

2004 ICMA
Annual Awards

*Celebrating Excellence In
Local Government*

Presented at the 90th Annual
Conference of the International
City/County Management
Association, September 2004



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

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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 90th Annual Conference:

Darnell Earley, former City Administrator, Flint Michigan
(Chairman 2003–2004)

Jesse A. Garcia, former City Manager, Fort Stockton, Texas

Cornell Hopkins, Hopkins & Hopkins, LLC, Chalfont, Pennsylvania

Brian J. Issac, President, BDI Partners Inc., Kitchener, Ontario, Canada

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Karl F. Nollenberger, Academic Director of MPA Program, Illinois Institute of Technology

Benjamin Saag, Assistant Town Manager, Jupiter, Florida

J. David Strahl, Assistant Village Manager, Mount Prospect, Illinois

Bonnie L. Therrien, Town Manager, Wethersfield, Connecticut

Karen E. Wylie, Assistant to the City Manager, Mission Viejo, California

For information about ICMA's Annual Awards Program, visit <http://icma.org/awards>



2004 ICMA Annual Award Recipients

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Jennifer D. Sparacino, City Manager, Santa Clara, California

Other Nominees:

William P. Buchanan, County Manager, Sedgwick County, Kansas

David T. Harden, City Manager, Delray Beach, Florida

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

Alan Morris, County Administrator, Miami County, Kansas

Thomas H. Muehlenbeck, City Manager, Plano, Texas

Marvin D. Thompson, City Manager, Blue Ash, Ohio

Carl F. Valente, Town Manager, Weston, Massachusetts

Ronald G. Wagenmann, Township Manager, Upper Merion Township, Pennsylvania

Outstanding Manager of the Year Award

Craig T. Malin, City Administrator, Davenport, Iowa

Other Nominees:

Edward Beasley, City Manager, Glendale, Arizona

Michael B. Brown, City Manager, Savannah, Georgia

Jorge M. Gonzalez, City Manager, Miami Beach, Florida

Charles E. McNeely, City Manager, Reno, Nevada

George K. Noe, City Manager, Corpus Christi, Texas

Gary B. O'Connell, City Manager, Charlottesville, Virginia

Thomas F. Reilly, County Manager, Clark County, Nevada

Kyle R. Sonnenberg, then Town Manager, Southern Pines, North Carolina; now Assistant City Manager, Fayetteville, North Carolina

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

Michael A. Conduff, City Manager, Denton, Texas

Other Nominees:

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

Ronald Carlee, County Manager, Arlington County, Virginia; Craig S. Gerhart, County Executive, Prince William County, Virginia; and Anthony H. Griffin, County Executive, Fairfax County, Virginia

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

Thomas E. Hart, City Manager, Grand Prairie, Texas

International Award in Memory of Orin F. Nolting

Bernardo Garcia, Assistant County Administrator, Hillsborough County, Florida

Other Nominees:

Craig G. Kocian, City Manager, Arvada, Colorado

Ellen S. Posivach, City Manager, Tarpon Springs, Florida

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

Charles P. Boyles II, Assistant City Administrator, Clemson, South Carolina

Workplace Diversity Professional Development Award

Edward Beasley, City Manager, Glendale, Arizona

PROGRAM EXCELLENCE AWARDS

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

Mikki's House—**Apache Junction, Arizona**, and George R. Hoffmann, City Manager

Other Nominated Programs:

Community Connection Therapeutic Recreation Gardening—Oak Park, Michigan, and James D. Hock, City Manager

Home Chore and Minor Home Repair—Oak Park, Michigan, and James D. Hock, City Manager

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

Homeless Evaluation Liaison Program—**Reno, Nevada**, and Charles E. McNeely, City Manager

Other Nominated Programs:

Bridging the Gap Accessibility—Martin County, Florida, and Russell D. Blackburn, County Administrator

4 Steps to the Future—Reno, Nevada, and Charles E. McNeely, City Manager

Neighborhood Comprehensive Revitalization—Anaheim, California, and David M. Morgan, City Manager

Taxi Coupon—Olathe, Kansas, and J. Michael Wilkes, City Manager

Water Affordability—San Antonio, Texas, and Terry M. Brechtel, City Manager

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

Hospital Transfer—**Delafield, Wisconsin**, and Matthew D. Carlson, City Administrator

Other Nominated Programs:

Community E-Lert—Medina, Washington, and Douglas J. Schulze, City Manager

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

Defensible Space Project—**Los Alamos County, New Mexico**, and Max H. Baker, Deputy County Administrator

Other Nominated Programs:

Fuel Cell Technology—South Windsor, Connecticut, and Matthew B. Galligan, Town Manager

Improved Fire Service GIS Solutions—Oldsmar, Florida, and Bruce T. Haddock, City Manager

Neighborhood Beat—Grand Junction, Colorado, and Kelly E. Arnold, City Manager

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

Fire Safety House—**Clark County, Nevada**, and Thomas F. Reilly, County Manager

Other Nominated Programs:

Alcohol & Tobacco Enforcement—Flower Mound, Texas, and Van James, Town Manager

Community Policing—Reno, Nevada, and Charles E. McNeely, City Manager

Homeland Security Unit—Reno Nevada, and Charles E. McNeely, City Manager

Neighborhood Improvement—Anaheim, California, and David M. Morgan, City Manager

Tiburon Project—Reno Nevada, and Charles E. McNeely, City Manager

Traffic Calming Program—Reno Nevada, and Charles E. McNeely, City Manager

Virtual Partner Mobile Technology—Delray Beach, Florida, and David T. Harden, City Manager

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

Leadership Park City—**Park City, Utah**, and Thomas Bakaly, City Manager

Other Nominated Programs:

Rother's Corner—Sonora, California, and Greg M. Applegate, City Administrator

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

Citizen Leadership Institute—**Apache Junction, Arizona**, and George R. Hoffmann, City Manager

Other Nominated Programs:

Independence Day Commission—Oak Park, Michigan, and James D. Hock, City Manager

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

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

Community COMPASS—**Hamilton County, Ohio**, and David J. Krings, County Administrator

Other Nominated Programs:

Budget Evaluation Process—Long Beach, California, and Gerald R. Miller, City Manager

Community Building & Neighborhood Planning—San Antonio, Texas, and Terry M. Brechtel, City Manager

Community Liaison—Reno, Nevada, and Charles E. McNeely, City Manager

Graffiti Action Team—Reno, Nevada, and Charles E. McNeely, City Manager

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

Neighborhood Services Department—Miami Beach, Florida, and Jorge M. Gonzalez, City Manager

Youth City Council—Reno, Nevada, and Charles E. McNeely, City Manager

Youth Civic Engagement System—Hampton, Virginia, and George E. Wallace, City Manager

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

Integrated Technology Solution—**Monterey, California**, and Fred E. Meurer, City Manager

Other Nominated Programs:

Bridging the Gaps—Friendswood, Texas, and Ronald E. Cox, City Manager

Montgomery Target—Montgomery, Ohio, and Cheryl A. Hilvert, City Manager

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

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

Nonprofit Chamber of Service—**Sedgwick County, Kansas**, and William P. Buchanan, County Manager

Other Nominated Programs:

Budget Lite ("Bud-Lite")—Reno, Nevada, and Charles E. McNeely, City Manager

Contracting Initiative—San Antonio, Texas, and Terry M. Brechtel, City Manager

Detention Day School—Douglas County, Kansas, and Craig G. Weinaug, County Administrator

Housing Rehabilitation & Reconstruction—Phoenix, Arizona, and Frank A. Fairbanks, City Manager

Internal Audit—Reno, Nevada, and Charles E. McNeely, City Manager

LaserFiche Document Imaging—Denton, Texas, and Michael A. Conduff, City Manager

Learning Academy—Alameda, California, and James M. Flint, City Manager

Managing Differences—Plano, Texas, and Thomas H. Muehlenbeck, City Manager

Management Preparation—Plano, Texas, and Thomas H. Muehlenbeck, City Manager

Stakeholder Engagement—Olathe, Kansas, and J. Michael Wilkes, City Manager

Team Toyota—San Antonio, Texas, and Terry M. Brechtel, City Manager

TreePower Program—Anaheim, California, and David M. Morgan, City Manager

Water Quality—Martin County, Florida, and Russell D. Blackburn, County Administrator

Water/Wastewater Treatment Design Team, and Ann Arbor, Michigan—Roger W. Fraser, City Administrator

**Program Excellence Award
for Outstanding Partnerships:
Intergovernmental Cooperation
(populations less than 50,000)**

Best and Brightest Internship—

Gypsum, Colorado, and Jeff N. Schroll, Town Manager, representing 40 participating jurisdictions and their chief administrative officers; and Rob Fillion, intern for the town of Sterling, representing the 40 interns of the University of Colorado at Denver

Other Nominated Programs:

A Culture of Cooperation—Jackson and Teton County, Wyoming, and Robert W. McLaurin, Town Administrator; and Janice K. Friedlund, County Director of Administrative Services
Discovery After School Club—Central Point, Oregon, and Phillip M. Messina, City Administrator
Miami Valley Risk Management Association—Wyoming, Ohio, and Robert W. Harrison, City Manager; Kettering, Ohio, and Steven C. Husemann, City Manager; and West Carrollton, Ohio, and G. Tracy Williams, City Manager
Oelwein Enrichment Center—Oelwein, Iowa, and Steven H. Kendall, City Administrator
Parker/Castle Rock Joint Sales Tax Collection, and Parker, Colorado, and Aden E. Hogan, Jr., Town Administrator; and Castle Rock, Colorado, and Mark C. Stevens, Town Manager
Public Sector Cooperative-Staff Development Task Force—Kearney, Nebraska, and G. Allen Johnson, City Manager
Schertz-Sequin Local Government Corporation—Seguin, Texas, and Jack S. Hamlett, City Manager
State Route 179 Process—Sedona, Arizona, and Eric J. Levitt, City Manager
U.S. 202 Section 400 Transportation Coordination Improvement—Upper Merion Township, Pennsylvania, and Ronald G. Wegenmann, Township Manager; and Tredyffrin, Pennsylvania, and Joseph A. Janasik, Township Manager
Windsor/Severance Cooperative Planning Area IGA—Windsor, Colorado, and Roderick L. Wensing, Town Manager

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

Savannah Impact Program—**Savannah, Georgia**, and Michael B. Brown, City Manager

Other Nominated Programs:

Alternative to Food Stamp EBT—Clark County, Nevada, and Thomas F. Reilly, County Manager
Fire Consolidation—Reno, Nevada, and Charles E. McNeely, City Manager
Five Main Street Groups from Lorain County—Lorain County, Ohio, and James R. Cordes, County Administrator; and Oberlin, Ohio, and Robert G. DiSpirito, Jr., City Manager
Foodsmart—Whittlesea, Australia, and Graeme W. Brennan, Chief Executive Officer
Hospital Campus—Visalia, California, and Steven M. Solomon, City Manager
K.I. Sawyer Air Force Base Reuse—Marquette County, Michigan, and Steven D. Powers, County Administrator
Olathe Youth Services—Olathe, Kansas, and Susan Sherman, Assistant City Manager
Partnership for Educational Success—Wake County, North Carolina, and David C. Cooke, County Manager; and Joseph K. Durham, Deputy County Manager
Public Safety Regional Training Center—Reno, Nevada, and Charles E. McNeely, City Manager
Regional Approach to Fire and EMS—Roanoke, Virginia, and Darlene L. Burcham, City Manager
Volunteer Instructors Teaching Americana and English Language (VITAL)—Mission Viejo, California, and Dennis M. Wilberg, City Manager
Water and Sewer Mergers—Wake County, North Carolina, and David C. Cooke, County Manager

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

Fairfield Village Green—**Fairfield, Ohio**, and Arthur E. Pizzano, City Manager

Other Nominated Programs:

Ag-Renu Company Leaf Collection—Troy, Ohio, and David E. Anderson, Director of Public Service and Safety
Business & Education Alliance—Oak Park, Michigan, and James D. Hock, City Manager
Cantera Development—Warrenville, Illinois, and John M. Coakley, City Administrator
Lowes Landfill/Soccer Field Solution—Southern Pines, North Carolina, and Kyle R. Sonnenberg, Town Manager
Nature Preserve—Mequon, Wisconsin, and Lee Szymborski, City Administrator

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

Etnies Skatepark—**Lake Forest, California**, and Robert C. Dunek, City Manager

Other Nominated Programs:

Anaheim Achieves: After School Program—Anaheim, California, and David M. Morgan, City Manager
Animal Resource Center—San Antonio, Texas, and Terry M. Brechtel, City Manager
Beach Housing Renaissance—Delray Beach, Florida, and David T. Harden, City Manager
Hot Zone—Long Beach, California, and Gerald R. Miller, City Manager
Neighborhood Services Department/Realtors Partnership—Phoenix, Arizona, and Marsha A. Wallace, Deputy City Manager
Open Space Program—Wake County, North Carolina, and David C. Cooke, County Manager
Rattlesnake Mountain Skate Park—Reno, Nevada, and Charles E. McNeely, City Manager
Trend Homes Subdivision—Phoenix, Arizona, and Frank A. Fairbanks, City Manager
Sunnyslope Commercial Redevelopment—Phoenix, Arizona, and Frank A. Fairbanks, City Manager

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



Jennifer D. Sparacino

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Career Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. Candidates must have a minimum of ten years of executive, senior-level service to the profession. This year, ICMA presents the Mark E. Keane Award to Jennifer D. Sparacino, city manager of Santa Clara, California.

As city manager of Santa Clara, California (pop. 105,800), since 1987, Jennifer Sparacino has led the city through a crucial period of growth and discovery. Under her management, the city's population increased by more than 16,000; its budget grew from \$258.5 million to \$442.2 million; and the city invested \$1.25 billion in capital projects designed to improve the city's infrastructure and quality of life. Under Ms. Sparacino's tenure, Santa Clara is now a recognized leader in municipal government.

Santa Clara is a full-service city with a wide span of municipal, planning, and community services; nearly 450 acres of parks and open space; busy libraries; recreational programs and facilities; 247 miles of streets; three utilities; and a city-owned convention center. The city's diverse population, many members of whom are professionals in Silicon Valley's high-tech industry, demands a municipal government as innovative, productive, and service-oriented as the corporations that define the area.

Ms. Sparacino has created an environment conducive to positive, collaborative relationships among elected officials, city staff, and the community. In 1999, when 300 acres of a former state facility were made available for development, many community residents held strong and opposing views on how the property

should be used. Ms. Sparacino oversaw an extensive and open public participation process to help the community reach consensus. What was once a blighted area now houses the corporate headquarters of Sun Microsystems; restored historical buildings that are available for public use; a carefully preserved open space and wildlife habitat; day care facilities; shelter for homeless families; housing for seniors and low-income residents; and Rivermark, a new neighborhood that will include 3,000 single- and multifamily homes, a commercial center with a full-service supermarket, a hotel, a new school, a fire station, a library, and a park. In 2001, because of its successful resolution of community issues through the collaborative efforts of government, local businesses, schools, and nonprofit organizations, the National Civic League named Santa Clara an "All-America City."

The city of Santa Clara owns and operates its electric, water, and wastewater utilities and maintains the lowest combined utility rates in the nine Bay Area counties. When deregulation of California's electric market in 1996 caused major financial upheavals for investor-owned and municipal utilities, Ms. Sparacino's prudent and strategic approach allowed the city's electric utility to grow and prosper. It was the only California municipi-

pal utility recently evaluated by Fitch Ratings to receive a "positive" (as opposed to "stable") business outlook, and its innovative and successful programs have won awards from such organizations as the American Public Power Association and the California Municipal Utilities Association.

Ms. Sparacino has been instrumental in bringing together elected officials, community representatives, and staff to develop a code of ethics that provides guidelines and strategies for addressing the ethical questions that arise daily in municipal government. The city's ethics program won Santa Clara the prestigious Helen Putnam Award for Excellence from the League of California Cities.

Perhaps Ms. Sparacino's most enduring legacy to the community is her commitment to affordable housing in one of the nation's most expensive housing markets. As executive director of the city's Redevelopment Agency, she has spent or committed more than \$73 million for below-market new homes, first-time home-buyer loans, rehabilitation loans for existing properties, residences for seniors and the disabled, assisted living and dementia care homes, transitional housing for homeless families, and shelters for homeless teens and battered women. The U.S. Department of Housing and Urban Renewal ranked Santa Clara "#1 in California" and "#2 in the Nation" for its performance under the Home Investment Partnership Act Program.

Throughout her 26-year career in municipal government, Jennifer Sparacino has effectively met and surpassed the challenges of a growing, changing community while exemplifying personal integrity and creativity. She is clearly a shining example for others in public service. ■

Outstanding Manager of the Year Award



Craig T. Malin

ICMA's Outstanding Manager of the Year Award recognizes a local government administrator who has initiated and implemented creative, innovative projects and programs in the management of his or her community, regardless of his or her cumulative tenure.

Craig T. Malin, city administrator, Davenport, Iowa, is the 2004 recipient of this award.

As the nation's economic expansion wound down in 2001, Davenport, Iowa (pop. 98,359) struggled against 20 years of population decline and economic stagnation. At that time, Craig Malin was hired as the new city administrator, and the state had just approved the city's Vision Iowa application for the \$113 million downtown "River Renaissance" redevelopment plan. With city government perceived as closed to public input, many considered the required 60 percent public vote a lost cause. Mr. Malin led a balanced public information campaign that moved government beyond responsiveness to inclusion. The referendum won with 73 percent, and Davenport became Iowa's only city to hold a successful Vision Iowa vote.

This open approach to government held sway in other crucial city projects as well. In a land planning controversy he inherited upon his arrival, Mr. Malin first listened—both to the development community and to those who opposed implementation of the sprawl-oriented plan—and then helped launch a detail-rich and transparent planning process. Through several community meetings, residents viewed concepts of the many development outcomes, voted for their preferences, and even drew up their own plans for the 630-acre area. A citywide survey was also conducted to include those who could not attend the meetings.

This ability to find consensus among formerly contentious voices

has served Davenport well. With residents working through issues collaboratively, the city is updating its comprehensive plan for the first time in 27 years. Davenport also joined with Rock Island, Illinois, its sister city across the Mississippi River, to launch the "RiverVision," a riverfront redevelopment planning process unmatched in bi-state waterfront scope anywhere in the nation. And the downtown that had languished for decades is now enjoying a renaissance. Davenport is leveraging nearly \$400 million in new investment with construction of the first downtown office tower in 20 years; renovation of America's fourth-oldest active professional ballpark; the opening of the American Roots Music Museum and a world-class art museum; development of a "New Ventures" business incubator; and conversion of vacant industrial space into loft residences.

Mr. Malin's leadership philosophy is rooted in making city government "open, agile, and purposeful." To promote an open government, he led a training session for city staff, exposing them to different public engagement techniques. He then entrusted his managers to select the technique most suitable for each situation and make soliciting citizen input the foundation for city policy.

Mr. Malin also conducted a training series on "agility theory," a military concept designed to facilitate a swift response to changing conditions at every level. This approach resulted

in improved service levels despite a nearly 10 percent reduction in workforce, and a 12 percent increase in citizen satisfaction with city services.

His third strategic goal for city governance—to be "purposeful"—meant aligning actions, both symbolic and substantive, with visions and goals. Through a performance management restructuring, membership in ICMA's Center for Performance Measurement, newly crafted 360-degree evaluations, and partnerships with union leaders and the private sector, Davenport has become the most efficiently managed large city in Iowa. The city has the second-lowest tax rate of any comparable city, even with capital improvements continuing at twice the historic rate due to long-deferred infrastructure maintenance.

These days, each new success in Davenport brings higher expectations. While state actions and market conditions in 2003 cost the city budget several million dollars, necessitating position reductions and belt tightening, Mr. Malin remained a steady and guiding force. He forsook time off to ensure that the momentum Davenport achieved would not be lost amid the financial turmoil and gave his unused vacation days to department heads as compensation for deferred management bonuses. He then made sure that every employee received a wage increase before he did. When another city offered to hire him at a substantial pay raise, he declined, reaffirming his commitment to Davenport.

Craig Malin's leadership, energy, professional skill, and unselfish commitment have enabled him to lead the transformation of a previously stagnant city into one of the most resurgent communities in the Midwest. ■

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



Michael A. Conduff

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 Michael A. Conduff, city manager of Denton, Texas.

Michael A. Conduff learned early in his career that mentoring is an important part of professional local government management. At age 27, he was appointed city manager of Pittsburg, Kansas, where he met Buford Watson, city manager of Lawrence, Kansas, and president of ICMA. From this legend of the profession, Mr. Conduff reaped the benefits of a quiet mentoring approach that encourages and protects young professionals. By the time he became city manager of Manhattan, Kansas, Mr. Conduff had had the opportunity to serve as mentor himself, encouraging his staff to seek outside educational experiences and to grow as professionals by accepting new challenges and learning from their successes and failures.

Among those who benefited from Mr. Conduff's guidance was Ron Fehr, assistant director of parks and recreation. According to Mr. Fehr, who is now the city manager of Manhattan, Kansas, Mr. Conduff "was a wonderful sounding board when I was completing my master of public administration degree, and his leadership helped me grow into a more competent manager."

Chad Nehring, city manager of Center, Texas, worked for Mike Conduff in Bryan, Texas, for almost two years: "Mike was and still remains a significant influence on my career . . . [He] helped me learn a valuable lesson that I use every

day at work: one of our primary jobs is to develop the talent around you without impeding their career growth." While in Bryan, Mr. Conduff revamped an internship program to give undergraduate and graduate students an opportunity to experience a municipal work environment. "Mike was also very comfortable letting employees take some chances and develop ideas on their own," reports Mr. Nehring. "If the decision led to problematic situations, the criticism was always constructive, positive and geared toward corrective action."

Mr. Conduff continues his legacy of professional development in his current position as city manager of Denton, a rapidly growing community of 95,000 in the dynamic North Texas corridor. He actively encourages employees to participate in award-winning in-house training opportunities and to seek outside training when appropriate. He also provides an open-door policy and continuous opportunity for the two young professionals in his office.

While president of the Texas City Management Association, Mr. Conduff traveled often and his calendar was always full. Yet he took time to have lunch with his young professionals, challenging them with various projects and research assignments and allowing them the freedom to work out a solution. Inherent in his mentoring is a desire to empower

young professionals and mid-career managers to a higher level through responsibility and accountability. His staffing history shows a dedication to professional development by fostering the growth and skill development of new people into the municipal workforce.

A graduate of the 1988 Leadership Kansas Class, Mr. Conduff is active in a number of professional and civic organizations, including the International Policy Governance® Association and the Texas City Management Association, of which he currently serves as past state president. He is also a member of Who's Who Worldwide and a fully credentialed member of ICMA. In addition, Mr. Conduff has published several books and numerous articles in national publications on topics as diverse as neighborhood empowerment and citizen linkages in the governance process; he is a frequent speaker at professional and civic events; and he is a consultant to organizations that want to improve their governance and management systems.

Mr. Conduff has been recognized with numerous state and national awards throughout his career, including the 1992 Intergovernmental Distinguished Service Award from the Intergovernmental Cooperative Group. He was one of the first individuals to receive the ICMA Credentialed Manager designation and was elected to the ICMA Executive Board this year. Most important, however, is Mr. Conduff's legacy of professional development. As he has said, "People who give of their time and energy to serve on a city council or other board are doing their level best to make a difference. My passion is to provide the leadership to give them the tools and insights necessary to be successful." ■

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



Thomas E. Hart

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 Thomas E. Hart, city manager of Grand Prairie, Texas.

"To make a great dream come true, first you must have a great dream." Tom Hart uses this quote frequently. His dream was to create an organization that makes raving fans of its customers, and so when he arrived in Grand Prairie, Texas (pop. 135,000) in 1999, Mr. Hart created a customer service training series. This series, called Raving Fans, evolved into the city's mission statement: "To Create Raving Fans by Delivering World Class Service."

Mr. Hart presented his program in a full-day training session, attended by all employees. Through case studies, empowerment, recognition, example, and common sense, he taught employees how to deliver world-class service and make customers feel special enough to become raving fans of the city. To reinforce this philosophy, he held follow-up training and added the city's mission statement to all city materials, electronic and print. He also instituted a recognition program enabling employees and citizens to say thanks and provide feedback.

To put so much energy into making customers feel valued, city employees must feel valued as well, so Mr. Hart helped inaugurate a series of events to reward employees and celebrate their success. He also established an orientation program to welcome new city employees into the city family, introduce them to the Raving Fans philosophy, educate

them about the broad array of city services, and provide a good foundation for happy, knowledgeable, long-term employees. The former two-hour orientation was replaced with almost two days of information, trade shows, games, a bus tour with stops at the various departments and outlying offices, and lunch paid for by the city, where Mr. Hart meets all new employees.

In 2002, Mr. Hart created the Citywide Assessment Program (CWAP). Directors are divided into teams and assigned specific areas of town. Each team immerses itself in its own area, driving down every street at different times of day and night, walking through every city facility, and talking to the people who live and work there. Among other things, CWAP teams have discovered a major illegal dump site, alerted the electric company to a dangerously leaning electric pole, and installed a new sidewalk near a school where kids had to walk in the street. The insight and information gained during the CWAP has helped directors see things from a different perspective and get to know areas of town that many have never seen.

After four years as city manager, Mr. Hart realized that most of his experienced managers would soon retire. As those who remained had been promoted because of their job performance rather than their management skills, Mr. Hart sought to

hone those skills and teach them the finer points of city policies and leadership. To this end, he worked with human resources and marketing to establish the Grand Prairie Management Academy. The 12-month academy, which began in April 2003, features three half-day classes each month on various management training topics, including leadership, governance and the city council, dealing with people, teamwork, employment law, personnel recruitment and hiring, performance management, information technology, and personal health and wellness.

What makes all this work is teamwork, and Mr. Hart loves building teams. In his first year as city manager, he took his directors to a ropes course to get to know his staff, develop the team, promote trust, and work on future goals. Other team-building activities have included an overnight camping trip, Christmas dinners with the city council, outdoor goal-setting workshops, and monthly card games—events that enable directors to interact socially and thereby build a stronger team.

Mr. Hart's efforts have paid off handsomely. The City-County Communications and Marketing Association has recognized the Raving Fans and New Employee Orientation (NEO) programs with awards, and the Innovations Group plans to highlight the Grand Prairie Management Academy at its annual conference. Directors look forward to the next annual retreat, and when space allows, tenured employees sign up for the NEO bus tour. Best of all, thanks to City Manager Tom Hart, there is now a new, empowered, festive, creative culture among Grand Prairie employees and residents. ■

International Award in Memory of Orin F. Nolting



Bernardo Garcia

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 award is Bernardo Garcia, assistant county administrator of Hillsborough County, Florida.

En route from Tampa to Denver for the 1997 American Public Works Association (APWA) Congress, Bernardo Garcia reflected with satisfaction on the special opportunity that his upcoming meetings with representatives of the Asociación de Municipios de México (AMMAC) presented. As director of public works for Hillsborough County, Florida (pop. 1 million), he was excited about the possibility of establishing the first public works information exchange program with Mexico.

Because AMMAC and APWA have much in common in both their membership and goals, Mr. Garcia developed a written agreement through which the two organizations would share technical knowledge and public agency management practices. He then traveled to Mexico to learn more about public infrastructure in that country, as well as about the critical funding and institutional issues facing Mexican municipal, state, and federal governments.

In 2000, the leadership of the Institute of Transportation Engineers asked Mr. Garcia to participate in identifying technical publications for translation into Spanish. At Mr. Garcia's recommendation, the effort was expanded to include documents on best management practices to famil-

iarize public works managers in Mexico with leadership skills practiced in North America. Mr. Garcia visited Monterrey, Mexico, to meet with public works leaders, private sector professionals, university deans, and engineering students, all of whom were committed to molding the future leaders of Mexico and who would benefit greatly from these specialized materials.

Over the next two years, Mr. Garcia visited San Luis Potosí on behalf of ICMA's International Resource Cities Program (now the City Links Program) for a weeklong series of meetings, assessments, and presentations. He also hosted Mayor Hugo Fernández Bernal of Córdoba, Veracruz, who visited Hillsborough County to observe its management processes and public works operations.

In November 2002, his efforts paid off as Hillsborough County hosted the first conference in Mr. Garcia's International Public Works Exchange Series. Eight government leaders from the states of Veracruz, Mexico, and Baja, California, attended, along with administrators from the University of Veracruz. The weeklong program included seminars on all aspects of public works management and operations, as well as tours of key public works facili-

ties. At its conclusion, the president of the university asked Mr. Garcia to bring 12 professionals of his choice to Veracruz for a second conference.

The second Exchange Series conference, held at the University of Veracruz in October 2003, accomplished two primary goals: (1) to provide curricula that would complement the university's master of public administration requirements by presenting specific public works topics and (2) to create a network that identifies university resources for conducting research and developing training programs; offers continuing education at both the technical and postgraduate levels for public servants in Veracruz on planning and managing sustainable growth within the state; and helps the university enhance interdisciplinary communication among professors, administrators, and students, particularly in architecture, engineering, public administration, tourism, marketing, and environmental sciences.

Promoted to assistant county administrator for community services in July 2003, Mr. Garcia now oversees the planning, budgeting, and operations of eight county departments—in all, more than 3,000 employees. In December 2003, at Mr. Garcia's urging, the University of South Florida and Hillsborough County initiated a work-study program for undergraduate Mexican students in civil engineering. In 2004, Mr. Garcia will meet with university presidents in Ciudad to further expand this program.

Mr. Garcia has promoted excellence in public works management at an international level, building a strong relationship with educators and government managers in Mexico, and encouraging the next generation of public works professionals to achieve levels of excellence in city administration and governance. ■

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



Charles P. Boyles II

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 Charles P. (Chip) Boyles II, assistant city administrator of Clemson, South Carolina.

Chip Boyles chose his career path while attending the University of South Carolina. After three years as a state senator's aide and two more as a community and economic development specialist for the South Carolina Lowcountry Council of Governments, he was appointed city manager of Hardeville, South Carolina, a small community in which a city manager must wear several hats. There he successfully developed a budget process that strengthened the town's financial position, enabling it to implement important capital projects, including a water/sewer capital improvement plan.

In 1995 Mr. Boyles was hired as city manager of Taneytown, Maryland, where he helped create a municipal partnership that negotiated a cross-jurisdictional cable franchise agreement benefiting 35,000 subscribers. He was also instrumental in achieving a long-sought sewer line upgrade and construction of a new wastewater treatment plant, resulting in the Maryland Rural Water Association naming him the "1998 Decision Maker of the Year."

In 2000, Mr. Boyles was hired as Clemson's assistant city administrator, and his first project was to manage the restoration and renovation of the historic railroad depot with the Clemson Area Chamber of Commerce as the building's new tenant. This project won the 2002 South Carolina

Honor Award from the Palmetto Trust for Historic Preservation, the S.C. Department of Archives and History, and the Governor's Office.

Concurrently, Clemson was considering ways to expand education opportunities for young adults, and local officials believed that extending transportation beyond the city limits would benefit not just students but all residents. Mr. Boyles helped structure an "inclusive partnership" among four cities, one county, and four universities to produce the 30-mile-long 4U Transit route that connects the four schools, several large employers, and shopping and medical offices. The project received ICMA's 2003 Program Excellence Award for Intergovernmental Cooperation.

While Clemson's 2002 budget process was under way, the city's horizontal brush grinder was nearing the end of its useful life. Mr. Boyles created a partnership that included the heavily forested cities of Pendleton and Central to purchase a new, larger grinder that allows one operator to grind brush for all three communities. Now, more than 24,000 cubic yards of brush are collected and ground annually at a lower cost for each community, while creating more than 5,000 cubic yards of mulch free for taxpayers' use.

Around the same time, the city funded the design and construction of a 250-space parking deck to

encourage new private investment in the downtown area. The project involved multiple land swaps with private owners and churches, broad public input to determine the external appearance of the facility, and the design of a future five-story mixed-use building connected to it by an over-street walkway. Opened December 2003, the parking deck gives merchants a tool for marketing downtown Clemson while the public investment spawned significant private investment in the construction of new retail buildings along the area's main shopping corridor. This renovation is the final phase of a four-part project under Mr. Boyles's supervision to relocate overhead utility lines, construct on-street parking, add bike lanes, reconstruct sidewalks with brick paving materials, and landscape the entire area.

In reviewing Mr. Boyles's accomplishments, four important facts must be noted. First, the city has not condemned a single property on any of these initiatives—a testament to his ability to work with people and obtain buy-in on a project. Second, each project has been accomplished within budget and in a timely manner. Third, public response to the finished products has been outstanding. Finally, the projects and programs were managed in a manner that reflects the commitment to quality that the city council demands.

Chip Boyles is quick to acknowledge the role teamwork and outside help play in the success of his programs and projects. But his inclusiveness, leadership by example, commitment to public service, and great sense of humor have earned him a reputation in Clemson as an example of excellence in professional management ■

Workplace Diversity Professional Development Award



Edward Beasley

ICMA's Workplace Diversity Professional Development Award is presented to an administrator who has designed outstanding career development programs, policies, or practices specifically to assist minorities and women in local government. This year, ICMA presents the award to Ed Beasley, city manager of Glendale, Arizona.

Glendale, Arizona (pop. 225,000), is an impressive example of diversity in action. Under the leadership of City Manager Edward Beasley, the city has taken significant steps to ensure that a diversity of culture exists throughout the entire organization and that opportunities are available for all.

In 1996, Glendale was the first city in Arizona to formalize its efforts to create a diversity committee to promote multicultural initiatives. Two years later, the city took a bold step to internally examine business and hiring practices through an extensive cultural audit. With the help of a private consultant, Glendale conducted a two-phase assessment that questioned employees on what they liked and did not like about the organization. In accordance with recommendations from the consultant's report, citywide recruitment procedures were changed, requiring interview panels to have diverse representation, and a new employee development program was put into place.

The results of the audit became the basis for a road map that Mr. Beasley used to direct his vision of diversity in the organization. Glendale's diversity initiatives are not knee-jerk reactions on the part of management to an internal problem; instead, they enjoy the full support of employees and the city manager's office, both of which are committed to making Glendale the best organization possible.

One of the central recommendations of the audit was to create a work environment based on teamwork. To help bring this idea to fruition, Mr. Beasley called on the Glendale Diversity Committee. Representing all levels and areas of the organization, the committee strives to promote the benefits of a diverse workforce and to create an environment in which diversity is respected, encouraged, valued, and supported. Its foundation is the concept of "US," which stands for our *unique selves*. The concept provides an innovative way for city employees to explain diversity initiatives in Glendale: "Diversity is everything that makes US, and the city of Glendale is made up of all of US." The committee has developed a number of strategies designed to further this message, and Mr. Beasley has provided a forum to openly and honestly discuss the city's policies, procedures, and business practices as they relate to a diverse community.

Among its key initiatives, the committee has hosted several keynote speakers brought in from the community to discuss their cultural and racial backgrounds. The monthly educational seminars feature topics such as "*What Color Is Color*," a special program presented by motivational speaker and trainer Michael Horne. Other programs have included a Japanese-American cultural event, a discussion on understanding Islam,

and a special presentation of holiday traditions. The committee also helped the human resource department develop and implement diversity training citywide. Information about diversity-related initiatives has been made available on the city's intranet, on public bulletin boards, in book discussion groups, and in a monthly newsletter.

Mr. Beasley has sought to extend the city's diversity message throughout the community. Efforts are under way to encourage and support minority-owned companies to conduct more business in Glendale, and the city is fostering partnerships with these companies to promote a better understanding of Glendale.

Most recently, Mr. Beasley created a Diversity Commission, a seven-person board to which he directly appoints members on the basis of their passion for diversity, their positive attitudes, and their leadership abilities. The commission reviews human resource policies, city manager directives, and internal procedures with regard to diversity, and it serves as the enforcement arm of the diversity committee.

In just a few years, Glendale has made many advances in the area of diversity. For example, women and minorities in leadership positions have increased to 58 percent—a substantial feat, considering that just two years ago, fewer than 12 percent occupied these positions. Achievements like this have happened because of Ed Beasley's leadership and the contributions of city employees to ensure that diversity stands as one of the most valued concepts in Glendale. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 10,000 TO 49,999



Apache Junction, Arizona

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 10,000-to-49,999 category to the city of Apache Junction, Arizona, and City Manager George R. Hoffman for the Mikki's House program.



Mikki's House residents receive home rehabilitation information.



GEORGE R. HOFFMAN

According to the 2000 census, 31 percent of the homes in Apache Junction, Arizona (pop. 41,104) were built more than 25 years ago, and nearly 12 percent

of the city's population is below the poverty level. Since 1982, Apache Junction had provided some housing assistance through its housing rehabilitation program, but without a place for residents to meet and receive information, and without continuous training opportunities, many homes remained dilapidated and many residents underserved.

In spring 2003, Mikki Frazier of the city's development services department recognized the increasing need for rehabilitated housing for the city's low-to-moderate-income residents. Department employees, facing a long waiting list of homes in need of rehabilitation, worked feverishly to bring this number down. Then, with the waiting list greatly reduced and the backing of the city manager, the department encouraged the council and city staff to support the rehabilitation of a vacant, city-owned house located within a mile of city hall. The entire community pitched in, and the result was Mikki's House, where residents can receive home rehabilitation information, attend lectures, and practice their newly acquired home-maintenance skills.

The rehabilitation of this house has benefited the city and the community in numerous ways:

- *Increased public-private collaboration.* In addition to using its Chamber of Commerce Main Street program, "Paint the Town," to purchase paints at a discount to repair Mikki's House, the city solicited contractors to provide all residents participating in the rehab program with air-conditioning filters and small fire extinguishers.
- *Increased use of community resources.* Through a partnership with Pinal County's Adult Probation Department, the city tapped into the county's community service requirements for the labor needed to paint Mikki's House. This partnership could be used in the future to rehabilitate the homes of residents who are unable to do it themselves.
- *Increased neighborhood aesthetic.* In rehabilitating Mikki's House, the city not only provided a new training center but also improved the overall appearance of the neighborhood.
- *Increased participation in home rehabilitation projects.* Through Mikki's House and its rehabilitation projects, participation in home maintenance counseling has increased. More important, the house enables the city to pro-

vide a refuge away from city hall where "residents are able to retain their dignity and self-esteem when circumstances require that they accept city and federal housing rehabilitation assistance."

Thanks to the program's success, the city now makes greater use of the house by "lending" it to local contractors for seminars, to the city's planning and zoning employees for code compliance lectures, and to the city's Neighborhood Partnership Team to educate residents on property maintenance and other issues important to the mayor and council. By encouraging the local media, cable channel, and the city's magazine, *Cityscape*, to promote the value of Mikki's House to the community, the city also bolsters community involvement in the housing rehabilitation project.

Finally, the project helps the city realize its goal of eventually funding a separate division or department of housing, rather than funding projects through the Arizona Department of Housing and the Community Development Block Grant program. The success of Mikki's House has enabled Apache Junction to help many of its residents rather than resorting to the archaic and inefficient system of helping one resident at a time. ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND GREATER



Reno, Nevada

ICMA presents the 2004 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the 50,000-and-greater category to Reno, Nevada, and City Manager Charles E. McNeely for the Homeless Evaluation Liaison Program (HELP).



CHARLES E. MCNEELY

Traditional policing methods of increased enforcement and incarceration for misdemeanor vagrancy crimes were not solving the problem of a chronically homeless population in Reno, Nevada (pop. 195,000). The approach only ameliorated the homeless problem for the number of days the individual was incarcerated, amounting to an expensive attempt to address the issue with poor results.

In 1994, the city of Reno developed the Homeless Evaluation Liaison Program (HELP), an alternative solution that could cut the cost of incarceration to \$75.00 per day as well as reduce the nearly 100 percent rate at which homeless individuals return to the street.

It has been determined that most homeless individuals suffer from mental health and/or alcohol problems. These problems contribute to their disconnection from support systems and families, thus leaving them alone on the streets to deal with

debilitating circumstances, often with little or no hope. The goal of HELP is to assist the homeless in getting back to their families and the critical support systems on which everyone in society depends.

HELP is a joint project of the Reno police department and the Washoe County sheriff's department. Each agency has assigned one officer to the downtown HELP office, which is located inside the Greyhound Bus terminal. Officers are equipped with mountain bikes to patrol areas where the homeless gather, such as along the river corridor, in parks, and in alleys. Upon encountering a homeless person, an officer can refer the individual to the HELP office, where they are interviewed to determine what assistance is most needed and what resources can best provide that help. Some homeless people are referred to local programs such as shelters or alcohol rehabilitation centers; others are given job referrals. One-third of the individuals interviewed are reunited with family or friends once it has been verified that there is support available and a place to reside. The Reno police department does not send anyone to another community where they would once again be in a homeless situation.

HELP's average bus ticket price of \$70.00 is less than the \$75.00 cost for one day of incarceration. Because 96 percent of the individuals reunited with family members



Mountain bikes aid HELP officers in assisting Reno's homeless.

and provided support do not return to homelessness in Reno, this means a tremendous savings in manpower and expense over traditional methods, which may include several days' incarceration over a period of time. In 2003, HELP successfully obtained travel funds for clients from the clients' own support systems; nearly half of these funds were provided by the clients' families after officers had helped with travel arrangements, including food and appropriate clothing. Last year alone, HELP officers interviewed 1,980 individuals, successfully assisted 656 people to return home, and referred to employment agencies 551 of those capable of earning their own travel funds.

HELP continues to assist more than 600 people each year; last year alone this meant an estimated savings of more than \$500,000 in incarceration costs. St. Vincent's Dining Hall, the only provider of a free daily meal in the community, estimates that, as a result of the program, 250 fewer meals per day are being served than seven years ago. And many homeless service providers credit HELP with reducing the number of homeless individuals in the community. ■



A HELP officer prepares a client referral.

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

POPULATIONS OF LESS THAN 10,000



Delafield, Wisconsin

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 Delafield, Wisconsin, and City Administrator Matthew D. Carlson for the Delafield Hospital Transfer Protocol.



Delafield EMT personnel transport a patient to nearby Oconomowoc Memorial Hospital.



MATTHEW D. CARLSON

The Delafield, Wisconsin (pop. 6,700) fire department has evolved from a department of 22 volunteers to the partially full-time, partially paid-on-call

department in place today. In 1998, the cost of three new full-time employees was offset by local fire inspection fees and payments from the state for successfully completing commercial property inspections.

By 2001, the department was providing service at the emergency medical technician (EMT)-paramedic level, the highest level of emergency medical services (EMS) within the United States. To fulfill the 1,100-hour EMT training requirement, personnel devote approximately 20 hours per week and attend a 10-month paramedic training program while working full time at their regular occupations. Delafield is one of only five departments in Waukesha County—as well as the county's first paid-on-call department—to provide this level of service, and to do so 24/7, it had to hire two more full-time firefighter/paramedics. The cost of these additions was offset by revenue collected from ambulance patients, but as the department grew in services and responsibilities, the community had to find revenues other than property taxes to fund the highest-quality EMS.

As Delafield's reputation for quality service grew, its personnel fostered relationships with emergency room (ER) staff and the EMS director from nearby Oconomowoc Memorial Hospital (OMH). These professionals recognized the hospital's obligation to ensure that patients in need of critical clinical services not generally available at OMH (e.g., critical heart ailments, major trauma, severe burns, and critically injured children) would be transported by licensed and skilled ambulance personnel to facilities in the Milwaukee metropolitan region that could provide the specialized care. They also recognized how the higher skill levels developed by the Delafield EMS and paramedic staff could fulfill this transportation need. To date, the Delafield team has saved hundreds of lives by quickly transferring patients in the care of trained paramedics onboard the ambulance.

Delafield's team conducted the first interfacility transport in January 2001. Over the next two years, however, the increasing number of calls, and the growing percentage of those calls that required interfacility transfers, became a matter of concern. Since most of the calls occurred midday—the most difficult time for a paid-on-call department to serve—many service providers experienced burnout. To address the resource issue, in April 2003, the hospital administration and the city administrator signed what may be the country's first interfacility

transport agreement between a hospital and a municipality.

Under the agreement, the city gains revenue from billing transport patients while receiving monthly payments of \$5,000 from the hospital to offset the costs of hiring an additional 1.5 full-time-equivalent paramedics. The new personnel not only reduce the demands on department members who provide the transfer services, but also provide added daytime staffing for other calls within the community. With the revenue received from transport patients (\$143,978 in 2003), combined with the \$60,000 received annually from the hospital, the program generates more than \$200,000 each year, offsetting the total costs of the fire department and reducing the community's reliance on property taxes. The agreement, which solidifies the relationship between the community and the hospital to the benefit of both parties, has also served as a model for a neighboring community and hospital.

Beyond saving lives, the interfacility transport program has increased the sense of pride among members of the Delafield fire department as well as their understanding of customer-driven service. The program's success has also fueled discussions between Delafield and Oconomowoc

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

POPULATIONS OF 10,000 TO 49,999

Los Alamos, New Mexico

The 2004 Public Safety Program Excellence Award in the 10,000-to-49,999 population category goes to the county of Los Alamos, New Mexico, and to Max H. Baker, Deputy County Administrator, for the county's Defensible Space project.



In May 2000, the Cerro Grande wildfire swept through the mountainside community of Los Alamos, burning more than 47,000 acres, destroying

235 structures in Los Alamos and 112 structures at the Los Alamos National Laboratory, forcing 18,000 residents to be evacuated, and leaving 403 families homeless. As the citizens struggled to put their lives back together, county officials realized that proactive steps were needed to protect this wildland-urban interface (WUI) community from future wildland fires.

In the days following the fire, the Los Alamos Fire Department (LAFD) and other agencies sought to determine why some homes survived the wildfire while others did not. One of their most important findings was that the proper structuring of vegetation near homes could not only significantly reduce the likelihood that homes would ignite but also provide a less hazardous working zone for firefighters. Because the high density of structures and small lot size throughout the county made vegetation on any given property a threat to a neighboring home, any program to mitigate wildfire hazards had to be community-wide to be truly effective.

Under the guidance of previous County Administrator Mary M. McInerney, Deputy County Administrator Max Baker, and the Los Alamos County Council, the LAFD

began to develop a comprehensive mitigation program for property owners in the event of another major wildfire. In August 2002, the Los Alamos County (pop. 18,000) Defensible Space Project moved from concept to reality when the county council approved the multi-million-dollar project, which focused primarily on restructuring vegetation around the highest-hazard perimeter areas.

The project was created to improve the community's defensibility and survivability and to enhance firefighter and resident safety during a wildfire by modifying and thinning vegetation on private property, thus interrupting potential fire paths from the surrounding wildland to homes while maintaining a balance of aesthetics and safety on the property. Because the effort's success depended on the majority of property owners participating in this voluntary program, a very active public relations and education program (which included public meetings, neighborhood block parties, newspaper articles and advertisements, and a project Web site) was essential.

At the outset, 2,700 high-risk perimeter properties were identified as project candidates. Each property was treated as an individual "mini-project," requiring a defensible-space custom-design plan created in conjunction with the property owner. One of the most valuable aspects of the public education program was the one-on-one appointments that property owners had with project planners



Mascot "Reddy Squirrel" greets kids during Defensible Space Day events in April 2004.

to discuss defensible-space concepts specific to their properties.

The mitigation portion of the Los Alamos County Defensible Space Project was completed in December 2003, on schedule and under budget. Although the scope of the original project embraced only those properties in Los Alamos, the community of White Rock was added in July 2003. In the end, more than 3,400 homes were included in the project and nearly 70 percent of eligible property owners participated.

Before-and-after evaluations of the Los Alamos and White Rock wildfire risk ratings revealed that the project had reduced the hazard rating for both communities by 60 percent of the total reduction possible. The project also successfully educated the community on the importance of defensible space. A toll-free number was set up so residents can call with questions about wildfire preparedness, and staff continue to update the project's Web site with relevant information. Additionally, the LAFD has proactively shared its methods, tools, and lessons learned with other communities.

Today, Los Alamos County residents are working to protect their homes and their community from

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

POPULATIONS OF 50,000 AND GREATER

Clark County, Nevada

The 2004 Public Safety Program Excellence Award in the 50,000-and-greater population category goes to Clark County, Nevada, and County Administrator Thomas F. Reilly for the Fire Safety House program.



In the spring of 1998, with the help of the Junior League of Las Vegas, the Clark County, Nevada (pop. 1.5 million) Fire Department obtained a Fire

Safety House through donations from local businesses. The Fire Safety House is a mobile home containing a bedroom and a kitchen with a smoke alarm system installed adjacent to the bedroom. Visitors can be instructed in fire safety, experience actual smoke alarm activation with simulated smoke, and then practice a home fire escape.

To better serve its citizens, the fire department has partnered with the local school district, the sixth-largest in the United States, to provide life safety lessons to elementary school students through its Fire Safety House program. Now in its sixth year, the program is available to any second-grade teacher interested in scheduling it for the class. The curriculum was originally reviewed and approved by the school district's Community Partnership Office and validated by all local area fire departments. When teachers request a visit from the Fire Safety House personnel, they receive a packet containing four fire safety lesson plans modeled after the National Fire Protection Association (NFPA) *Learn Not to Burn*[®] curriculum: "Crawl Low in Smoke," "Practice Kitchen Fire Safety," "Exit Drills in the Home," and "Make the Right Call, Dial 9-1-1." The fire

department reinforces each lesson with a hands-on learning experience in the Fire Safety House, and the students practice a home fire escape as part of their lesson. This program is the department's largest man-hour commitment for public education programs, requiring 172 fire personnel and 720 manpower hours during the 2002–2003 school year.

Since the program began, its success has been measured through pre- and post-tests, teacher evaluations, and completed homework assignments. The pre- and post-test results indicate that the fire safety messages are well received: the average knowledge of student participants has increased by 30 percent and sometimes by as much as 50–80 percent. These educational gains are due to two factors: (1) the teachers' ability to use the designed fire lesson plans before the actual hands-on experience and (2) the firefighters' ability to reinforce the lesson plans with students in the Fire Safety House. From the teacher evaluations, it is clear that students benefit the most from their hands-on experience and their interaction with the firefighters. The homework assignment, which has the students and their families planning and practicing a home fire escape plan as well as locating and testing their home smoke alarm(s), provides an inclusive safety awareness experience and yields a positive behavioral change for the entire family.

The program is evaluated annually for its effectiveness, and changes are made when necessary. A major review of the lesson plans is cur-



Clark County firefighters conduct a Fire Safety House class.

rently under way with all local fire departments and the Community Partnership Office. The existing activity pages and the appearance of the program instruments will be improved, and consideration is being given to expanding the program to include additional life safety messages aligned with NFPA's *Risk Watch Program*[®].

The program has grown in popularity since 1998, reaching out to 130 schools, 1,400 teachers, and 20,750 students. In the 2003–2004 school year, the department was scheduled to visit 31 schools, adding approximately 4,000 students to the total. An average of 12 requests for Fire Safety House personnel to visit local schools come in each year from other communities. Beyond those who have participated in the program, more than 5,000 children, their families, and friends have been exposed to the program's message. Clark County is proud of the foundation in fire safety that this program has imparted to its residents and children. ■

Learn Not to Burn[®] and *Risk Watch*[®] are registered trademarks of the National Fire Protection Association (NFPA), Quincy, MA 02269.

Program Excellence Award for Citizen Involvement

POPULATIONS OF LESS THAN 10,000



Park City, Utah

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 Park City, Utah, and to Acting City Manager Thomas Bakaly for the Leadership Park City program.



Residents participate in a Leadership Park City team exercise.



THOMAS BAKALY

Following decades of decline and decay with the bust of its silver mining economy, Park City, Utah (pop. 7,500), is now grappling with unpre-

cedented growth as a world-class resort community. Today the central focus of citizen concern is the conundrum of managing prosperity and absorbing tremendous growth while maintaining environmental integrity and a sense of community.

While laws and ordinances can regulate growth, they cannot sustain the spirit that knits a small community together and provides its charm. Rather, it takes people committed to working together for a common good and toward a positive vision of the future. When relationships are constantly fostered and new residents are brought into the fold, issues get resolved with civility and foresight.

These were the premises behind CommunityVision, a prolonged dialogue between Park City and its citizens beginning in the late 1980s. After several years and many neighborhood meetings, focus groups, and training sessions, the citizens produced an action agenda to manage the changes buffeting the town.

Central to this agenda was the formation of a local community leadership program to welcome, inspire, and train future leaders. In 1994–1995, Leadership Park City was born.

Unlike most community leadership programs, which are run by chambers of commerce or other professional and business organizations for the benefit of their members, Leadership Park City was conceived as a grand partnership between public and private businesses and community entities with the express purpose of bringing citizens together in new and exciting ways while providing them with the necessary personal and community-building skills to effect positive and long-lasting change. To facilitate this goal, Park City took the lead in organizing and operating the program.

A fundamental precept from the outset was that Leadership Park City represent the community's diversity and not be hijacked by special interests. Consequently, sponsors were carefully selected to include local governments, private businesses (e.g., ski resorts), and associations and nonprofits (e.g., the Board of Realtors, the school district, and the ecumenical council). It was also decided that the program provide scholarships to *all* participants, ensuring that neither financial constraints nor individual

circumstances dilute the diversity of the applicant pool.

Ten years and 250 alumni later, the program prospers. Graduates include the mayor and two members of the current city council, as well as numerous chairs and members of citizen boards, neighborhood associations, and nonprofit and community organizations. Many graduates credit the program with heightening their ability to succeed.

But the untold story is the tremendous and continued support given by Park City itself. The city provided a physical home for the program and devoted considerable staff resources and facilities to ensure its continuity. Working together with the other sponsors, the city freely shared its resources for the common good without ever claiming ownership. This attitude of cooperation and overarching dedication to bringing people together has led to many successes, not the least of which was Park City's hosting of the 2002 Olympic Winter Games, probably the best organized and executed winter Olympics in history. The successes are also seen daily in the networking of alumni who continue to work tirelessly, knitting this dynamic and growing community together to build its future.

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Program Excellence Award for Citizen Involvement

POPULATIONS OF 10,000 TO 49,999

Apache Junction, Arizona

The 2004 Program Excellence Award for Citizen Involvement in the 10,000-to-49,999 population category goes to the city of Apache Junction, Arizona, and City Manager George R. Hoffman for the Citizen Leadership Institute.



GEORGE R. HOFFMAN

Apache Junction, Arizona (pop. 41,104) has experienced explosive growth since its incorporation as a city in 1978. At that time, the population was estimated at 9,295; by 1990, it had grown to 18,100, and by 2001 it had nearly doubled to 33,000. Not long ago, the city recognized the importance of having a pool of knowledgeable and skilled volunteers who could assist with the planning and future of the growing community. This need was especially evident whenever it came time to fill new or vacated city board and commission seats.

In early 1998, Community Relations Manager Patrick Brenner introduced the concept of the Citizen Leadership Institute as a means of providing an educational background to interested residents. The institute would outline city responsibilities and functions while familiarizing residents with and involving them in city processes and planning. The concept was presented to the city council, city management, and citizens of Apache Junction, and was well received by all. The Citizen Leadership Institute began in fall 1998 and has been offered free to all Apache Junction residents every year since.

One of the institute's many functions is to educate residents on the responsibilities and limitations of municipalities. To this end, the institute offers seven sessions on topics of interest related to local city and

county government: the structure and role of community government, creating community and working together, preserving open space, planning and zoning, the operation of service departments (e.g., police, parks, and recreation), economic and community development, and infrastructure and demand-driven services. Another function is to encourage citizen participation in city council, planning, and zoning sessions as their direct involvement in the process gives residents a better understanding of how municipal decision making comes about. In addition, the institute fosters continued service to the community: of the 109 residents who have successfully completed the program to date, 27 percent have gone on to serve on a city board, commission, council, or special city task force.

The key strategy of the Citizen Leadership Institute is to solicit information and feedback from residents regarding issues, problems, and city services. Input is solicited on a regular basis as quickly and informally as possible.

Several lessons have been learned during the planning, implementation, and analysis of the program.

1. *Do not operate in a vacuum.* Before the institute began, a number of community leaders, staff, and a former city council member were made part of a working group that produced an outline for the first curriculum. The group also contacted other municipalities to collect examples of successful community involvement "best practices."



Apache Junction residents participate in a Citizen Leadership Institute session.

2. *Have fun and create a sense of excitement.* To keep active adults engaged, the program should include speakers who are expert in a wide range of areas and role-playing sessions that give participants a sense of actually living the experience. For example, institute attendees might participate in a planning and zoning exercise in which they become certain personalities, or they could play a budget game in which real "city dollars" could be argued over and spent.
3. *Ensure that all communications channels and the media are involved from the beginning.* Implementing a successful Citizen Leadership Institute will prove easier and less expensive to advertise if all available city print, electronic (Web site), and broadcast (cable television) channels are used along with the mass media.

Apache Junction Mayor Douglas Coleman had this to say about the success of the Citizen Leadership Institute: "The city is quite powerful in shaping our own destiny and future within guidelines that have been set, and I think that the more people we have that are familiar with the process, the better off our community is going to be." ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND GREATER

Hamilton County, Ohio

The 2004 Program Excellence Award for Citizen Involvement in the 50,000-and-greater population category goes Hamilton County, Ohio, and County Administrator David J. Krings for the Hamilton County Regional Planning Commission Community COMPASS visioning process.



DAVID J. KRINGS

For decades, planning in Hamilton County, Ohio (pop. 845,268) has been sporadic and parochial, with a small number of jurisdictions adopting local

plans irrespective of their neighbors or the county as a whole. But with 49 governments and 49 local planning commissions, the county needed to find a way to build consensus for a collective unified vision.

Because such a visioning effort required an organizational structure and community culture to sustain it, the Hamilton County Regional Planning Commission (HCRPC) reorganized itself with a new charter and established a jointly funded, collaborative, long-range planning committee called the Planning Partnership (now a permanent advisory board working to plan for the county's future). These two entities designed the Community COMPASS (Comprehensive Master Plan and Strategies) visioning process, enabling the county's diverse citizenry to come together with their ideas and aspirations (historically conflicting and contentious) in the spirit of cooperation and consensus.

The Community COMPASS visioning process began in October 2001, when a groundbreaking alliance of public and private organizations and individuals solicited input from citizens through 12 community forums, including one for youth and one online. For the first time, criti-

cal multijurisdictional issues (e.g., stormwater management, transportation, septic failures, population loss, etc.) were discussed and resolved. HCRPC also mailed a community values survey to 4,500 households, and the findings resulted in a draft vision for 12 community systems. These include: civic engagement and social capital, community services, culture and recreation, economy and labor market, education, environment, environmental and social justice, governance, health and human services, housing, land use and development framework, and mobility.

In January 2002, more than 1,300 people attended the first countywide town meeting, where new wireless technology was used to solicit real-time feedback from each group and individual. Participants developed a vision for the county that centered around four core goals: building collaborative decision making, ensuring economic prosperity, embracing diversity and equity, and balancing development and the environment.

Several aspects of this endeavor were especially gratifying. First, the people who attended nearly matched the demographic content of the county by race and gender. Second, hundreds more participants showed up than expected, proving that citizens want a voice in governance and don't mind committing to an eight-hour meeting to have it. Third, many decision makers (elected and appointed) also attended the all-day forums and town meeting; for those who didn't participate, special



Hamilton County residents participate in countywide COMPASS visioning process.

forums were held periodically. This extra effort to facilitate dialogue with government officials was essential to achieving a shared understanding of divergent views. Before the meeting, 64 percent of the participants expressed confidence in their ability to influence the future; by the end of the meeting, that number had risen to 86 percent!

Since the town meeting, COMPASS action teams and community leaders from the county's local governments and planning commissions have refined the objectives that correlate with the countywide goals. Throughout the spring of 2002, HCRPC approved 30 major initiatives and more than a hundred strategies for achieving them; strategic plans for several of the initiatives are now being launched by public and private sector volunteers. A "results accountability process," which was critical to the plan's funding, defines success in measurable terms using results indicators. And public participation—the heart and soul of the countywide town meeting and the entire COMPASS visioning process—created the foundation for sustaining the initiative.

The countywide town meeting resulted from merging two planning techniques—community brainstorming

(Continued on page 25)

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 10,000 TO 49,999

Monterey, California

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 successfully enhanced an existing program or service. This year's award in the 10,000-to-49,999 population category goes to the city of Monterey, California, and City Manager Fred E. Meurer for their integrated technology solution for public works.



FRED E. MEURER

Boasting 99 miles of breathtaking Pacific coastline, Monterey, California (pop. 33,350) is a community blending beauty, history, adventure, culture,

and innovation. It is the task of the city's public works department to provide and maintain the public services and facilities that contribute to the safety and well-being of the community, while still preserving Monterey's unique natural environment.

When Hans Uslar, public works administrative services manager, first joined the city, Monterey was using an outdated legacy system to support its fleet, parks, engineering, building maintenance, and forestry departments. The system lacked basic features and produced redundant data, making it difficult for public works to determine how well it was maintaining the city's assets. To solve these inefficiencies, the city selected a work management system from Hansen Information Technologies to support its street, storm, sewer, fleet maintenance, parks, building maintenance, and forestry operations. The system quickly provided the city with several significant improvements, including better reporting, quicker access to data, more reliable cost information, and improved data sharing between

the finance department and public works, creating employee efficiencies and better insight into the city's business. And this new integrated system enabled the city to enter into a unique partnership with the U.S. Army's Presidio of Monterey, a local historical landmark and subinstallation of nearby Fort Ord that houses the Defense Department's Defense Language Institute Foreign Language Center (DLIFLC).

When Fort Ord fell victim to a base realignment and closures initiative in 1994, the Presidio became a separate installation and was charged with supervising the base's closure and clean up. With a payroll of more than \$250 million, the Presidio has become a major employer in the area, and its closure would be a major blow to the local economy.

Motivated to take action, the city of Monterey entered into a contractual agreement with the Department of Defense in 1997 to maintain the Presidio's street, sewer, storm drain, and fence systems. The city's vision was simple: Let the military do what it does best (language training), and let the city do what it does best (infrastructure and asset management). The arrangement would help lower the city's operational cost for personnel and equipment through cost-reimbursed maintenance while reducing the cost of base operations, thereby allowing the city to keep the facility open.



Monterey's Presidio gate design, construction, and landscaping.

This small partnership immediately resulted in huge cost savings in maintenance; for example, the DLIFLC saved 41 percent of its budgeted maintenance dollars (almost \$2.5 million) while the city lowered its operational costs for itself and the Presidio. The cost reimbursements from the military increased the city's general fund by nearly \$300,000, enabling the city to enhance services for its residents, promote city personnel, and create new positions. Finally, Monterey gained new insight into the economics and assets of the base, which the city would inherit if it ever were to close.

The partnership was so successful that in early 2001, Monterey outbid national private companies for the maintenance of the Presidio's complete infrastructure management. In fact, in February 2002, the secretary of the Army directed his subordinate staff to implement strategies and procedures similar to those used by Monterey and the Presidio. The nationwide recognition that Monterey has earned has prompted other municipalities, such as San Antonio, Texas, to implement similar projects. ■

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND GREATER



Sedgwick County, Kansas

The recipient of the 2004 Program Excellence Award for Innovations in Local Government Management in the 50,000-and-greater population category is Sedgwick County, Kansas, and County Manager William P. Buchanan for the Nonprofit Chamber of Service of Sedgwick County, Inc.



Sedgwick County, Kansas (pop. 450,000) has always been committed to serving the community through partnerships with local nonprofit

organizations. This commitment has helped improve relations among more than 200 local nonprofits and funders; enhanced their capacity to work, learn, and plan together; and facilitated the development of best practices for nonprofits. It was in this spirit that the county brought together leaders of nonprofit organizations interested in enhancing the quality of community services to form the Nonprofit Chamber of Service.

Sedgwick County's leadership role in this endeavor began in 2000, when the county partnered with Wichita State University's Hugo Wall School and Self-Help Network to produce a report, *Enhancing the Delivery of Public Services by Nonprofit Agencies*. Following issuance of the report, County Manager William Buchanan recommended that the county partner with the Kansas Health Foundation and asked Self-Help Network to facilitate a process to turn the report's concepts and ideas into tangible results and action. A "design team" comprised of nonprofits, county government officials, and local funders was established to plan a process by which nonprofits could increase their capacity to meet their own needs.

In 2001, the county initiated a series of retreats for nonprofits and funders to discuss how to better work together, streamline and improve contract monitoring and reporting, establish best practices in the use of national accreditation findings, create a checklist for a strong nonprofit, and plan future joint activities for capacity building. From these retreats emerged 20 local nonprofit directors and representatives whose purpose was to explore the development of a nonprofit association and to assist and be a voice for the Wichita nonprofit community.

Input from this working group led to two developments. First, Sedgwick County supported a conference at which representatives from three nationally recognized nonprofit associations discussed their own experiences in starting a nonprofit association and described the benefits to the nonprofit community. Through these discussions, Sedgwick County's nonprofits clarified what they hoped to gain from an association. Second, a joint committee of funders and nonprofits was formed to find ways to expand the pool of nonprofit board members. This committee developed the Leadership and Governance Development Project, which brings together "up-and-coming" business leaders to serve on boards and committees of local nonprofits.

In 2003, Sedgwick County brought together more than 70 nonprofits and funders to clarify the mission, produce a set of guiding principles, and create a one-year strategic plan for the Non-



Sedgwick County Manager Bill Buchanan leads a discussion among nonprofit representatives.

profit Chamber of Service. Soon after, a group of nonprofit directors became incorporators for the Nonprofit Chamber, and the group met to draft the chamber's bylaws and to complete the requirements for it to achieve nonprofit status. Nonprofits and funders then met again for a final review of the bylaws and organizational activities of the chamber, and for the nonprofits to sign letters of intent to join. To date, more than 110 nonprofits have signed up.

In January 2004, the Nonprofit Chamber of Service held its first annual meeting with nearly 100 participants. A board of 15 nonprofit directors was elected and has since held two board meetings to begin planning initial services.

The Nonprofit Chamber of Service assists the nonprofit sector in Sedgwick County in five strategic areas: capacity building, interagency collaborations, research, board and leadership development, and education and nonprofit sector advocacy. The chamber has enhanced the quality of community services by providing a strong collective voice for nonprofits, communicating with funders and government officials, sharing resources and education to help build internal capacity, and influencing the public policy environment to build community capacity. ■

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

POPULATIONS 50,000 AND UNDER

Colorado

Best and Brightest Internship Program



JEFFREY N. SHROLL



ROB FILLION



BARBARA KIRKMEYER



DON SANDOVAL



DR. ROBERT CLIFTON

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 50,000-and-under category recognizes Jeffrey N. Shroll, town manager, and the town of Gypsum, Colorado, representing 40 participating jurisdictions and their chief administrative officers; Rob Fillion, intern for the town of Sterling, representing the 40 interns of the University of Colorado at Denver; Barbara Kirkmeyer, deputy director, representing the director and staff of the Colorado Department of Local Affairs (DOLA); Don Sandoval, field representative, representing the DOLA's eight field representatives; and Dr. Robert Clifton, local government liaison, University of Colorado, representing the director and 27 faculty members of the University of Colorado.

Small and/or rural jurisdictions often lack the resources to hire high-quality administrative support staff. To address this problem, the University of Colorado at Denver implemented the Best and Brightest Internship Program in January 2000. The program provides a cost-effective way to meet the growing administrative needs of Colorado's small, rural jurisdictions; offers graduate education opportunities for Colorado students from small, western Colorado colleges as well as for residents of remote, rural areas of the state; and enables students to earn a graduate degree while gaining invaluable applied learning experience in the unique challenges and opportunities of local government administration in small, rural jurisdictions.

The program provides qualified towns and counties with a full-time general resource person for two years at relatively low cost. Jurisdictions from virtually anywhere in the state can apply for an intern candidate by submitting a general description of the jurisdiction and a tentative two-year work plan for the intern. Applicants for internships complete a very demanding prerequisite course and then submit personal portfolios to the jurisdictions where they hope to work. The jurisdictions then determine which applicants they wish to interview. Each jurisdiction matches a \$13,000 award from the Colorado Department of Local Affairs (DOLA) for the selected student's annual stipend of \$26,000 and also provides a \$5,000 benefits package.

During their internship, students complete a master's degree in political science with an emphasis on politics and public policy. All courses are held off-campus at two different locations, and each is taught over a period of three weekends. Interns are also expected to attend commission or council meetings as well as other designated meetings as part of their regular performance description, and are encouraged to attend workshops and conferences that will enhance their ability to serve the jurisdiction.

The benefits of the program are wide-ranging. As the annual cost to a jurisdiction, including benefits, amounts to approximately \$6.25 per hour, this is a cost-effective solution for small, financially struggling jurisdictions. Not surprisingly, since the program began in 2000, the number of participating jurisdictions has increased from 6 to 45. The program is also cost-effective for DOLA, which can provide administrative support for two years to 10 small rural jurisdictions for approximately the same amount (\$260,000) it normally provides for a capital expenditure request from only one small rural jurisdiction.

For the most recent internship cohort, more than 500 applicants inquired about the program, of whom 50 completed the prerequisite course and became candidates for the 20 funded placements. Of the first 25 interns, all of whom completed the two-year academic program, more than half were integrated into regular staff positions with their internship jurisdictions. Each student is required to complete a master's project that becomes the capstone requirement of his or her degree. This project has all the research criteria of a graduate thesis but also addresses an actual major concern, need, or issue defined by the jurisdiction. The final document,

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

POPULATIONS GREATER THAN 50,000

Savannah, Georgia

This year, ICMA's Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 category goes to the city of Savannah, Georgia, and City Manager Michael B. Brown for the Savannah Impact Program.



In 2001, the city of Savannah (pop. 131,510) and the county of Chatham (pop. 232,048), Georgia recorded a 22 percent rise in the number of

Part I violent crime incidences since 1998. The jurisdictions recognized that a large portion of the violent crime in Savannah, as well as elsewhere in Georgia, was committed by a relatively small number of repeat offenders, most of whom were on parole or probation. With this in mind, the Savannah Impact Program (SIP) was conceived. Comprising the Savannah-Chatham Metropolitan Police Department, State Board of Pardons and Paroles, Georgia Department of Corrections, Georgia Department of Juvenile Justice, and Georgia Department of Labor, SIP is a collaborative antirecidivism/offender reentry effort that knits together an intergovernmental team to provide intensive supervision and services to high-risk parolees/probationers. Each of the member agencies staffs SIP cooperatively with dedicated in-house employees, who work together as a unit, sharing information in a positive, structured program to give offenders a real second chance.

Georgia has the eighth-largest prison population and ranks fifth in incarceration rates nationally. National studies consistently show that well over half of all offenders in the criminal justice system reoffend within three years of their original

criminal conviction. Of the 15,000 + inmates released from Georgia prisons annually, 36 percent are convicted of a new felony or misdemeanor offense within three years. And as of April 2003, Chatham County alone had more than 4,000 people on active felony probation, an additional 1,093 on unsupervised status, and 1,100 on parole.

One study in Chatham County reported that 87 percent of adult offenders had less than a high school education, 83 percent tested below an eighth-grade math level, 68 percent tested below an eighth-grade reading level, and 68 percent were unemployed at the time of their offense. The data confirm that corrective measures must be directed toward the core problems afflicting offenders—substance abuse, poor education, and lack of job skills—with more effective sanctions and support for offenders who want to remain out of prison. Of course, most parolees/probationers are directed to obtain substance abuse counseling, abide by curfews, perform community service, or meet other specific conditions. But many lack the means or basic tools needed to exist in society as law-abiding citizens—hence, the underlying problem of recidivism.

SIP identifies the needs of offenders through a structured entry-level evaluation process. It then takes in the neediest, most desperate cases and gives them the opportunities, guidance, support, and skills they never had. Services include substance abuse counseling (SAC), GED preparation, moral reconnection therapy,

employment skills, financial literacy, life skills, job placement, a driver's license, and family support. SIP is currently working toward developing a faith-based aspect to its services.

SIP officers have reduced case-loads so they can maintain more frequent contact with their offenders and ensure that these individuals comply with the terms and conditions of their release and sentence. Since the program began in October 2001, its officers have supervised more than 1,800 offenders. All SIP personnel are cross-departmentally trained in case management, reporting requirements, search and seizure, arrest techniques, high-risk driving, and drug screening procedures/testing.

The program's success is measured by monitoring the number of referrals to the program, the number of participants, the frequency and type of interactions the officers have with the offenders, the rates of revocation and employment, and the percentage of individuals testing positive for drugs. In 2003, SIP supervised 731 offenders, with an average monthly population of 375 and an average monthly employment rate of 83 percent. Before SAC was launched, 32 percent of the total drug screens conducted each month were positive; with SAC added for 2002, that proportion fell to 15 percent, and in 2003, to 14 percent. In 2002, SIP supervised 1,080 offenders, conducted 18,793 interactions, and had an adult revocation rate of 11 percent and a juvenile rate of 23 percent. In 2003, adult revocations were up to 15 percent but the juvenile rate dropped to 14 percent.

SIP is proof that with the cooperation and collaboration of state and local agencies, potential problems of parity among officers from different agencies with different financial

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Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



Fairfield, Ohio

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 2004 recipient of this award in the 50,000-and-under population category is the city of Fairfield, Ohio, and City Manager Arthur E. Pizzano for the Fairfield Village Green project.



Lifeline interactive bronze sculptures adorn the Fairfield Village Green park area.



ARTHUR E. PIZZANO

From the time Fairfield, Ohio (pop. 45,000) became a city in 1955, its land use pattern was typical of many post-World War II suburbs in that

it developed several disparate commercial areas but had no identifiable downtown business district. In the early 1990s, city officials sought to designate a "town center" in hopes of stimulating downtown development and fostering civic pride.

The logical site for the town center was a centrally located area at the intersection of two major roadways, Pleasant Avenue and Nilles Road. Although all four quadrants at that intersection needed improvements, the southwest quadrant contained an undeveloped 120-acre farm tract with sporadic commercial development lining the two roadways. This property offered the best potential for the kind of project that would spark development in the other three quadrants.

In 1996 a local residential developer, who had acquired the farm at a sheriff's sale, proposed a mixed-use development plan to include residential, recreational, and commercial facilities. City staff worked closely with the developer to design a planned unit development (PUD) of

160 in-town family homes. The developer also agreed to donate a two-acre parcel in the center, which would be used as a public park and would serve as the focus for the town center concept. The proposed development was named the "Village Green."

But there was a problem: while the property could be reached from Nilles Road and adjoining residential areas to the west, earlier development and a major drainage ditch blocked access from Pleasant Avenue, the major north-south artery. Moreover, the drive-through lanes of a local bank blocked the ideal access point for a new roadway into the development. A solution came when the city partnered with the developer and the bank to secure the needed access point on Pleasant Avenue. Fairfield contributed \$600,000 to the acquisition and demolition of the bank, enabling the developer to properly align an entrance to the development with the existing roadway to the east. The bank relocated as the first tenant in the Village Green area.

For the park, the city retained an architect to develop plans for an amphitheatre, a playground, a fountain and water features, grassy knolls, walkways, and even a stone footbridge. After the park was completed in the fall of 2000, bronze sculptures were added. Overall, Fairfield invested approximately

\$2 million in park infrastructure and improvements.

Attractively designed commercial development has added desirable character and balance to the downtown as well. A new 72,000-square-foot, full-service supermarket and 195,000 square feet of adjacent retail stores, restaurants, and professional offices are fully occupied after just two years. On the 8.8-acre site where the supermarket once stood, the city plans to build a new 45,000-square-foot Justice Center along with a mixed-use development. The architecture will complement the high-quality image initiated in the Village Green development. And careful attention to traffic mitigation, buffers, lighting, and so forth has prevented anticipated negative traffic impacts on the existing residential areas, enabling the community to embrace the commercial component as integral to the overall fabric of the neighborhood.

While the concept of the Village Green and town center has attracted state and national attention from a variety of sources, including the new urbanist movement, the most significant outcome has been the community spirit evident within the Village Green. Annual July Fourth activities have drawn thousands to the area, and arts festivals are promoted

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Program Excellence Award for Outstanding Partnerships: Public-Private Partnerships

POPULATIONS GREATER THAN 50,000

Lake Forest, California

This year, ICMA's Program Excellence Award for Outstanding Public-Private Partnerships in the greater-than-50,000 category goes to the city of Lake Forest, California, and City Manager Robert C. Dunek for the Etnies Skatepark of Lake Forest.



ROBERT C. DUNEK

In 2000, the city of Lake Forest, California (pop. 78,000) explored the feasibility of building a skate park. After recognizing that demand for such

a facility came from just a narrow segment of the community, city staff realized that they needed a plan to offset the cost of the park.

The city's interest in building a skate park was noticed by Lake Forest-based Sole Technology, manufacturer of Etnies, the world's second-largest brand of skate shoes. In November 2000, Sole Technology offered to assist the city financially and through its wide knowledge of skate park design and construction. In the ensuing partnership, Sole Technology would donate \$100,000 to the park for naming rights for 20 years and would oversee the creation and development of the skateable area; the city would control development of the non-skateable area and would oversee the entire project. While the park bore the name of the skate shoe manufacturer, the city would retain all control of the public facility.

As the city started investigating funding for the park, it realized that partnerships with other private companies could be beneficial as well. Waters & Faubel, a Lake Forest public relations firm, for example, agreed to assist with fund raising and business outreach for a reduced fee and to donate up to \$50,000 of its time in

sponsoring the park. Other potential partners included companies that might be interested in marketing their product to young skateboarders, such as beverage companies, restaurants, and the skate apparel industry.

To provide for partner recognition, the city set up a three-tiered program to recognize different levels of sponsorship. Lake Forest would build a four-wall monument to allow sponsors to display their logos, and special accommodations and recognition would be given to sponsors donating \$50,000 or more.

The city then researched landholders who might be willing to donate land for the facility. In early 2001, it found an ideal spot: an unused three-acre parcel of land belonging to Bank of America. In a mutually beneficial deal, the bank received a tax credit and recognition at the park, and the city received the site at no cost. With the site secured, the city ultimately struck a deal with Coca-Cola, which agreed to donate \$50,000 plus revenue from the machines—an estimated additional \$100,000 over ten years—in return for exclusive sales or distribution rights at the park.

As internationally respected businesses became partners, the park's credibility grew, and companies such as Southern California Edison, Waste Management, and Medix Ambulance Service, as well as several community businesses, eventually joined the partnership.

Soon, what started as a business agreement between Sole Technology and the city of Lake Forest grew into



A skate board enthusiast enjoys the benefits of the Lake Forest Etnies Skatepark.

a burgeoning relationship. The city relied on the company for its insight into the skate industry while Sole Technology staff attended planning meetings and contributed significantly to the architecture and design of the facility. The company also helped market the park, enlisting its specialized vendors to produce apparel, stickers, and promotional items—all free or at cost. Through their strong relationships with the local media and the skate media, the partners generated dozens of high-profile articles about the park in both the mainstream press and skateboard "trade" magazines. And when the strength of the city's associations with local vendors was added to Sole Technology's relationships with professional skaters and musicians, each promotional event was more successful than the last. At the grand opening, more than 6,000 people attended, including nearly 100 members of the media.

Once the park opened, the city agreed to extend the partnership for another eight years. In return, Sole Technology donated an additional \$125,000, allowing the city to waive all fees for the park's users for the first full year of operation and thus fulfill its dream of having a facility that is truly available to everyone.

(Continued on page 25)

Excellence

(Delafield, Wisconsin from page 13)
regarding a potential merger between the two cities' fire/EMS departments. Net dollars have offset property taxes to support the fire department budget, more daytime staffing is available, department members share more pride in their craft, and critical patients get the highest-quality service and best chance for survival. Behind this success has been a mayor and city council committed to providing the highest level of professional EMS; the vision of a community hospital administration and ER staff; and the dedication of Delafield fire department employees. ■

(Los Alamos, New Mexico from page 14)
wildland fires; even the children participate in local programs and classroom exercises geared toward promoting defensible space principles. Property owners have come to recognize that by working together they can retain the beauty and solitude that come with living in a WUI community while minimizing the risks of wildland fires. ■

(Park City, Utah from page 16)
In 2002 Leadership Park City was honored by the International Community Leadership Association as one of the most innovative small community leadership programs in the country. Now it is Park City's turn to be recognized for its role in fostering citizen involvement through creativity and sustained commitment. ■

(Hamilton County, Ohio from page 18)
and the electronic town meeting—into a seamless process for developing a common vision. The extensive and innovative use of multiple technologies facilitates a more thorough discussion of tough issues, heightens the effectiveness of public involvement, and produces high-quality citizen input and direction from one large meeting, which is more cost- and time-effective than holding many smaller meetings with less feedback. The uniqueness of this visioning process and its results has set a new standard for communities seeking a citizen-based approach for planning and implementation. ■

(Best and Brightest Internship Program from page 21)
which must be defended before a committee of tenured faculty and acknowledged experts in the subject area, is of such quality that it would likely cost the jurisdiction \$8,000 to \$10,000 if a consultant were hired to provide the same depth of research and critical analysis.

It is astonishing to think that a major state government department, a branch of the state university, the political science department of that university and an experimental program within it, and more than 40 towns and countries could collaboratively develop such a successful intergovernmental effort. Perhaps the most amazing lesson learned through the planning, implementation, and analysis of the Best and Brightest Internship Program is that a wide range of entities, systems, and individuals can develop a cooperative synergism in which the whole is decidedly greater than the sum of its parts. ■

(Savannah, Georgia from page 22)
accountability can be avoided if the responsibilities of each agency are clearly delineated and if each agency maintains separate financial and personnel systems. With this kind of initial groundwork, a fair structure and even playing field for all personnel can be established, and the program can become its own entity with the good of the many as the primary motivation for each agency to work together. ■

(Fairfield, Ohio from page 23)
regionally. The Thursday night "Groovin' on the Green" concert series at the outdoor amphitheater is supplemented with community theater events as well as by Friday night "Movies in the Park," sponsored by the Fairfield fire department. This new sense of community and civic pride, brought about by the development of Fairfield's Village Green, is a testament to the commitment and long-term planning that characterized the partnership of public, private, and nonprofit entities in the Village Green development. ■

(Lake Forest, California from page 24)
Of the \$2 million construction cost for the Etnies Skatepark, more than 25 percent was raised from corporate partners, not including the additional in-kind contributions. But it was through the city's partnership with Sole Technology that what started as a concept for a small community skate park blossomed into one of the largest public skate parks in the country—the subject of hundreds of stories in local newspapers, radio, and television, as well as of international media coverage. People from all over the world have traveled to Lake Forest to skate the park, whose daily usage far outnumbers that of other public parks in the area. Neither the city nor Sole Technology could have created this park alone. Only by collaborating were they able to bring to Lake Forest a premiere facility—arguably the best of its kind in the world. ■



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

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

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