

**Public Safety Program
Excellence Award
in Memory of
William H. Hansell, Sr.
and Alice Hansell**

POPULATIONS OF 50,000 AND GREATER

AURORA, COLORADO

The 2005 Public Safety Program Excellence Award in the 50,000-and-greater population category goes to Aurora, Colorado, and City Manager Ronald S. Miller for the Cardiac Alert Program.



In January 2000, the Colorado Emergency Medical Services (EMS) Bureau reported that cardiovascular disease (heart attacks) was the

number one cause of death among citizens of Aurora. The Aurora Fire Department provides emergency medical care as well as fire protection; more than 100 of its firefighters are also emergency medical technician paramedics providing advanced life support on all engine companies. With this kind of capacity, the fire department wanted to create a system in which its paramedics could have a positive impact on the city's mortality rate from heart attacks.

The phrase "time is muscle" accurately defines the critical impact of rapid and effective cardiac management in heart attacks. The more time that is wasted in nontreatment for heart attacks, the more heart muscle that can be damaged or lost. Thus, the fire department set a goal to take 30 minutes off the time that elapses between initiation of the 9-1-1 emergency system and definitive treatment in the cardiac catheterization (cath) lab, where a patient's vessels can be opened up to restore the vital blood flow to the heart muscle.

A review of hospital data as well as of the department's procedures, response times, and time spent on-scene with heart attack patients revealed many problems with the entire system. The paramedics and physicians at The Medical Center

of Aurora (TMCA) were simply not working together to effectively address this deadly problem.

The fire department began by training its paramedics to read the heart monitor accurately and to improve patient management by aggressively delivering more cardiac drugs while in the field. It then approached the cardiologists at TMCA with its idea of a cardiac alert program to eliminate separate and repetitive processes in the emergency room (ER) so that the cardiac patient could be transported to the cath lab more quickly. Together the fire department and the cardiologists determined the exact criteria for what constitutes a cardiac alert, created an algorithm for a streamlined process, and trained all firefighters and paramedics accordingly.

The new procedures assign a specific role to each member of the EMS team with a cardiac patient. History taking, application of the EKG machine, intravenous access, and other interventions are now orchestrated for efficiency. As soon as the EKG monitor confirms that a patient is having a heart attack, the paramedic notifies the ER, which notifies the cath lab, which begins assembling the appropriate equipment in preparation for the patient. Upon arrival at the ER, the patient is briefly examined by the ER physician and stabilized, and is then sent straight to the cath lab, which examines the patient's heart vessels to determine appropriate treatment.

For their part, TMCA and its cardiologists created complementary training and treatment plans. They authorized fire department

paramedics to notify the cath lab team directly, eliminated redundant patient assessment steps, streamlined the process, and simplified the management of the patient in the ER. The hospital also agreed to deliver extensive internal training to all individuals who would participate in this process. Because the cardiologists trust the fire department's assessment of the cardiac patient in the field, the paramedics are able to activate the cath lab team 24 hours a day, seven days a week.

Before the Cardiac Alert Program was fully implemented in March 2001, the national standard of care from "door-to-open-flow" time (arrival at the ER to blood vessel being unblocked) was 122 minutes; TMCA's time was 121 minutes. After one year, this critical time was improved by 48 minutes (or a total wait time of 78 minutes), which can literally mean the difference between a fully functioning heart and a heart that has partially "died." Currently, the average time a patient waits is 74 minutes; however, several cases are documented in which the total wait time was between 20 and 30 minutes, far exceeding the fire department's original goal.

The Cardiac Alert Program has exemplified the true meaning of teamwork. The fire department has shown that with careful planning and a holistic system approach, a comprehensive program can succeed if everyone involved can coordinate to work toward a common goal. Now in use throughout the entire Denver Metro region, the program is being adopted across the United States as the "standard of care" for managing a heart attack patient. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF LESS THAN 10,000

MAIZE, KANSAS

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (nonstudent) citizenship education. This year, ICMA presents the award in the less-than-10,000 population category to Maize, Kansas, and retired City Administrator Carol A. Bloodworth for the Maize Public Water System.



Constructing the Maize Public Water System.



CAROL A. BLOODWORTH

Not long ago, the small community of Maize, Kansas, was foundering. Although the city's population had fewer than 2,000 citizens, its school system had grown to nearly 6,000 students and teachers, putting an enormous burden on the community's infrastructure.

To make matters worse, Maize, founded more than a century ago, lacked a public water supply. Properties were served by private shallow wells, many of which were of such poor quality that most citizens used bottled water for drinking and cooking. By 1998, the Kansas Department of Health and Environment (KDHE) had put Maize at the top of its list of communities with water quality problems. Insurance rates were astronomical because businesses could not locate where adequate fire protection was not available, and water rights were scarce. But 40 percent of the properties in Maize were occupied by public or not-for-profit organizations and were therefore tax exempt; thus, the city's limited tax base posed a major obstacle to building an affordable water system large enough to serve the community and its school system.

In June 2000, the city council appointed a committee made up

of citizens, the school district, the planning commission, and council representatives to determine whether a water system was feasible, how it might be financed, and if there were alternative solutions. After six months of study, the committee recommended that the most cost-effective long-term solution was a new water system.

The Kansas State Water Revolving Loan Fund loaned the city \$5,300,000, to be repaid, if possible, entirely with user fees from the water system. To make the project work, the city needed the school district's cooperation, so anticipated costs had to be approved by the school board. In addition, KDHE made permitting contingent upon an agreement between the two entities, so the school district agreed to convert its existing water rights to irrigation only and become a part of the municipal system.

Residents were told at the outset what the final costs would be; a Web site was constructed to keep them informed of the progress; and the e-mail addresses of engineers, contractors, and city officials were posted so citizens could contact them with questions. Meetings were held with each neighborhood before construction began in that area, and each resident was allowed to choose where the water service should be installed to minimize difficulties in making the final connection to his or her home.

Total cost to the city of the water project, including easements, construction interest, and a shopping list of enhancements, came to \$5,406,000, with \$106,000 from the city's capital improvement funds supplementing the KDHE loan.

Construction began in January 2002 and was completed within record time. The city waived connection fees for the first six months to encourage residents to complete their connections.

Since the water system went on line in February 2003, the city's fire rating has improved from a class 9 to a class 4. For most residents, the savings in fire insurance go a long way toward paying their water bills. Now that it has a water system, Maize has tripled in physical size through requests for annexation by adjoining property owners, and its population has increased by about 25 percent. The city's largest manufacturer has been able to double its production facilities and employment; six new subdivisions, containing both commercial and residential lots, are under construction; and long-vacant residential and commercial properties have been updated and occupied. The city has also joined with Wichita State University to develop a new campus complex with quality educational facilities and retail opportuni-

(Continued on page 29)

Program Excellence Award for Citizen Involvement

POPULATIONS OF 10,000 TO 49,999

KENT, OHIO

This year ICMA presents two Program Excellence Awards for Citizen Involvement in the 10,000-to-49,999 population category. The first goes to the city of Kent, Ohio, City Manager Lewis J. Steinbrecher [now with Moline, Illinois], and Community Development Director Charles V. Bowman for the city's Bicentennial Plan.



LEWIS J. STEINBRECHER



CHARLES V. BOWMAN

In 2002, the Kent city council directed the city administration to come up with a community-wide, comprehensive bicentennial plan. The community development department was charged with administering the planning process in accordance with principles of sustainability.

A crucial part of sustainability is the concept of inclusionary planning: because any comprehensive plan for Kent would guide the future planning for the city, it was crucial to reach out to citizens and gain their trust and involvement.

The Ohio State University (OSU) Cooperative Extension Service's Sustainable Communities Program was approached to construct, facilitate, and guide the inclusionary decision-making process. The first step was to form a 45-member steering committee comprising citizen representatives from the various neighborhood and community organizations. Staff believed that having a steering committee member facilitate the neighborhood meetings would help put the residents at ease, as they would be more likely to talk with a fellow citizen than with a government employee.

The steering committee, the OSU team leaders, and the community development staff agreed that the best way to gain citizen input was to reach out to the community. Meetings were planned in each neighborhood or district and held in familiar places, including churches, model homes, neighborhood recreation centers, social service food centers, and neighborhood schools—again, because residents would be more comfortable speaking inside their community gathering places than in the potentially intimidating environment of a city council chamber. Meetings were also scheduled at different times for residents' convenience, and invitations were sent out to each citizen about a month before each meeting.

Four rounds of neighborhood meetings were held. The first round was a brainstorming session: participants were asked what they valued about the city and what they would like to see different in the future. In the second round, they were asked to take the statements from the first round and prioritize the issues. The third round focused on three specific areas in the city that needed some extensive planning, and residents were asked what they would like to see happen at each site. The fourth round consisted of a focus-group approach. Using the priorities from the second round, the community development staff drew up a draft of the plan and asked residents if it reflected their vision of the Kent of tomorrow.

In all, nearly 50 meetings were

held over a 14-month period, and a total of 450 citizens participated—well over the 50 or 60 people who would normally participate in a public hearing at council chambers. Many attendees had never participated in any government meetings or public hearings before. Participants reflected a wide cross-section of residents from different racial and economic backgrounds. Such meetings would have been impossible without extensive community outreach.

This inclusionary approach proved to be key to the success of the planning process. The location of the meetings and the personal invitations worked well, and residents were comfortable stating their opinions among neighborhood and community organization representatives. At the end of the meetings, many residents stopped to talk with members of the OSU team, steering committee, and development department, expressing their pleasure that the meetings were held with their comfort and convenience in mind and that their comments had been recorded and taken seriously.

Citizen participation in community planning is possible if citizens are provided with the opportunity and environment for an interactive process. The inclusion of a constant and consistent feedback mechanism via the four rounds added to the residents' positive assessment of the experience. They could see and experience the Bicentennial Plan not just as a government tool but as a plan written by and for them for the betterment of Kent and its future generations. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF 10,000 TO 49,999

LOVELAND, OHIO

The second of ICMA's 2005 Program Excellence Awards for Citizen Involvement in the 10,000-to-49,999 population category goes to the city of Loveland, Ohio, City Manager Fred Enderle, and Assistant City Manager Tom Carroll for the Neighborhood Action Team.



FRED ENDERLE

Expanding the proven concept of community-oriented policing to all local government services, the Loveland Neighborhood Action Team

brings together a cross-functional group of senior city staff to solve neighborhood problems (e.g., criminal activity, street maintenance, traffic and parking issues, property maintenance violations, and nuisance complaints) across traditional department lines. By design, the critical component of the program is citizen feedback and participation.

In fall 2002, a team of senior city officials representing all departments toured and studied Loveland's 27 neighborhoods, grading each in categories specific to the departments' areas of responsibility. Each neighborhood was assigned a score using a standard measurement tool; all grades were tallied; and each neighborhood was placed into one of three categories: preservation (in excellent condition, needing little public investment), conservation (in good condition but at modest risk without future city attention), or restoration (aging public infrastructure and some blighted housing).

To validate its preliminary results, the team began with the six designated restoration neighborhoods, involving each in a process to get resident input about the problems they faced. The team tailored a survey for each neighborhood, and police

officers delivered one to every home. After survey results were analyzed, residents were invited to a meeting in their neighborhood park.

The first survey of residents in a restoration neighborhood was successful: with 73 of 125 surveys returned, myriad concerns were brought to light. However, only 15 residents attended the follow-up meeting. With some direct follow-up that week by specific city departments, the residents became aware of the value of their input—for example, the input of one resident led to an undercover drug investigation that resulted in two arrests, and a mobile radar unit was placed on a street where residents indicated excessive speed was a problem. This immediate response by the city not only was appreciated by the residents, but also created added expectations and confidence in surrounding neighborhoods. The second survey produced a stronger response rate, and more than 75 residents attended the follow-up meeting. Many nuisance complaints were aired, and residents spent two hours speaking directly to department managers.

In response to neighborhood concerns, Loveland is tailoring its capital improvement program to meet public demand. Thus, it is investing more than \$3 million in flood reduction, road improvements, traffic calming devices, waterline upgrades to enhance fire protection, and streetscape improvements to enhance city gateways and corridors. The team plans to repeat the original analysis in 2006 to measure the positive impacts



Fire truck on display at a Neighborhood Action Team community meeting.

of the city's efforts and investments.

The following elements of the program contributed to its success:

- Department heads met weekly and held each other accountable for participating fully, completing their analyses, fixing problems, and meeting with residents.
- The team used the Internet to inform residents about the program, neighborhood conditions, upcoming events, and contact information for specific city departments.
- The team made the neighborhood meetings entertaining by displaying municipal vehicles (fire trucks, police cars) and providing beverages and a tent and chairs.
- The city published a full-color neighborhood map in its quarterly newsletter, which reflected the city's many diverse neighborhoods.
- The team was responsive to citizen concerns, followed up on the issues raised, and made it clear when problems couldn't be solved overnight.

The Loveland Neighborhood Action Team is now studying the conservation neighborhoods, hoping to eventually replicate its community involvement process in problem

(Continued on page 29)

Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND GREATER

SAN ANTONIO, TEXAS

The 2005 Program Excellence Award for Citizen Involvement in the 50,000-and-greater population category goes to San Antonio, Texas, City Manager J. Rolando Bono, and former City Manager Alex Briseño for the Community Building and Neighborhood Planning Program.



J. ROLANDO BONO

The city of San Antonio adopted the Community Building and Neighborhood Planning (CBNP) Program in October 1998 to strengthen neighborhoods as self-sustaining communities working toward improved quality of life. The program is designed to foster community-based partnerships with

businesses, nonprofits, schools, public agencies, and other groups and to empower neighborhoods to articulate community values in plans that will guide community development decisions.

The CBNP Program consists of four components:

1. **Building Capacity.** This component provides neighborhood leader training, a volunteer corps, self-help workbooks, and neighborhood registration.
2. **Focusing on the Issues.** This component, which helps neighborhoods prioritize strategies to address current issues and work collaboratively with community partners, results in a goals and strategies report that is distributed to the mayor, city council, and appropriate city departments and used to develop a master plan.
3. **Master Planning.** Aiming for a

comprehensive set of strategies and goals that outline the community's vision for the future and the action steps needed to achieve it, this component encourages the development of neighborhood, community, and perimeter plans. The plans rely on extensive public outreach and involvement. Participants develop goals and objectives for action plans, outline time frames, designate responsible parties, and identify potential funding sources. The resulting draft plan is considered by the planning commission and forwarded to the city council for adoption as part of the city's master plan.

4. **Implementing Incentives.** This component strives to promote community improvement through small partnership projects and critical neighborhood strategies that spur further action. As part of this effort, the Neighborhood Improvement Challenge Program, funded by the city, enables neighborhood groups to implement small projects and fosters partnerships with private groups. Using matching funds from the challenge program, community groups all over the city have planted nearly 1,000 trees; provided landscaping; created murals, pavilions, and entrance signs; and engaged in other improvement projects.

Today, a total of 26 neighborhood, community, and perimeter plans cover 259 square miles and a population of 400,000 people. Major ben-



A meeting of the Community Building and Neighborhood Planning work group.

efits to participating neighborhoods are empowerment; collaborative partnerships with city departments, public agencies, and nonprofits; and involvement in the land development process. In addition to several area-wide comprehensive rezonings, adoption of the master plan has resulted in implementation of neighborhood conservation districts and corridor overlay districts; a U.S. Army Corps of Engineers study to restore the Olmos Creek ecosystem; a \$475,000 Texas Department of Transportation project to install medians on Austin Highway; a \$2.9 million award from the State Transportation Enhancement Program and a pledge of \$110,000 in private funds to rehabilitate the late-19th-century Hays Street Bridge; and the funding of numerous capital improvements and bond projects.

The CBNP Program has involved thousands of citizens in the creation of a comprehensive land use plan for the city while addressing goals and objectives specific to neighborhoods. Crucial to its success has been extensive outreach during the master planning process; the dissemination of information in both English and Spanish has included targeted mailings of postcards and newsletters, press releases, posters, discussions on Spanish talk radio, notices in church bulletins, and surveys sent home with

(Continued on page 29)

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF LESS THAN 10,000

BELOIT, KANSAS

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes one or more local governments that have successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool or have successfully enhanced an existing program or service. This year's award in the less-than-10,000 population category goes to the city of Beloit, Kansas, and City Administrator Doug Gerber for the city's Street Improvement Program.



"If you buy it, we will build it." This is the basic premise of Beloit's Street Improvement Program, begun in 1994 to assist property owners

who did not have paved roads in front of their homes. In this program, the city is physically responsible for constructing a new concrete street while the property owner pays for the materials. Since its inception, the program has expanded to include streets in need of repair and even parking lots.

Critical to the success of the project has been the hiring of skilled construction employees. Using their talents, the transportation department was able to complete eight city blocks in three different areas of town during the summer of 1996. Other projects either completed or under way include sidewalks at the city's sports complex and parking lots for a new fire station, the North Central Kansas Technical College's new Wellness Center, and the school district's football field (for which the school district will absorb the material costs).

The city budgeted more than \$100,000 for the equipment needed to build or repair streets, but as this equipment is used every year, it has more than paid for itself.

Finally, the city needed a stable source of funds to support this pro-

gram. In 2001, Beloit voters passed a half-cent sales tax dedicated to capital improvements. That this tax increase passed by an overwhelming 3-to-1 margin is attributable in part to the public's faith in the transportation department's ability to construct streets in a cost-effective manner. Besides funding numerous capital improvement projects, the revenue from the sales tax enabled property owners purchasing the materials to set up a ten-year payback plan.

The street improvement process begins with a property owner or owners requesting a new street. By dividing the anticipated cost of materials for the entire project by the amount of frontage for which each property owner is responsible, the city engineer calculates the approximate cost for each property owner affected. Then, as with street projects in most cities, more than 50 percent of the property owners on the block must sign a petition approving the project before the project can proceed.

When a street is completed, property owners are given three options: pay for their portion in one lump sum within 30 days, pay a portion of their expenses and put the rest on their taxes, or put the full amount on their taxes. For whatever portion they choose to pay on their taxes, they have ten years in which to pay it off at a percentage chosen by the council. Funds collected from property owners are put back into the capital

improvement project fund to help complete other street improvement projects.

The savings realized by the property owners are substantial. In 2002, the city engineer estimated that construction of a new street, Supple Avenue, would cost a total of \$155,850. However, under the Street Improvement Program, this same street costs the property owners a total of \$50,150, and the city's "savings" of more than \$105,000 makes the street more affordable for the property owners than if the city had to hire an outside contractor. In fact, the average cost for Supple Avenue amounted to less than \$4,000 per lot.

Among the many positive outcomes of the program are increased property values and quicker business development. Additionally, the dollars used to pay the transportation department employees remain in Beloit, instead of going to a large, out-of-town construction company, thereby allowing the community to reinvest in itself.

As with every project, this one has its unique hurdles that must be overcome. One obstacle is the contribution that property owners can afford. As previously mentioned, the city helps to relieve this burden by offering to put the cost of materials on the property owners' taxes for ten years. City Administrator Doug Gerber calls it "another important incentive that the city is able to offer to new businesses and residents."

As it is often said, imitation is the sincerest form of flattery. Because of the successes seen in Beloit, another city in the area is in the process of replicating the Street Improvement Program. What started as a good idea 11 years ago has turned into an important part of Beloit's vision for the future. ■

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 10,000 TO 49,999

COALINGA, CALIFORNIA

The recipient of the 2005 Program Excellence Award for Innovations in Local Government Management in the 10,000-to-49,999 population category is Coalinga, California, and City Manager Richard N. Warne, for the Claremont Custody Center.



RICHARD N. WARNE

Under the state penal code, the California Department of Corrections (CDC) may negotiate long-term contracts with cities to build and operate community correctional facilities (CCFs) to house parole violators. All levels of inmates except those in maximum security may be assigned to CCFs. In 1989, the city of Coalinga entered into a 20-year contract with the state, issuing bonds to construct a \$15 million facility. This saved the state \$50,000 to \$60,000 per bed over the construction cost of a conventional prison.

The Claremont Custody Center is a department within the city organizational structure. The city council provides legislative oversight and approves the center's budget. Seventy city employees serve as prison staff, and another four work with the 450 male inmates in various facility programs. The city manager appoints the prison warden, or facility director, and they are both ultimately responsible for the prison's day-to-day operations.

When City Manager Richard Warne came to Coalinga in July 2001, he found that the city's general fund was rapidly running out of cash and that total city long-term debt stood at \$59 million. Moreover, the state was moving to close the Claremont Custody Center for financial and operational mismanagement. Closure would result in prisoners being transferred to more expensive

state-operated prisons, costing the city \$350,000 in state administrative fees and \$401,000 in state overhead payments deposited into its general fund.

Because the center was not adequately preparing prisoners to reenter society and stay out of prison, it became apparent that the solution to the city's financial difficulties actually lay within the Claremont Custody Center. As part of the city's comprehensive strategy to cut costs and bring expenditures into line with revenues, Coalinga decided to take advantage of the skills and abilities of its inmate population.

In the Inmate Public Works Maintenance Program, inmates take care of government buildings, parking lots, parks, median strips, landscape areas, and other public areas. They also assist the school district, hospital district, and Baker Museum with ongoing maintenance and special maintenance projects. Through this program the city saves an estimated \$1,302,000 annually.

In the Inmate Public Works Construction Program, a nine-man crew works on city construction projects. Trained and supervised by a full-time city employee, inmates learn framing and roofing, concrete work, masonry, electrical, plumbing, heavy equipment operation, and other construction skills. Among their projects are a state-of-the-art animal shelter at the center; fire station improvements; a city fountain and small park, undertaken jointly with inmates from the state-operated Pleasant Valley State Prison; a refrigeration building that



Claremont Custody Center inmates participate in the Inmate Public Works Construction Program.

enables the city to purchase inmate food in bulk and qualifies it for free U.S. Department of Agriculture surplus food; and demolition of the old Coalinga Hospital. These projects alone have saved the city nearly \$1.8 million.

Under the supervision of two city mechanics, a crew of 11 inmates in the Fleet Vehicle Service Center repairs and maintains all city vehicles and heavy equipment. Inmates also repair heavy equipment at West Hills Community College in return for the use of the equipment on prison and city projects. This program saves the city approximately \$78,000 each year.

The state of California has benefited as well. Claremont reduces overcrowding in state prisons, a condition that threatens the safety of state employees and other inmates. And because it does not have the high personnel costs, bureaucracy, and overhead that state correctional institutions have, the center operates at a lower per capita cost, saving California more than \$3 million in inmate housing expenses. Further state savings are achieved through the Inmate Work Training Incentive Program. According to the CDC, only 53 percent of the inmates in state-operated prisons are employed compared with 97 percent of Coalinga's prisoners.

(Continued on page 29)

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND GREATER

ROANOKE, VIRGINIA

The recipient of the 2005 Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category is Roanoke, Virginia, and City Manager Darlene L. Burcham for their efforts in managing the rising cost of health care.



DARLENE L. BURCHAM

To meet the challenge of managing health care costs efficiently, the city of Roanoke, Virginia, has three primary tools at its disposal.

The first tool is the city's employee occupational health clinic (OHC). Opened in 1985, the clinic was originally set up to deal with minor workers' compensation injuries; however, the city administration saw a greater role for the clinic in holding down health care costs, and a number of programs were initiated to improve the health of employees:

- No smoking contract. Beginning in August 1989, Roanoke had all new firefighters and police officers sign letters requiring them to be "smoke free." This same process began for sheriff deputies in April 1991. Through both attrition and smoking cessation programs, the percentage of smokers in these jobs has dropped from nearly 30 percent to less than 10 percent. For employees hired before the special conditions letter was in place, funds paid out in lost wages and medical payments as of spring 2005 totaled nearly \$4.5 million. For those hired after, total funds paid out amounted to \$43,000.
- Public safety physicals. Because public safety officers are subject to stress and to physical challenges that could add to the risk of higher workers' compensation and health care costs, the clinic requires that

they take comprehensive physicals on a regular basis.

- Free physicals for city employees and their family members.
- Regular sick appointment hours. Employees and eligible family members have access to a doctor or nurse practitioner free of charge during regular work hours, minimizing time lost from work and keeping health care costs down.
- Prescription rebates. To encourage use of the OHC, a \$5 rebate is given for each prescription written by the clinic physician or nurse practitioner.
- Health fairs. Working with an employee benefits team, the OHC stages annual health fairs where health care providers perform free health care checks for employees, retirees, and their family members.
- Drug testing. The clinic conducts legally required testing, random tests for management and safety-sensitive staff, drug screens for all preemployment job offers, and drug tests for employees at the point of promotion or job transfer and for on-the-job injuries involving lost time or job restrictions.
- Flu shots. This free on-site service is available for employees, retirees, and their spouses.
- Discounts for employees using city-owned exercise facilities.

Roanoke's second tool for meeting rising health care costs is a health care reserve fund. Before 1991, Roanoke's health plan was a fully insured product. Since then, a minimum premium



A Roanoke employee takes advantage of the city's convenient employee health clinic.

funding arrangement has been used. While this arrangement is commonplace, fully funding the maximum liability rate and the incurred but not reported cap recommended by the health care carrier is not. During the years with a low number of claims, there is a temptation to grant premium holidays or increase benefits. In Roanoke, when low claims years occur, excess premiums are placed in a health care reserve account, helping to ensure financial stability of the health care program. During the 1990s, this fund accumulated a significant amount of cash, which went virtually untouched until 2001. Since then, it has been drawn down, albeit quite conservatively.

The third tool is ensuring that employees understand how health care rates are developed. This basic knowledge takes the mystery out of the process and thus helps to build employee trust.

While the city has experienced increases in health care costs, these tools have helped to keep the rate at less than 10 percent for the past four years. Moreover, Roanoke's health care rates are lower than those of the other three major local governments in the area, and the health care plan design is competitive, if not richer, than the plans in those localities.

(Continued on page 29)

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF LESS THAN 10,000

DOWAGIAC, MICHIGAN

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year's award in the less-than-10,000 population category recognizes the city of Dowagiac, Michigan, and City Manager William Nelson.



WILLIAM NELSON

Cass County, Michigan, is a rural, residential county with one small but vital city. Dowagiac is a charming town with leaders who work hard

with others to ensure that the community has good schools, churches, museums, a community college, a civic theater, a hospital, numerous employers providing jobs, and a thriving Main Street business district. The city government has built many partnerships with other local governments over a long period of time. This continuing effort to work cooperatively with its neighbors on mutually beneficial programs is what makes a difference in the lives of this community's citizens.

For example, when resources became so scarce that the local library was forced to curtail its hours of operation and reduce the supply of books and materials available for citizens, the city led a multiyear effort to form a new district library, which it did in September 2003. The Dowagiac District Library is a partnership of Wayne Township, Dowagiac Union Schools, and the city of Dowagiac. All three entities appoint members to the board of directors. All taxpayers within the district pay the same property tax to support the district library's operations.

Another example is the LinkMichigan Program. Recognizing

the need for high-speed Internet access for the entire community, the city joined with Cass County, Southwestern Michigan College, Borgess-Lee Memorial Hospital, and five companies to undertake a connectivity plan. The purpose of the plan was to identify the level of service then available for citizens to access and to make recommendations on how to improve it. The plan was completed on July 1, 2003. The city provided funding, participation on the planning team, and meeting space for the public hearing about the final report.

Since illegal drugs know no municipal boundaries, the city of Dowagiac and Cass County formed an intergovernmental drug team in June 1999. The Cass County Drug Enforcement Team is a cooperative venture of the police chief, city manager, sheriff, and county administrator, with the city providing office space and supplying manpower. The results have been a number of arrests and convictions leading to safer streets and neighborhoods. The team agreement was renewed in 2000 and again in 2005 through the end of 2008, and taxpayers voted for a four-year millage to fund it for that four-year period.

For 13 years, the city has been a consistent supporter of the Intergovernmental Forum, an event unique to Michigan in which Cass County, 15 townships, four villages, and the city of Dowagiac gather annually to network and discuss



Dowagiac's thriving Main Street business district.

issues that affect local governments. Today the forum also includes the Pokagon band of Potawatomi Indians. The city manager has spoken at two forums, and the city has taken an active role each year. Its participation in the forum is just another example of Dowagiac's leadership in intergovernmental projects.

In 1990, the city of Dowagiac was a key player in putting together the Cassopolis Area Utilities Authority, an intergovernmental authority to provide sanitary sewage collection and treatment to thousands of citizens in the area. The jurisdictions that have formed this partnership are the city, Cass County, the village of Cassopolis, and the townships of Penn, Calvin, LaGrange, and Jefferson. Without the city's leadership in intergovernmental affairs, this authority would not have been created, and the extensive sewer system in this rural, residential county would never have been built.

The city of Dowagiac has been a leader or participant in several other intergovernmental projects, including the Central Dispatch Authority (21 governments), the Cass County Transit Authority (21 governments), and the Motor Pool Fund (two governments). It's quite a record for a small, professionally managed town of 6,000! ■

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF 10,000 TO 49,999

ALISO VIEJO, CALIFORNIA

This year, ICMA presents two Program Excellence Awards for Intergovernmental Cooperation in the 10,000-to-49,999 population category. The first goes to the city of Aliso Viejo, California, and City Manager David J. Norman for the Kid's Town Program with Homework Club and Fun Zone.



DAVID J. NORMAN

Every day the children of Iglesia Park, within the newly incorporated city of Aliso Viejo, are exposed to overcrowded housing, alcohol and drug abuse, domestic violence, and poverty. Many of the parents work long hours, leaving no adult supervision in households. During the school week, more than 100 children are bused to San Joaquin Elementary School in Laguna Hills; 80 percent of them are in the Saddleback Valley Unified School District (SVUSD) reduced and free lunch program. Before the Family Resource Center (FRC) was established, these children performed below average on tests, their education compromised by their inability to find a safe and supportive environment after school.

With limited funds and a neighborhood saddled with socioeconomic problems, the Aliso Viejo city council pledged to provide an after-school family resource center for the underserved, at-risk children of Iglesia Park and their families. The chosen site for this center was a previously county-owned and poorly maintained 3,200-square-foot community building adjacent to a seven-acre park.

The goal was to form collaborative partnerships among law enforcement, health care, school district, and several social service agencies to establish an after-school program that would integrate homework assistance,

recreation, and supplemental learning opportunities. To this end, the SVUSD provided teachers and tutors and Soka University of America provided student aides for the Homework Club, saving the city \$7,000 annually. The Community Alliance Network and Girls Incorporated of Orange County contributed the Fun Zone, where children can gain financial literacy and positive self-esteem; with guest speakers from Orange County's children's hospital, fire authority, and sheriff's department, as well as from the Community Alliance Network, children also learn about home safety, puberty and development, good hygiene, drug and alcohol prevention, and career education. The Fun Zone saves the city \$20,000 annually. And the Laguna Beach Community Clinic provides a mobile health clinic, offering immunizations, diabetes screening, sick-child visits, and health resource linkages to county agencies.

Despite community outreach, participation in early FRC programs was sporadic because of low parent involvement and the distrust expressed by many of the non-English-speaking residents. Other barriers included a lack of cultural acceptance of the parent volunteer concept and the children's lack of social skills and discipline, the cause of frequent neighborhood vandalism. But support for the FRC grew as the center's innovative programs enabled the city to reduce neighborhood vandalism and enhance the quality of life for more than 85 children. In addition, the partnership with San Joaquin Elementary



Aliso Viejo youth participate in the city's Homework Club and Fun Zone.

School has helped the targeted student population achieve and maintain a higher academic level; results from the school's May 2004 Academic Performance Index show that the center's students are scoring much higher than children of similar ethnic and socioeconomic populations in Orange, Los Angeles, Riverside, and San Bernardino counties. Children who attend the Homework Club learn basic grade-level skills to meet California standards in reading and math and are becoming more proficient in the English language.

Much credit is due to the teaching professionals and organizational volunteers who have contributed their time and talent, as well as to the SVUSD and the Orange County Library. However, parent volunteers have become the backbone of the center through their daily assistance with program supplies, snack preparation, and management of the Homework Club incentive and positive rewards program.

The success of the FRC Homework Club and Fun Zone activities has spurred the city to launch a new collaborative partnership with neighboring South Orange County community family resource centers, hospitals, and school districts in an effort to identify additional funding sources

(Continued on page 29)

**Program Excellence
Award for Outstanding
Partnerships:
Intergovernmental
Cooperation**

POPULATIONS OF 10,000 TO 49,999

PARKER AND CASTLE ROCK, COLORADO

The second of ICMA's 2005 Program Excellence Awards for Intergovernmental Cooperation in the 10,000-to-49,999 population category goes to the towns of Parker and Castle Rock, Colorado, and to Parker Town Administrator Aden Hogan Jr. and Castle Rock Town Manager Mark Stevens for the Joint Sales Tax Self-Collection Program.



ADEN HOGAN JR.



MARK STEVENS

Parker and Castle Rock are growing Colorado municipalities with an expanding tax base. Up until two years ago, their local businesses remitted state and city sales tax to the state of Colorado, which then forwarded the city sales tax to the towns. But Parker and Castle Rock believed they were not receiving

all the sales tax revenue to which they were entitled. The state's collection and enforcement efforts were minimal; there was no reconciliation of who should be remitting the tax and who actually *was* remitting it; and businesses were not audited to ensure compliance. Given tight fiscal conditions and increasing demands for services, the towns found the situation unacceptable and wanted to find a more effective and efficient collection method.

Through regular meetings of the Partnership of Douglas County Governments during the fall of 2002, local officials decided that the towns should partner to jointly collect their city sales taxes in order to maximize sales tax revenue. In January 2003, Parker and Castle Rock formalized their partnership, creating the Joint Sales Tax Self-Collection Program; they became the first home-rule municipi-

palities in Colorado to strike such an agreement. They located the program in Parker Town Hall and hired a central tax collection staff. Sales tax self-collection began on July 1, 2003.

In 2004, the first full year of its operation, the program generated nearly \$3 million in total revenue; minus program costs of \$244,600, Castle Rock realized a net gain of \$1,868,031 and Parker realized a net gain of \$878,708. The towns estimate that this partnership will also save each entity \$75,000 annually over what it would cost them to run such a program separately. This cost savings has allowed the towns to offer increased services and to pass the cost savings on to residents and business owners.

In addition to net gains and cost savings, the towns now have greater control over the sales tax collection process. They can more closely monitor compliance and provide timely, accurate statistical information to their town councils, staff, businesses, and citizens. Also, the town councils now exercise more authority over collection since they now hear appeals on city sales tax issues.

Parker and Castle Rock are also providing better customer service to community business owners. The program streamlines city sales tax remission through a more user-friendly system for local business owners, and local staff is available to provide assistance as needed. Both town Web sites offer business and tax licensing, as well as tax filing options.

The towns learned several valuable lessons during the planning,



Parker and Castle Rock partnership has resulted in increased teamwork.

implementation, and analysis of the program. First, it is important to have a plan for implementation with strict, self-imposed deadlines. Second, staff must be flexible enough to work extra hours to meet implementation deadlines. Third, staff must be experienced in, and have a thorough understanding of, tax collection and state and municipal sales tax law. Fourth, technology can provide invaluable support in coping with the high workload, improving efficiency, and generating analytical reports. Finally, excellent customer service is essential. To this end, the partnership held several small group meetings with the public before and after implementation to discuss the importance of the new program and receive valuable input on how it could be improved.

The partnership between Parker and Castle Rock and the successful implementation of their program have resulted in increased trust, cooperation, and teamwork between their staffs and town councils. This project has highlighted the importance of working together to solve mutual problems and has brought them statewide attention for innovation and outstanding leadership. ■

**Program Excellence
Award for Outstanding
Partnerships:
Intergovernmental
Cooperation**

POPULATIONS OF 50,000 AND GREATER

**BELLEVUE, BOTHELL, ISSAQUAH, KENMORE,
KIRKLAND, MERCER ISLAND, SAMMAMISH,
SNOQUALMIE, AND WOODINVILLE, WASHINGTON**

This year, ICMA's Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category goes to the cities of Bellevue, Bothell, Issaquah, Kenmore, Kirkland, Mercer Island, Sammamish, Snoqualmie, and Woodinville, Washington, and to Steve Sarkozy, city manager, Bellevue; Robert Stowe, city manager, Bothell; James Thompson, former city manager of Bothell (now city manager of Casa Grande, Arizona); Leon Kos, city administrator, Issaquah; Steve Anderson, city manager, Kenmore; David Ramsay, city manager, Kirkland; Rich Conrad, city manager, Mercer Island; Ben Yazici, city manager, Sammamish; Robert Larson, city administrator, Snoqualmie; and Donald Rose, city manager, Woodinville, for the eCityGov Alliance.



King County, Washington, supports the second-highest concentration of local government jurisdictions of any county in the country. This patchwork of abutting and overlapping governmental agencies increases the complexity of doing business with government.

While citizens and customers are expecting more government services online, the digital divide is growing between communities that have the fiscal resources to add online services and those struggling to provide basic services. In these tight budget times, many cities, especially smaller ones, cannot meet the growing appetite for Web-based services.

Existing government service models do not address issues around fragmented or overlapping service areas, uncoordinated technology architectures, or the growing divide in online service capability among local agencies. In addition, many existing practices are constrained by jurisdictional boundaries and cannot tap the full potential of Web-based technologies to improve the customer experience. Current local government business models will only expand current

silos of information systems, leading to more fragmentation of service delivery channels, more redundant systems, and increased cost.

In late 2000, 23 King County cities engaged in a joint strategic planning effort for Internet services, and nine chose to continue working to explore partnership opportunities and create a new service delivery model. The cities adopted a formal interlocal agreement and a \$1.2 million, five-year budget for the eCityGov Alliance. The agreement was formalized in February 2002.

The alliance took on online permitting as its first project and produced *MyBuildingPermit.com*, a groundbreaking, cross-jurisdictional service. This is the nation's first online permit portal to enable application, receipt, and payment for multiple permits from multiple cities in a single transaction. This portal also offers online permit status, access to centralized tip sheets, training information, code interpretations, and a host of construction-related resources. Contractors saved more than \$175,000 in 2004 by using *MyBuildingPermit.com*.

The second alliance application to go live was *NWPropertyNet*, a regional



STEVE SARKOZY



DAVID RAMSAY



ROBERT STOWE



RICH CONRAD



JAMES THOMPSON



BEN YAZICI



LEON KOS



ROBERT LARSON



STEVE ANDERSON



DONALD ROSE

economic development map-based portal to commercial property available for sale or lease. Customers include international and national site selectors,

(Continued on page 29)

Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS OF 10,000 TO 49,999

PADUCAH, KENTUCKY

ICMA's Award for Public-Private Partnerships recognizes a local government and its private sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The 2005 recipient of this award in the 10,000-to-49,999 population category is the city of Paducah, Kentucky, and City Manager James Zumwalt for the Artist Relocation Program.



JAMES ZUMWALT

Time and neglect had taken its toll on Lower Town, the oldest historic neighborhood in Paducah, Kentucky.

Annexed in 1836, Lower Town is

adjacent to Paducah's historic downtown area. Using goals set by the city commission to encourage vital neighborhoods, the Paducah planning department undertook the creation of a neighborhood plan to revitalize Lower Town.

The featured attraction of the plan was the Artist Relocation Program, designed to encourage working artists from around the country to settle in Paducah; as small business entrepreneurs, these artists would provide new vision, new solutions to old problems, and an economic investment in the neighborhood. This, in turn, would bring an influx of new retail and service business, thereby leading to more home ownership, higher property values, rehabilitated structures, less crime, and reduced traffic. After an extensive planning process that relied heavily on neighborhood participation, the city commission adopted the plan in February 2002.

Crucial to the project's implementation was an innovative partnership between the city of Paducah and Paducah Bank. As a community-owned institution, Paducah Bank

relies on the vitality of the community. This program initially posed an investment risk for the bank; the structures in Lower Town needed considerable and costly rehabilitation before they could be suitable as studios and galleries. The concentration of blighted structures in a depressed neighborhood meant that the bank was making loans of 200–500 percent of appraised value. Moreover, Paducah Bank was doing all the financing. Nevertheless the bank assigned one of its top loan officers to the program. In the beginning, the program accounted for little of the loan officer's time; currently it accounts for more than half his workload. To date, Paducah Bank has made more than \$12 million in loans to relocate artists.

While individual project financing has been provided almost entirely by Paducah Bank, the overall program is financed by the city's general fund. So far the city has spent about \$2,250,000, over 75 percent of which has gone for staffing, marketing and advertising, professional fees, artist incentives, and buying and stabilizing dilapidated properties, some of which have been given or are discounted to artists. The city has also spent approximately \$500,000 in sidewalk and other infrastructure improvements, helping to match a \$650,000 federal grant to complete a 140-light historical streetlighting project.

The Artist Relocation Program has exceeded everyone's expectations



Revitalized Lower Town hosts an art festival with musical performances.

as a revitalization tool. As a prime example of smart growth, it helps combat urban sprawl by illustrating the concepts of new urbanism and neotraditional neighborhoods and by creating new infill opportunities. Moreover, the program runs on an operating budget of about \$65,000 a year, so the investment has paid off in a six-dollar return for every one dollar spent. More than 50 new artists, residents, and businesses have moved into Lower Town, bringing with them approximately \$14 million in private investments. The program has won numerous awards, including the 2002 Governor's Government Award in the Arts, the 2002 Kentucky Chapter of the American Planning Association's Special Merit Award for Outstanding Planning, the 2004 American Planning Association's Outstanding Planning Award for a Special Community Initiative, and the 2004 National Recreation and Parks Association's Dorothy Mullins Art and Humanities Award.

This program has brought new and increased tax revenues back to all the taxing entities, created a more diversified economy, added a growing tourism base, provided cultural enrichment, and increased the city's intellectual and entrepreneurial capital for generations to come. ■

Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS OF 50,000 AND GREATER

SANTA CLARITA, CALIFORNIA

This year, ICMA's Program Excellence Award for Outstanding Public-Private Partnerships in the 50,000-and-greater population category goes to the city of Santa Clarita, California, and City Manager Kenneth R. Pulskamp for the Golden Valley Project.



KENNETH R. PULSKAMP

In survey after survey, the top issues identified by residents of Santa Clarita (pop. 165,100) were the need for more roads to alleviate chronic traffic congestion, more schools to address school overcrowding, and more local jobs so that residents do not need to commute out of the area every day to work. Imagine one project that could address all these issues!

A small group of local leaders (including the city manager, the high school superintendent, and the business park developer) undertook what would become a multimillion-dollar, multiyear public works project enlisting 90 entities, including private industry, government, utilities, and nonprofits, in the construction of a major road, a high school, and a business park.

Accommodating a 3–5 percent annual growth rate growth presented Santa Clarita with a tremendous challenge. First, it needed more roads.

Second, growth brings more children into the community. Finding funds for construction and suitable land for new schools was a major problem for the region's five local school districts.

Third, city surveys revealed that of those Santa Clarita residents who were employed full time, 50 percent had to commute outside the city to work. A majority of these workers said they would take a 10 percent pay cut to work within the Santa Clarita

Valley. Providing new jobs in a competitive California market has been one of the city's greatest hurdles.

Conceived by a small group of local visionaries, the Golden Valley Project began in 2000 and focused on three components:

1. Golden Valley Road, a three-mile-long roadway capable of carrying 45,000 vehicles daily. Located in a previously inaccessible area, this road would provide access to the planned business park and school.
2. Golden Valley High School, a brand-new facility with a capacity for 2,600 students.
3. Centre Pointe, the east side's first major business park, which would create 10,000 new jobs.

The construction schedule was dictated by the school district's need for the new school, so there was increased urgency to begin the work on Golden Valley Road, without which the school would be inaccessible. Thus, to take advantage of the "economies of scale" and to eliminate conflicts, the two projects were combined.

An interim funding agreement between the city and the school district allowed the plans to progress. Once the agreement was finalized but before construction started, a "partnership workshop" was held with all 90 stakeholders. Following that, 34 members of the project team (representatives of the three major projects and their contractors) met to identify a series of goals, discuss scores of issues that needed resolving, and



Ribbon cutting at the grand opening of Golden Valley Road.

develop a code of ethics. This partnership became the cornerstone for problem solving and teamwork in the ensuing months.

April 2002 saw the grand opening of Golden Valley Road. The following December, a celebration was held to break ground for the high school, which opened in August 2004. As for Centre Pointe, nearly 100 percent of the available lots have been purchased; new occupants include Clark Development Company; a 175,000-square-foot "build to suit" manufacturing company; and a 40,000-square-foot Super Wal-Mart and Sam's Club, in addition to many small offices and businesses.

As a result of their collaborative efforts, the city, the school district, and the developer saved at least \$4 million because the road, high school site, and business park were graded and constructed within the same time frame in the most efficient, cost-effective manner possible.

The site of this development at the easternmost end of Santa Clarita provided the ideal location for the beginning of the city's Cross Valley Connector, a major east-west corridor that has enabled commuters to significantly decrease their travel time while improving traffic issues throughout the valley. Major segments of the con-

(Continued on page 29)

Sanibel, Florida, from page 13
contractors, and the location of Red Cross shelters.

Upon its return to the island, city hall reopened with extended hours, seven days a week. The city Web site's real-time updates became a vital tool to convey information about the status of utility restorations, the latest refuse pickup schedule, where to obtain ice, how to get rid of spoiled food, how to find medical help, and more. With worldwide interest, the number of Web site hits increased from a prehurricane average of 4,000 daily to 172,578 daily.

Damage estimates to private property ran more than \$720 million, but thanks to a comprehensive, well-executed preparedness plan, the city suffered no loss of life during the storm or recovery process, and its use of new technology under adverse conditions kept not just the community but the entire world informed. ■

Maize, Kansas, from page 16
ties, and expansion to accommodate 5,000 more students is currently under design. The future looks much brighter as the tax base grows to support the infrastructure necessary for a school system three times the size of the community. ■

Loveland, Ohio, from page 18
solving in all city neighborhoods. It has broken down barriers not only between residents and city hall but also between government departments to improve all service delivery. The process is gradually transforming every aspect of government service to Loveland residents and neighborhoods. ■

San Antonio, Texas, from page 19
schoolchildren. The program promotes grassroots involvement, engages citizens in the development process, and identifies the funding needed to launch many special projects designed to improve the health, safety, and welfare of San Antonio's citizens. ■

Coalinga, California, from page 21
Through this most innovative program, the city of Coalinga has brought the center up to the CDC's fiscal, security, and operational standards. More important, it has saved both the state and the city money; created intergovernmental partnerships; provided inmates with work training, vocational education, and tangible job skills to help them reenter society and reduce recidivism; and bolstered the local economy. ■

Roanoke, Virginia, from page 22
Roanoke plans to ensure that all employees receive blood pressure, blood sugar, and cholesterol checks regularly, that exercise is promoted as a way to improve health, and that employees are continually reminded that staying healthy is the best way to keep health care costs down. ■

Aliso Viejo, California, from page 24
to develop the Aliso Viejo FRC into a pilot program for other cities. But the true measure of success lies with the children. Today, the FRC kids are more disciplined, well-mannered, and self-confident, and are completing their homework assignments and doing better in school. They are happier and look forward to coming to their "home-away-from-home" at the Family Resource Center. ■

Bellevue, Bothell, Issaquah, Kenmore, Kirkland, Mercer Island, Sammamish, Snoqualmie, and Woodinville, Washington, from page 26
local businesses, and commercial realtors. The site, which serves 14 communities, compiles existing live data from the local Commercial Brokers Association with city geographic information system data, county assessor data, and business demographic data.

By driving service delivery into consistent automated processes and then framing the service so that it is convenient to access and use, the alliance is able to transcend traditional

department- or city-based service delivery silos. In addition, business practices are aligned across member jurisdictions to provide customers with uniform, predictable services.

Reengineering business processes in a collaborative context has produced innovative solutions to vexing issues. Opportunities for technical skill building and information sharing have been created. Building on a solid foundation, the alliance is working on two new portal projects and is beginning to explore partnering opportunities such as joint purchasing and licensing agreements, strategic planning, project management, and hosted services.

The eCityGov Alliance model provides an affordable governance framework for local jurisdictions to manage costs, extend services via the Internet, and leverage existing technology investments. Perhaps the most obvious evidence of success is the growth of the alliance itself. Six subscriber jurisdictions have joined the nine original partner cities, serving more than one million citizens. The alliance is taking government services to a new level of convenience and quality. The outcome is an extraordinary level of customer service—one that individual cities could not achieve alone. ■

Santa Clarita, California, from page 28
nector have already been opened, and the full road is expected to be completed in late 2006.

This partnership enabled the road, the school, and the business park to be completed years earlier than planned. The expertise of the city, the school district, and the developer produced a unique combination of thinkers and problem solvers, yielding results that were in the best interests of the entire community. Santa Clarita now has a beautiful new gateway boulevard to the community, a new high school, and a business park that will ultimately add 10,000 new jobs to benefit the local economy. ■



What's the worst thing that could happen to your city?

(Okay, what's the *second* worst?)

Floods? Fires? Giant mutated reptiles? Every community needs an insurance company strong enough to handle whatever fate throws at it. As the leading provider of property and casualty insurance for public entities, St. Paul Travelers offers the strength and stability needed to protect your community. To find out all the ways we specialize in protecting public entities, large or small, call 1.800.356.4098, ext. 07915, or visit www.stpaultravelers.com/publicsector. And don't worry, we've seen it all.

