

2003 ICMA ANNUAL AWARDS

*Celebrating Excellence In
Local Government*

Presented at the 89th Annual
Conference of the International
City/County Management
Association, September 2003

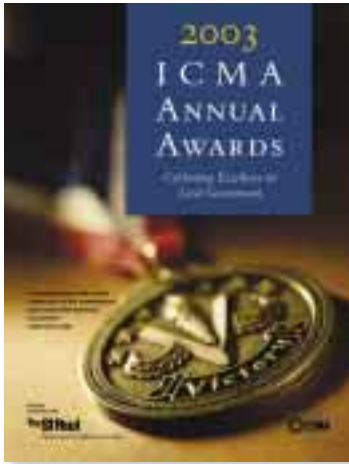
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The St. Paul congratulates all of this year's award recipients.

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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 decisions, ICMA would like to thank the following evaluation panel members, who complete their three-year terms at the 89th ICMA Annual Conference:

Amy Chan

Assistant City Manager, Sunnyvale, California (Panel Chairwoman 2001–2003)

Jennifer Howry Fadden

Administrative Services Manager, City of Arlington Parks & Recreation, Arlington, Texas

Nadine P. Levin

Assistant City Manager, Mountain View, California

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



2003

ICMA ANNUAL AWARD

RECIPIENTS

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Del D. Borgsdorf, City Manager, San José, California

OTHER NOMINEES:

Ray E. Corpuz, Jr., former City Manager, Tacoma, Washington

Albert J. Rigoni, Village Manager, Skokie, Illinois

Carl F. Valente, Town Manager, Weston, Massachusetts

Outstanding Manager of the Year Award

Michael C. Van Milligen, City Manager, Dubuque, Iowa

OTHER NOMINEES:

Edward Beasley, City Manager, Glendale, Arizona

Darlene L. Burcham, City Manager, Roanoke, Virginia

William B. Horne, II, City Manager, Clearwater, Florida

Charles E. McNeely, City Manager, Reno, Nevada

Rebecca C. Woolcot, City Manager, Conyers, Georgia

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

Mark M. Levin, City Administrator, Maryland Heights, Missouri

OTHER NOMINEES:

Daniel W. Fitzpatrick, former City Manager, Oak Park, Michigan, now City Manager, Peekskill, Michigan

Sam S. Gaston, City Manager, Mountain Brook, Alabama

John F. Griffin, General Manager, Tweed Shire Council, New South Wales, Australia

Matthew J. Kridler, City Manager, Springfield, Ohio

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

Frank I. Benest, City Manager, Palo Alto, California

OTHER NOMINEES:

Kyle R. Sonnenberg, Town Manager, Southern Pines, North Carolina

C. Edward Young, County Administrator, Seward County, Kansas

International Award in Memory of Orin F. Nolting

Dennis W. Melvin, City Administrator, West Bend, Wisconsin

OTHER NOMINEES:

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

Bernard M. Strojny, City Manager, Campbell, California

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

James D. Hock, former Assistant City Manager now City Manager, Oak Park, Michigan

OTHER NOMINEES:

R. Michael Flaherty, Assistant City Manager, Englewood, Colorado

Viola Alexander Lyles, Assistant City Manager, Charlotte, North Carolina

Academic Award in Memory of Stephen B. Sweeney

Orville W. Powell, Clinical Associate Professor of Public and Environmental Affairs, Indiana University, Bloomington, Indiana

OTHER NOMINEES:

Douglas J. Watson, City Manager, Auburn, Alabama, and Visiting Professor, Auburn University

Workplace Diversity Professional Development Award

Michael T. Hutchinson, City Manager, Mesa, Arizona

OTHER NOMINEES:

Craig Malin, City Administrator, Davenport, Iowa

PROGRAM EXCELLENCE AWARDS

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

Lessenger Park Program—**Oak Park, Michigan**, and James D. Hock, City Manager

OTHER NOMINEES:

Home Chore and Minor Repair Program—Oak Park, Michigan

William Beaumont Hospital Community Connection Therapeutic Recreation Gardening Program—Oak Park, Michigan

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

Mayor's Committee for Persons with Disabilities Program—**Columbus Consolidated Government, Georgia**; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

OTHER NOMINEES:

Mother Goose Program—Vancouver, British Columbia, Canada, and Judy M. Rogers, City Manager



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

Prevention of Family Violence Program—**Charlottetown, Prince Edward Island, Canada**, and Harry Gaudet, Chief Administrative Officer

OTHER NOMINEES:

Emergency Medical Services Program—Derry, New Hampshire, and Carol M. Granfield, Town Administrator

Connecting Chord: Cops & Kids Poetry Project—Port Townsend, Washington, and David G. Timmons, City Manager

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

Operacion Apoyo Hispano Program—**Clearwater, Florida**, and William B. Horne II, City Manager

OTHER NOMINEES:

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

Juvenile Diversion Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

Are You FIREWISE, Martin County? Program—Martin County, Florida, and Russell D. Blackburn, County Administrator

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

Civic Association Initiative—**Dublin, Ohio**, and Jane S. Brautigam, City Manager

OTHER NOMINEES:

InSight.2010: Creating Fairfield's Future—Fairfield, Ohio, and Arthur E. Pizzano, City Manager

Comprehensive Citizen Engagement Program—Windsor Heights, Iowa, and Marketa George Oliver, City Administrator

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

Public Involvement Review Program—**Vancouver, British Columbia, Canada**, and Judy M. Rogers, City Manager

Neighborhood Liaison Program—**Aurora, Colorado**, and Ronald S. Miller, City Manager

OTHER NOMINEES:

Community Vision Meetings Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

Mesa 2025 General Plan Update and Public Involvement Program—Mesa, Arizona, and Michael T. Hutchinson, City Manager

Tierra Nativa/Oso Creek Trail Project—Mission Viejo, California, and Daniel P. Joseph, City Manager

Community Pride Grant Program—Reno, Nevada, and Charles E. McNeely, City Manager

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

Citizen Involvement in Sioux City Policing Program—Sioux City, Iowa, and Paul A. Eckert, City Manager

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

Community Broadband Program—**Glenwood Springs, Colorado**, and Michael S. Copp, City Manager

OTHER NOMINEES:

Innovations in Local Government Management—Bothell, Washington, and James V. Thompson, City Manager

Community Recreation Center/Online Registration—Dublin, Ohio, and Jane S. Brautigam, City Manager

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

Asset Management System for GASB 34 Compliance—Saco, Maine, and Richard R. Michaud, City Administrator

Creating a Brand: The Windsor Way—Windsor, Connecticut, and R. Leon Churchill, Jr., Town Manager

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

Childcare Central Program—**Fairfax County, Virginia**, and Anthony H. Griffin, County Executive

OTHER NOMINEES:

Training and Tracking with Home Pages—Clearwater, Florida, and William B. Horne, II, City Manager

Neighborhood Involvement Program—Columbus Consolidated Government, Georgia; Carmen J. Cavezza, City Manager; and Isaiah Hugley, Deputy City Manager

ResourceLINK Team, Business Development, and Procurement Services Program—Dallas, Texas; Teodoro J. Benavides; City Manager, and Mary K. Suhm, First Assistant City Manager

Comprehensive Project Management Curriculum—Edmonton, Alberta, Canada, and A. B. Maurer, City Manager

Parktakes Online—Fairfax County, Virginia, and Anthony H. Griffin, County Executive

Senior Services Coordinator—Kettering, Ohio; Steven C. Husemann, City Manager; and Mark W. Schwieterman, Assistant City Manager

Continuous Learning; Continuous Training—Loudoun County, Virginia, and Kirby M. Bowers, County Administrator

Development Services Process Realignment—Naperville, Illinois, and Peter T. Burchard, City Manager

Re-Inventing a County Government—New Castle County, Delaware; Sherry L. Freebery, Chief Administrative Officer; and Ronald A. Morris, Chief Financial Officer



Greenhouse Gas Reduction Plan—Parramatta City Council, New South Wales, Australia, and Terrence S. Barnes, General Manager
Diversity Task Force—Phoenix, Arizona; Frank Fairbanks, City Manager; and George Flores, Deputy City Manager
“Stars” Employee Recognition Program—Tamarac, Florida, and Jeffrey L. Miller, City Manager

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

Clemson Area Transit 4 University System—**Clemson, South Carolina**, and Richard E. Cotton, City Administrator; **Central, South Carolina**, and William H. Thompson, Jr., Town Manager; and **Anderson, South Carolina**, and John R. Moore, Jr., City Manager

OTHER NOMINEES:

Glen A. Kohler Fields of Bartlett—Bartlett, Illinois, and Valerie L. Salmons, Village Administrator
Centennial Park Expansion Project—Englewood, Colorado, and Gary L. Sears, City Manager
Adventure Book and Teachers Manual—Dublin, Ohio, and Jane S. Brautigam, City Manager
Muscatine Geographic Information Consortium—Muscatine, Iowa, and A. J. Johnson, City Administrator
“Put a Lid On It”—Pacific Grove, California, and Ross G. Hubbard, City Manager
Recreation Center—Rittman, Ohio, and Robert L. Kellogg, City Manager
Disaster Preparedness Training Program—Springdale, Ohio, and Cecil W. Osborn, City Administrator
Downtown Building Repair Program—Troy, Ohio, and David E. Anderson, Director of Public Service/Safety

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

Interlocal Agreement on School Siting—**Martin County, Florida**, and Russell D. Blackburn, County Administrator; and Stuart, Florida, and David B. Collier, City Manager
Partnership of Governments—**Parker, Colorado**, and Aden E. Hogan, Jr., Town Administrator; Douglas County, Colorado, and Douglas J. DeBord, County Administrator; and Castle Rock, Colorado, and Mark C. Stevens, Town Manager

OTHER NOMINEES:

Beaver County Downtown Partnership—Ambridge, Pennsylvania, and Pamela S. Caskie, Borough Manager; and New Brighton, Pennsylvania, and Larry R. Morley, Borough Manager
Fare-Free Transit Program—Chapel Hill, North Carolina, and W. Calvin Horton, Town Manager, Sonna M. Loewenthal, Assistant Town Manager, and Florentine A. Miller, Assistant Town Manager; and Carrboro, North Carolina, and Robert W. Morgan, former Town Manager and now Assistant City Manager, Greensboro, North Carolina

County Coalition—Martin County, Florida, and Russell D. Blackburn, County Administrator
Library U.S. Passport Acceptance Service—Mission Viejo, California, and Daniel P. Joseph, City Manager
Youth Recreation Program—Mission Viejo, California, and Daniel P. Joseph, City Manager
Intergovernmental Planning Program—DuPage Mayors and Managers Conference and Leslie A. Hawkes, Member Services Manager; and Bradford J. Townsend, City Manager, Wood Dale, Illinois
Fire Services Consolidation—Reno, Nevada, and Charles E. McNeely, City Manager
Regional Approach to Fire and EMS Services—Roanoke, Virginia, and Darlene L. Burcham, City Manager
Regional HazMat Response Program—Sioux City, Iowa, and Paul A. Eckert, City Manager
Regional Training Center—Sioux City, Iowa, and Paul A. Eckert, City Manager
Unified School District Partnership—Surprise, Arizona, and William A. Pupo, former City Manager
Vancouver Agreement—Vancouver, British Columbia, and Judy M. Rogers, City Manager

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

ArtinPlace Program—**Charlottesville, Virginia**, and Gary B. O’Connell, City Manager

OTHER NOMINEES:

State College Campus Expansion Project—Grand Junction, Colorado, and Kelly E. Arnold, City Manager
Entrepreneurial and Training Endeavor—Coatesville, Pennsylvania, and Paul G. Janssen, Jr., City Manager
Industrial Park Development Project—Garner, Iowa, and Howard C. Parrott, City Administrator
Redevelopment Program—Wilson, North Carolina, and Edward A. Wyatt, City Manager

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

Fitzimons Redevelopment Program—**Aurora, Colorado**, and Ronald S. Miller, City Manager

OTHER NOMINEES:

Vista Plaza Landslide Repair and Park Project—Laguna Niguel, California, and Timothy J. Casey, City Manager
Family Learning Centers—Long Beach, California; Gerald R. Miller, City Manager; and Reginald I. Harrison, Deputy City Manager
RAISE-A-READER Program—Vancouver, British Columbia, and Judy M. Rogers, City Manager



Award for Career Excellence in Honor of Mark E. Keane



DEL D. BORGSORF

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

“You ought to have the most talented, the most visionary, the most capable leaders serving in that most important business in your community, your city. And we do. The epitome of that kind of leadership is Del,” said Richard Vinroot, former mayor of Charlotte, North Carolina

Del D. Borgsdorf has spent more than thirty years in local government management, moving up through the ranks from city manager of a small town to city manager of San

José, California. His career exemplifies a lifelong commitment to strengthening representative democracy by forging effective working partnerships with elected leaders and community members—partnerships that are built on trust and mutual respect, that result in a clear vision and direction for the community, and that energize the city organization in pursuit of that vision.

In his four years since coming to San José, Mr. Borgsdorf has striven to make the city more responsive to neighborhood concerns. To this end, he established a new model of service delivery with four key components:

1. Identification of enterprise-wide corporate priorities. Through meetings with San José’s elected policy makers, Mr. Borgsdorf identified six priorities to guide the city’s work and investment of resources: performance-driven government, neighborhood-focused service delivery, customer service, support for effective council policy making, effective use of technology, and being an employer of choice. Each of these priorities has resulted in concrete improvements in the way the city responds to its customers.
2. Performance-based budgeting (in a program called *Investing in Results*) to ensure that investment decisions are based on meaningful performance data. Along the way, Mr. Borgsdorf also initiated a comprehensive effort to develop performance measures for *all* city services, integrating into these measures the six corporate priorities identified above.
3. City service areas that align cross-functional, interdepartmental teams of employees around common service goals. Mr. Borgsdorf’s reorganization of the city’s traditional operating departments into these service areas facilitates strategic planning and policy development to

ensure a more responsive and efficient organization.

4. Neighborhood-focused service delivery through a program that organizes employees around neighborhoods and empowers residents to identify and prioritize needs. As with the *City within a City* program that Mr. Borgsdorf launched while in Charlotte, North Carolina, San José’s *Strong Neighborhoods Initiative* has transformed the city into a model community for neighborhood revitalization and citizen participation, bringing residents of target neighborhoods together with the city to build clean, safe, and attractive communities supported by strong, independent neighborhood organizations.

Mr. Borgsdorf is also respected for his sound fiscal management. A career-long belief that municipal infrastructure is essential to a community’s quality of life led him to propose major improvements in San José, a city with a population nearing one million and an aging infrastructure.

Having already put the city on a solid financial foundation by hiring a new finance director, building a world-class team, and earning the city an upgraded bond rating (AA+) to support new general obligation debt, Mr. Borgsdorf proposed a “Decade of Investment” in San José. By involving the community, the city won voter approval for three general obligation bonds, creating a \$600 million pool for investment in parks, libraries, and public safety facilities. Partnering with San José University, the city is also completing work on a historic joint downtown library, the first of its kind in the country, and plans are under way for a new city hall, designed by noted architect Richard Meier. With these improvements, as well as a recently reaffirmed AA+ rating, San José will look like the world-class city it has become. ■

Outstanding Manager of the Year Award



MICHAEL C. VAN MILLIGEN

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. Michael C. Van Milligen is the 2003 recipient of this award.

In the 1980s, Dubuque, Iowa, faced the loss of long-standing industries accompanied by double-digit unemployment. Signs of blight were evident, and community morale was low. Michael Van Milligen took on the city manager position in 1993, just as Dubuque was struggling to regain some stability. With innovative ideas, enthusiasm, and endless optimism, Mr. Van Milligen set a new course for the city, embracing a vision far more ambitious than most residents had ever dared to consider.

Ten years later, even in these times of economic instability, Dubuque is experiencing impressive

growth and development. It has been named the second-best community in the country for retaining existing businesses and is becoming renowned for its high-tech output, which is growing faster than the national average. The city has managed to keep property taxes steady, even as it has annexed new property; has seen significant growth in the number of people who come there to work; and has upgraded its infrastructure. The centerpiece of Dubuque's renaissance is "America's River," an extraordinary \$188 million riverfront redevelopment project funded partially by a \$40 million Vision Iowa grant from the state.

Situated at the juncture of Iowa, Illinois, and Wisconsin, Dubuque serves as a gateway into Iowa. Before the riverfront project, the incredible beauty of the Mississippi River, framed by limestone bluffs and timber, was marred by the blight of abandoned river industry, which greeted visitors to the city. When several nonprofit organizations approached the city with suggestions for improving the riverfront, Mr. Van Milligen jumped at the opportunity. Rather than tackle the problem a piece at a time over decades, they looked together at the big picture. The city entered into a partnership with the Dubuque County Historical Society, the Dubuque Area Chamber of Commerce, Dubuque County, and private developer Platinum Hospitality to redevelop 90 acres of former industrial and manufacturing sites into a recreational and educational campus. Throughout the process, Mr. Van Milligen was key to ensuring the project's success.

Mr. Van Milligen's management philosophy encourages city staff to forge partnerships, get input from customers and front-line employees, and solve problems. He has high expectations for his employees and believes they can achieve great things. During his first five years as

city manager, he spent a day each month working with a different employee. This not only helped him better understand the city organization, but also helped staff better understand him. "Being new to Dubuque, I wanted the employees get to know me," he said. "It was one of the best experiences in my life."

Mr. Van Milligen is quick to credit the community for Dubuque's success. As he wrote in a quarterly column to residents: "Some might say Dubuque is lucky. I would agree, if you use the following definition: 'Luck is when preparation meets opportunity.' This community has pulled together... We are not waiting for things to happen to us, we are making them happen."

Clearly, Dubuque's success did not happen by chance. And it would not have happened without strong leadership. Dubuque is clearly lucky to have Mr. Van Milligen leading the way. ■

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



MARK M. LEVIN

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 Mark M. Levin, city administrator of Maryland Heights, Missouri.

During his long tenure in city management, Mark Levin has made a point of dedicating significant time and effort to foster enthusiasm in, and provide learning opportunities for, young people contemplating or entering the profession. As a city manager, adjunct professor, task force member, and, above all, mentor, Mr. Levin has contributed significantly to the development of talent in the profession.

Perhaps the most notable product of his dedication has been the city of Maryland Heights internship program, which began in 1986. By design, the program introduces the interns to all governmental and quasi-governmental functions that take place in our society. Each Friday during the summer, the interns are taken on a field trip to a designated site—the fire station, a construction project, water and sewer facilities, etc.—to gain a true sense of what is involved in providing citizens with the many services they take for granted. Since the program's inception, approximately 50 students have participated, and a significant number have gone on to work in municipal management in one capacity or another.

As chairman of ICMA's Advisory Board of Graduate Education, Mr. Levin has shared his passion for the city's internship program, advocating a nationwide effort to create new municipal management internships and support those already in place. As one of the more tangible results of this effort, ICMA created an Internship Toolkit, which offers guidelines for determining whether an internship program is right for a community and, if it is, how such a program should be created.

Mr. Levin's influence goes beyond the students who find their way to internships and into the classroom. He has taught a variety of local government management courses at a number of graduate schools in the St. Louis area. Many of his public administration students have joined the ranks of city managers; he has even provided a few of them with entry-level positions in order to further their learning and development.

Renowned for his willingness to provide support for young managers and assistants, Mr. Levin goes out of his way to provide insights and examples to other managers seeking ideas, comfort, or advice. By discussing the tough issues and

explaining why he makes the decisions he makes, he helps others find an answer to their problems in a way that encourages them to think, grow, and become better versed in the concepts underlying the municipal management profession.

In the past eight years, the city of Maryland Heights has had four assistants. Each came to the city with limited experience in local government and the desire to gain the knowledge and abilities needed to move on as city manager of another community. Under Mr. Levin's tutelage, each of the four has accomplished this goal.

Under Mr. Levin's careful plan, each assignment has a purpose, each discussion is a lesson, and each mistake is welcomed as a learning opportunity. Robert M. Shatto, the current assistant to the city manager, writes of the time Mr. Levin has spent with him: "These are the things that have allowed me to grow; these are the conversations that allow me to feel comfortable in meetings; and these are the experiences that motivate me to continue on this journey to become the best public servant (city manager) I can become..." Mr. Levin goes above and beyond what is necessary to make sure he is more than a boss or supervisor; he makes sure he is a mentor, someone that aids my development as a future manager and, probably more important, my development as a person." ■

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



FRANK I. BENEST

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. This 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 Frank I. Benest, city manager of Palo Alto, California.

Human resources are the most valuable commodity of any organization, and local governments are no exception. As city manager of Brea, California, from 1989 to 2000, and of Palo Alto since then, Frank Benest has shown his commitment to human resources by making employee development a top priority.

During his 11 years as city manager of Brea, Dr. Benest worked with the city's personnel director to develop a number of in-service initiatives. He began by organizing a

multidepartmental team to survey all employees and develop an annual program of training courses. In addition to expanding the number and topics of training courses, the city instituted an annual Employees' Conference at its on-site training center. Developed in response to the fact that most employees do not have an opportunity to attend professional conferences, the program mirrors such conferences, complete with keynote speakers, concurrent sessions, and refreshments. Each conference is offered twice so that all employees can participate.

Dr. Benest has made employee development a priority in Palo Alto as well. When he took over as city manager, he quickly learned that employee retention was a major concern, with some administrative service areas experiencing turnover as high as 15–20 percent. Dr. Benest convened an Employee Retention Team, which identified employee learning and organizational support for upward mobility as key strategies for retaining talent. He and the executive team then made a commitment to provide a career path within the government, particularly for supervisory and management positions. The city responded with a number of key learning initiatives.

For instance, the city retooled its Management Academy and developed new supervisory and leadership certificate programs. In addition, all management and professional employees now propose for themselves a "learning development plan" as part of their annual work plan. This work plan is then used as part of the employee's annual performance evaluation. Computer-based training and self-development opportunities, such as a "brown bag" series on career development, are offered as well.

Recognizing that it is difficult for a public agency in the Silicon Valley to recruit much-in-demand information technology (IT) employees, the city also organized its own Tech

Academy to train city employees for IT positions. Other certification programs allow employees to earn certificates in customer service, supervisory skills, business writing, and Web design.

In addition, the city has partnered with community organizations to encourage ongoing education. It upgraded its training facilities at the Cubberley Community Center and collaborated with Foothill Community College to develop a joint state-of-the-art computer training lab. In conjunction with Foothill College, the city offers an onsite A.A. degree program; through Menlo College it coordinates a B.A. program (offered at a discount for city employees); through St. Mary's College it offers a blended online and intensive weekend program toward a master's degree; and through the University of Phoenix it offers a more traditional master's program. Palo Alto also partners with the chamber of commerce to cosponsor Disney's "Keys to Excellence" Institute, which is offered to both public and private sector employees.

Finally, the city's safety training programs have been credited with reducing the number and severity of worker-related injuries as well as the number of workers' compensation cases.

Thanks to the commitment of Dr. Benest, the city has increased its investment in employee development by 33 percent and expanded the number of in-service courses from 250 in 1999–2000 to 620 in 2002–2003. Due in part to this investment, staff turnover has decreased significantly. A large part of the credit goes to Dr. Benest for his commitment to giving employees the skills they need to succeed in their current jobs and the opportunity to move up the career ladder. ■

International Award in Memory of Orin F. Nolting



DENNIS W. MELVIN

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

In early 1997, Dennis Melvin read about ICMA's International Resource Cities Program, a new program that partners U.S. cities with cities in developing and transitional countries to provide technical assistance in improving municipal management and service delivery. Recognizing that participation in this program

was one of those rare opportunities for staff development that one usually just reads about, Mr. Melvin set about making it a reality.

In the fall of 2000, the city of West Bend was selected to participate in this program and was paired with Pazardjik, Bulgaria. The goal was to evaluate management issues and economic development planning through an exchange of staff. The partnership concentrated primarily on creating a geographic information system (GIS) management plan, designing improvements to Ostrova Park, and creating an economic development zone.

With the GIS, the process of soliciting staff input, conducting a detailed needs analysis, and using these to establish priorities for implementation was fruitful. A GIS department was ultimately created, and the concept of GIS was institutionalized within Pazardjik's organizational structure.

During the last staff exchange, the U.S. group helped dedicate a "West Bend" area within Ostrova Park, complete with new equipment and landscaping.

The creation of a new economic development zone in Pazardjik solidified the importance of economic development. The staffs of both cities engaged local businesses and lenders and produced two marketing brochures to stimulate interest among local, national, and international investors. The design for the zone was completed, and a plan for selling the lots and financing the infrastructure was prepared for municipal council action.

While in Pazardjik, West Bend staff learned a lot about the needs of its citizens. Bulgaria is going through an extremely difficult period economically. Unemployment rates are substantially higher within the Roma population and reportedly nearly 90 percent for the Roma who live in and around Pazardjik. Some students do not attend school because they cannot afford supplies

or even adequate clothing. Schools are in disrepair and cannot afford to provide the needed books and supplies. And government resources are simply not available to enhance the educational situation, thus putting the Bulgarian people at a further disadvantage in global competition. Conditions at the Pazardjik Regional Fire Department were also found to be substandard: the station was in disrepair, money was barely sufficient to cover utilities, and staff lacked uniforms and protective gear.

Having witnessed these difficulties firsthand, Mr. Melvin began humanitarian relief efforts to assist the general population of Pazardjik as well as the Roma community. He solicited contributions from employees, citizens, businesses, and other organizations in and beyond West Bend. In October 2002, the city of West Bend sent over a 40-foot container with \$17,500 worth of computer equipment, school books and supplies, clothing, blankets, and fire-fighting equipment. Nearly \$4,400 was raised to help offset shipping costs. A second shipment was sent in April 2003, and a third is scheduled for the near future.

After the third visit of West Bend city staff to Pazardjik, Mr. Melvin confirmed his interest in solidifying the relationship by becoming a "Sister City." This represents the first time that a formal Sister City arrangement has been created by twinning program partners. Although the formal part of the technical partnership has ended, Mr. Melvin continues to provide e-mail assistance to Pazardjik city leaders. He also plans to participate in follow-up advisory assistance for the twinning program.

Mr. Melvin has been key to the success of the partnership between West Bend and Pazardjik. According to Dr. Ivan Kolchakov, the mayor of Pazardjik, "Dennis's fine character was the factor that helped the transformation of our relations from a technical twinning into a warm friendship." ■

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



JAMES D. HOCK

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 James D. Hock, who was promoted from assistant city manager to city manager of Oak Park, Michigan, in April 2003.

Jim Hock's career in local government management is not that different from that of many other managers; he has served a number of communities as assistant manager or manager, performing in such various capacities as human resource administrator, acting police chief, and snowplow driver. Snowplow driver? Well, perhaps Jim Hock's commitment to the job goes beyond what some of us would expect.

Mr. Hock began his career in local government in 1978 as a code enforcement officer in Independence Township, Michigan. By 1981, he had completed his M.P.A. and been promoted to the position of assistant building and planning director in the township. But it was in his job as manager of Almont, Michigan, a village of fewer than 2,500, that Mr. Hock drove a snowplow. Working as the manager of a village that small gave him experience in nearly every aspect of municipal operations, experience that he has applied in the two decades since.

In 1985, Mr. Hock left Almont to become assistant manager of Sterling Heights, one of Michigan's largest cities. There, his duties centered on personnel; he administered programs in employee education and development, labor and employee relations, human resource planning, and equal opportunity reporting. He also served as the city's chief labor negotiator. Ten years later he left Sterling Heights to become assistant city manager of Oak Park. It was January 1995, just two years after Dan Fitzpatrick had become manager.

During his tenure with Sterling Heights, Mr. Hock had honed his skills in human resource management and labor negotiations. His competencies were welcomed by Oak Park's management team, which was trying to clean out the cobwebs of a highly centralized bureaucracy and years of neglect and abuse of power that included embezzlement of city funds by a previous assistant city manager. In Oak Park, Mr. Hock became a one-man personnel department, responsible for employee education and development, human resource planning, and equal opportunity reporting. He conducts labor negotiations and grievance processing with four bargaining units and is responsible for keeping the city in compliance with all state and federal employ-

ment requirements. But his accomplishments don't end with what is required; he has gone beyond these expectations to further the mission of the government, implementing an annual citywide training program that brings together all city staff to confront relevant issues or training needs.

Nor are Mr. Hock's contributions to the city limited to personnel and labor. He serves as the city's chief risk management officer and as staff liaison to the city's Ethnicity Advisory Commission, working with residents to develop and implement diversity policies. In 2001, Mr. Hock participated in the New Detroit Multicultural Immersion Program, immersing participants in Arab/Chaldean, Hispanic/Latino, African-American, Asian American, and Native American cultures. Afterward, through the Oak Park Ethnicity Advisory Commission, he implemented a similar program, offering resident field trips to Arab/Chaldean, African-American, and Jewish cultural attractions at low cost.

When Dan Fitzpatrick announced he was leaving Oak Park to become the city manager of Peekskill, New York, the city council focused on internal candidates to replace him. Although there were several strong candidates, including another former manager, Mr. Hock quickly emerged as the council's clear choice. In deciding to promote Mr. Hock as manager, the council cited his record of individual achievement, his reputation for excellence throughout his eight-year career with Oak Park, and his effective management style. During Mr. Hock's tenure with the city, Oak Park has won a number of prestigious awards, and as he takes the reins as manager, we can anticipate more news about the city's achievements. ■

Academic Award in Memory of Stephen B. Sweeney



ORVILLE W. POWELL

ICMA's Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year, ICMA presents the award to Orville W. Powell, clinical associate professor of public and environmental affairs at Indiana University.

As a new M.P.A. in 1963, Orville Powell began his local government career in Winston-Salem, North Carolina. Within ten years, he had risen from fresh-faced administrative assistant to respected city manager. Upon leaving Winston-Salem, he served various local governments around the country for twenty more years—usually in the capacity of city manager. As a consultant, he aided communities in Russia, Bulgaria, India, Swaziland, and Zimbabwe, as well as the United States. After more than three decades in public service, he decided to retire.

But rather than spend his days on the golf course or pursuing his passion for flight, he chose instead to

devote himself to preparing the next generation of local government managers. In 1999, Mr. Powell joined the School of Public and Environmental Affairs at Indiana University as clinical associate professor and advisor for its urban management program.

Here, “OWP” (as he is hailed by his students) masterfully blended public administration theory and practice. He shared his knowledge and experience through lecture and discussion, and made extensive use of real-world case studies and practical “field trips” to expose students to all facets of local government administration. “His anecdotes were pertinent to the topic and his experience was firsthand,” says Lori Hallal, who is today an administrative assistant for the city/county of Broomfield, Colorado. “He elaborated when we had questions; he listened when we needed it; he was a guide through all the experiences associated with graduate school. He shared his enthusiasm for city management, and it was contagious. He truly made me, and my classmates, want to learn more.”

In addition to his own expertise, Mr. Powell tapped his vast network of contacts to bring to the classroom local government officials (appointed and elected) from around the country to share their knowledge, experiences, and advice. He also accompanied his classes to the ICMA Annual Conference and to regional professional development opportunities, stressing the importance of building networks and continuing education throughout one’s career. Students thereby not only gained invaluable insight into the realities of public service life, but also began to develop a professional network of their own.

But describing his classroom techniques does not begin to explain Mr. Powell’s influence as a teacher. His byline is “manage for respect” (that is, manage to be respected, not to be liked), and

Margaret Main, assistant to the city manager of Wyoming, Ohio, notes that “every one of his interactions exemplifies this principle. He teaches not only the fundamentals of management in the public sector, but also that a career in public service is a privilege not to be taken lightly and that managers in the public sector have a duty to steward and honor the people they serve, no matter how difficult the situation.”

His dedication and commitment both to his students and to the future of the city management profession go far beyond the classroom. Christal Kliever, assistant to the city manager in Friendswood, Texas, writes:

“It is not his knowledge or extensive local government experience that makes him an excellent teacher. It is his passion for his profession, his dedication to developing the next generation, and his commitment to each student. He listened to me for hours on end and answered all of my ridiculous questions. He helped us prepare for interviews, scoured the world (literally) to help us find internships and first jobs, drove us to interviews, and listened to our problems and fears. With graduation, none of that has changed! He is still the one I call when I don’t know what to do or how to approach something or just need to chat about nothing.”

“I can’t imagine having gotten a better step up into municipal management,” concludes Lori Hallal. “Orville has been more than just a professor: he has become a mentor and a very dear friend.” ■

Workplace Diversity Professional Development Award



MICHAEL T. HUTCHISON

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 Michael T. Hutchinson, city manager of Mesa, Arizona.

"Tall order for Mr. Hutchinson. After weeks of interviewing candidates from all over the country, the mayor and council concluded that long-time assistant city manager Mike Hutchinson is the change-agent they've been looking for." Thus began an editorial in the *East Valley Tribune* prefacing Michael Hutchinson's advent as city manager.

From his first day as manager on March 1, 2000, Mr. Hutchinson began to put into practice the progressive programs he had envisioned since first joining the city of Mesa in 1977 as a management intern. Among his most notable accomplishments is the comprehensive diversity initiative launched during

his first few months as manager to identify, understand, and satisfy the needs of a diverse workforce and a diverse community. Although there were no pressing diversity issues facing the government organization or the community, Mr. Hutchinson established a two-member Diversity Office to proactively address such issues and complement the city's affirmative action and equal opportunity programs. In its 2001 strategic plan, the Diversity Office presented three major strategies to guide its work:

- Create a supportive work environment that values individuality and participation and that expects open and honest communication to support a diverse workforce
- Increase the awareness and responsiveness of city government to human relations issues within the workplace and the community
- Expand representation and participation of diverse populations at all levels of city government and in community life.

Mr. Hutchinson set the tone by making diversity a focus of other key management objectives, including customer service, employee motivation and innovation, recruitment and retention, and continuous quality improvement. Under his direction and with his avid support, the city redefined its customer base and reassessed how services were provided to the community. The vision to "expect, value, and welcome diversity in our workforce and community" was included as one of ten core values adopted by the city council.

Working collaboratively through employee and community teams, the initiative has accomplished much during its first three years. The city's new diversity policy expanded the focus of Mesa's quality efforts to emphasize such skills as understanding differences in values, work styles, communication, and

conflict management. To help make this happen, the city developed and implemented diversity training for employees at all levels of the organization; conducted a workplace assessment on diversity, which included focus groups and a survey of languages; provided management consultation on diversity policies; and established understanding diversity as a core competency. Mesa also designed and implemented an employee mediation program, a confidential process to help employees resolve issues and conflicts at the lowest level possible before having to make a formal complaint.

In addition to focusing on the internal needs of the government, the diversity initiative sought to strengthen the city's relationship with diverse groups in the community. As part of this initiative, the city created a protocol for Spanish-speaking media, developed a city Web site in Spanish, and expanded the citizens' survey to include diversity-related questions in English and Spanish. The city also completed a survey on city services for people with disabilities and worked with this population on housing and transportation issues. And as a result of the city recruitment efforts, citizen advisory boards are more diverse than ever.

Through the leadership of Mike Hutchinson and the involvement of many city employees, the diversity initiative has become an integral part of the city's vision to be *the* community and employer of choice. Recognition of issues related to diversity and appreciation of the values of diversity are being integrated into every part of the organization, its policies, and systems. In short, the diversity initiative is helping the city of Mesa live up to its motto: *Great People, Quality Service.* ■

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



JAMES D. HOCK

ICMA's Excellence 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 50,000-and-under category to Oak Park, Michigan, and City Manager James D. Hock for the Lessenger Community Park.

Lessenger Park began as the dream of one man but soon became the dream of an entire community. The success of the venture represents the collaborative efforts of the city of Oak Park (pop. 29,793), the Oak Park Schools, the Jewish Federation's Neighborhood Project, and Harold Kulish, the private benefactor whose dream it was to build a park for the residents of his community. In 1997, Mr. Kulish approached the Neighborhood Project about making such a contribution to his community and soon had the city and others in the community engaged in the effort.

The initial planning team decided to locate the park on a piece of property near Lessenger Elementary School in the southeastern part of the city. This is a culturally diverse, low-income, transient neighborhood; the elementary school experiences about a 30-percent turnover in the student body each year. The group felt that this economically disadvantaged neighborhood and its children would have the most to gain from the park.

During 2000, the Lessenger School Park Committee—which included Mr. Kulish and representatives from the Neighborhood Project, the Lessenger Elementary School, and the city of Oak Park—held a series of meetings to develop a design for the park and discuss how to equip it. The city donated two benches, a picnic table, a barbecue grill, trees, flowers for a community garden, and the assistance of the department of public works. At the dedication in May 2000, Mr. Kulish hosted a hot dog lunch, complete with musical entertainment from a steel drum band sponsored by the elementary school. Under the guidance of city staff, Lessenger students planted the flowers and at-risk students from nearby Roosevelt Middle School helped plant the trees.

Even after the park's dedication, the collaborative efforts continued. Parents joined the public works staff to water the flowers during the summer; a builder's association auxiliary gave tree saplings and coloring books to students; and additional tables, benches, and barbecue grills were donated. Maintaining its strong involvement in the project, the committee developed an after-school program of gym activities for Lessenger students, and in December 2001, it supported an ethnic festival at the school that included student performances, games, and a "taste fest" of foods of the African-American, Chaldean, and Vietnamese communities. These programs have

been as valuable to the community as has the park itself.

The seeds of cooperation planted in the spring of 2000 have grown into a lasting partnership among diverse groups of the city. By working together, the partners have gained more than just a beautiful park; the park has brought the community together as a group, uniting residents, students, and city and school staff. Picnics, barbecues, and even family reunions are a common sight there. The at-risk students who helped plant the trees and who participate in planting the garden each year watch over the park and have a sense of ownership. Foot traffic has increased in the neighborhood, and youth vandalism has decreased by about 50 percent.

The enthusiasm and commitment of the city and its partners show no signs of waning. The partners have recently committed to a five-year plan to develop an outdoor classroom, to which they will contribute additional equipment. Students are collecting returnable bottles and cans to help raise money for more flowers and trees. The Lessenger Park Program illustrates that much can be gained through the influence of one person's vision when the right partners are involved, and it is a living testimony to Oak Park's commitment to its disadvantaged residents. ■

Oak Park students plant flowers in the city's newly developed Lessenger Park.



Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS GREATER THAN 50,000



CARMAN J. CAVEZZA



ISAIAH HUGLEY

ICMA presents the 2003 Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the greater-than-50,000 category to the Columbus Consolidated Government, Georgia, City Manager Carmen Cavezza, and Deputy City Manager Isaiah Hugley.

Thirty years ago—long before the Americans for Disabilities Act (ADA) made sensitivity to the needs of persons with disabilities a legislative necessity—the city of Columbus, Georgia (pop. 190,885) reached out to its disabled population. In 1973, the city established the Mayor’s Committee for Persons

with Disabilities to provide a liaison between these citizens and the city government. Under the leadership and coordination of city staff, committee members (approximately 40 volunteers and one full-time staff person) plan and implement programs and projects to meet the needs of and improve the quality of life for people with various physical challenges.

The group helps disabled citizens connect with organizations and agencies that can supply the goods and services they need. It also focuses on ensuring that the contributions these residents can make are included in the mix of skills and talents that are used to further community goals. To this end, it promotes access for all and to all public facilities, helping disabled persons find productive and creative roles and, in the process, dispelling false notions among the general population about the nature of disabilities.

Historically, the Mayor’s Committee for Persons with Disabilities has helped all persons with disabilities, including those with head or spinal cord injuries; mental or emotional illnesses; cerebral palsy; and visual, hearing, or speech impairments. But it also reaches out to those who don’t fit the traditional notion of the disabled, including those suffering from AIDS, cancer, diabetes, and kidney or liver disease.

The committee has implemented numerous programs and initiatives to assist residents with disabilities; for example, someone needing transportation to therapy or a doctor’s appointment can arrange for a customized vehicle through the “Dial-A-Ride” program. The group also promotes and sponsors events for the disabled community, such as Challenger Little League; the Miss Wheelchair and Jr. Miss Wheelchair pageants; the National Theatre for the Deaf, which enables patrons to experience theater with the help of

interpreters; trips to Six Flags and other nearby venues; the “Spring Fling,” an outdoor event for persons with disabilities and their families; and a host of other activities.

To highlight the importance of facilitating access to buildings and programs, the city sponsors Disability Awareness Days at the Government Center and has held workshops for architects and building contractors to address ADA specifications. In addition, the sheriff’s department issues ID cards for persons with disabilities to help prevent the confusion that can occur when public safety workers are responding to a call for service. These cards have been especially helpful in situations in which the disability makes it appear as though the citizen is disoriented or under the influence of drugs or alcohol.

Public education is a key aspect of the program. The committee focuses on educating the public not only about the needs of persons with disabilities, but also about what disabled persons can accomplish with some support. Accordingly, it has provided disability education training for the local school district and community groups as well as sensitivity training for various city departments and private businesses within the community.

Thanks to the work of the committee, city staff and community residents have a better understanding about the need for and desirability of including persons with disabilities into every facet of community life. Perhaps most importantly, this multifaceted program has succeeded in involving persons with a range of disabilities in community initiatives and activities, and empowering them to make a difference. ■

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

POPULATIONS OF 50,000 AND UNDER



HARRY GAUDET

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 50,000-and-under population category to the city of Charlottetown, Prince Edward Island, Canada, and Chief Administrative Officer Harry Gaudet for the Prevention of Family Violence Program.

Since 1989, family violence on Prince Edward Island has claimed the lives of six women. Although the two most recent tragedies occurred outside Charlottetown (pop. 35,000), they struck at the heart of the city. Concerned, Chief Administrative Officer Harry Gaudet called Transition House, a place where battered women in the community find security, guidance, and hope. He wanted to know: Did city employees need training to identify, respond to,

and—better yet—prevent family violence? The answer galvanized Mr. Gaudet and the city to pledge that Charlottetown would become a corporate leader in the prevention of family violence.

A committee of municipal and provincial authorities, community leaders, and family violence prevention experts came together to help develop and implement an action plan. A comprehensive needs assessment revealed that family violence was indeed compromising the physical, emotional, and financial well-being of an increasing number of Islanders: not only women but also children, the elderly, and even men were at risk. It also revealed that family violence was taking a toll on those municipal employees who were called to respond to family violence calls, particularly since, in this small, close-knit community, they often knew at least one of the people involved. These factors signaled the need for a holistic approach to family violence prevention that would embrace all employees.

Launched just eight weeks after the need was identified, the program is guided by a single vision: the prevention of family violence. Toward that end, it advances the city's commitment to

- Serve as a role model in promoting awareness, education, prevention, and intervention
- Ensure that all municipal employees, particularly front-line service providers, are trained to respond empathetically and appropriately to family violence situations
- Review municipal policies and procedures to ensure that the regulatory and human resource framework is sensitive to family violence issues
- Explore intergovernmental partnership opportunities that address mutual needs and concerns
- Engage community outreach strategies, including a media

awareness campaign and online forums.

At the heart of the program is a one- to three-hour education and awareness session that uses a video and four training modules designed to help managers, supervisors, and other employees better understand their roles in preventing family violence. The modules have also been customized to address the specific needs of front-line service providers, such as police, fire, and recreation personnel. A comprehensive information kit includes contact information for resources that victims or potential victims of family violence might find useful.

Although the program has only been operational since late 2001, it has already achieved measurable success. The city council and all city employees have participated in the training session, and their feedback has been overwhelmingly positive. The police department has designed a quality assurance audit form for those responding to family violence incidents, and all returned forms indicate that the situations were handled appropriately.

The program's nonconfrontational, supportive approach has attracted influential champions throughout the community, fostering meaningful exchange among the public, private, and not-for-profit sectors, generating media interest, and enhancing public awareness. Other municipalities and the provincial government have followed the city's example and made the prevention of family violence a priority.

Today, a purple ribbon flies atop the city's clock tower to remind others that it is Charlottetown's hope for a halt to family violence. Program staff and supporters take pride in the fact that since the advent of the program, no further deaths have occurred as the result of family violence. Charlottetown residents are beginning to believe that its vision has become a reality. ■

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

POPULATIONS GREATER THAN 50,000



WILLIAM B. HORNE

The 2003 Public Safety Program Excellence Award in the greater-than-50,000 population category goes to the city of Clearwater, Florida, and City Manager William B. Horne for Operacion Apoyo Hispano (Operation Hispanic Outreach).

According to the 2000 Census, the Hispanic or Latino population of the city of Clearwater, Florida (pop. 109,000), comprises 9 percent of the total population, up from 3 percent just ten years ago. With this surge in the Hispanic population, the Clearwater police department faced a challenge. Recognizing that the language barrier and recent immigrants' traditional fear of police could leave the city's Hispanic population without access to law enforcement and social services, the department decided to apply a problem-solving approach.

Clearwater already had in place a Hispanic Task Force, which brought together government, social service and community organizations, and

residents to deal with the needs and concerns of the city's growing Hispanic population. The police department played an important role in creating the task force and continued to build bridges to the Hispanic community through focus groups and one-on-one meetings with community leaders. In June 2000, government officials from Hidalgo, Mexico (where many of Clearwater's Hispanic families originated), were invited to Clearwater to meet with the police chief and other city officials. Following that meeting, the police chief sent the deputy chief to Hidalgo to experience the culture and politics of the community and to share his insights with the rest of the department upon his return.

The result of this networking and analysis was Operacion Apoyo Hispano, a comprehensive, multifaceted program that began as a joint pilot project sponsored by the police department and the Tampa Bay YWCA. Designed to address everything from crime concerns to social and economic opportunity for Clearwater's Hispanic community, the program included an interpreter program that makes available bilingual police officers and citizens to assist at crime scenes and traffic accidents, a victim advocacy outreach program, and a domestic violence component structured specifically for non-English-speaking residents and families. The city drew on several sources of federal funding to help support the program.

Early on, the police department began to look for a suitable building that could serve as a central, "one-stop" facility for all the critical services required by the Hispanic community. When police administrators learned of the availability of a building adjacent to the main police station, they immediately went to work persuading the city's manager, attorney, and real estate staff to acquire it. With the approval of the city commission, the new Hispanic Outreach Center opened its doors on November 21, 2002.

The Hispanic Outreach Center offers all the services that were provided through Operacion Apoyo Hispano, but with the YWCA's proactive development and fundraising component, it expanded its offerings to include bilingual child care, health, and nutrition education services and ESOL and Spanish language classes. The Center also houses a multipurpose training/meeting room and office space for the police department's Hispanic outreach officer, the Mexican consulate, and a representative of the government of Hidalgo.

As a result of the city's outreach to the Hispanic community, the police department and other city staff have come to appreciate the cultural differences that exist between longtime residents and the city's new Hispanic immigrants. In any community, such understanding is the first and most critical step toward building trust and growing social capital. ■



Clearwater Sergeant Gregory Stewart and "Officer Barkley" entertain young city residents.

Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND UNDER



JANE S. BRAUTIGAM

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 50,000-and-under population category to the city of Dublin, Ohio, and to City Manager Jane S. Brautigam for the community's civic association initiative.

The city of Dublin, Ohio (pop. 35,500), is known throughout the region as a caring community that offers a high quality of life. Because of this reputation, Dublin has grown tremendously in the past decade, morphing from a rural farm town into a small city. And like so many rapidly growing small communities, Dublin wanted to find a way to

welcome newcomers and provide them with the information they need to become integrated into the community.

For Dublin's leaders, the answer lay in reaching out to the city's 50 or so civic and homeowners associations. In 1995, the city launched a civic association initiative to begin this process and has gradually built on the initiative's successes ever since.

The first output of the initiative was a manual for association presidents to create a link between them, the residents, and the city. The manual provides information about city services, contact information for city administrators and other civic associations, and notices about such activities and events as block parties and holiday parades. It is organized in a three-ring binder, which makes it easy to update and add information as needed and at low cost. In 2001, the publication was reorganized to incorporate the new "It's in Dublin" branding campaign. The publication and updates are unveiled each year at an annual meeting, to which the association leaders are invited to meet the city manager and other city staff and learn more about city services and amenities.

Another component is the block party package: two trailers equipped with pop-up tents, tables, chairs, road barricades, garbage cans and bags, and a portable PA system. Association presidents can reserve the package once a year free of charge and a second time for \$50. When an association reserves the package, city staff invite the city council representative for that neighborhood to attend the function, emphasizing the importance of keeping channels of communication open.

The initiative has other components as well. To increase participation in its St. Patrick's Day and Independence Day parades, the city offers a \$150 honorarium to any civic association willing to build and

enter a float. An annual civic beautification awards program encourages residents to take ownership of and pride in their neighborhoods; entries can include common space as well as individual properties. Finally, the city continually reaches out to the association presidents, inviting them personally to attend all city functions, forums, and receptions.

The initiative's programs have been well received. Association presidents speak highly of the Presidents' Manual, which they find to be a useful community resource, and in 2002, nearly 90 percent of them attended at least one city function on behalf of their neighborhood association. The block party package has encouraged associations in all areas of the city to hold neighborhood get-togethers; in 2002, more than half of Dublin's civic associations reserved the package and several rented it twice. About a half dozen associations have accepted a city honorarium to construct a parade float, a project that builds camaraderie among diverse neighborhood residents and enhances the quality of the city's parades. The beautification awards also encourage a spirit of community; more than 100 entries were received for the 2002 awards program, and 13 winners were recognized at a city council meeting and in city publications.

Through its civic association initiative, the city of Dublin has found a way to reach out to all city neighborhoods at minimal cost, confirming Dublin's long-held reputation as a welcoming, caring community. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



JUDY M. ROGERS

One of two 2003 Program Excellence Awards for Citizen Involvement in the greater-than-50,000 population category goes to the city of Vancouver, British Columbia, Canada, and City Manager Judy M. Rogers for the city's Public Involvement Review program.

Not ten years ago, the city of Vancouver, British Columbia (pop. 540,000), was facing many of the same challenges faced by other North American cities: an increasingly diverse population, a growing demand for improved customer service, budget constraints that force difficult decisions about service reductions, and the desire for increased accountability on the part of the local government. In addition, Vancouver's citizens were demanding more say in the decisions that affect their homes and neighborhoods.

The Public Involvement Review began in 1996 as an initiative to improve the effectiveness of civic government and service delivery.

The review consisted of three stages: a cataloging of city processes, an evaluation of city processes, and the implementation of recommendations. Guided throughout by an interdepartmental steering committee and a coordinator, the review allowed for significant input from city staff and the public.

The evaluation showed that the city involved the public quite effectively for some large, one-time projects but did not do as well for many recurring processes, such as development applications and liquor licensing reviews. The question was then whether Vancouver should reinvent the way it involves the public or simply build on the current structure. The recommendation that emerged was not to overhaul the system but to make a number of targeted improvements to the programs already in existence.

In response, city staff developed an action plan that included more than 35 projects in six strategic areas: departmental improvements, a corporate framework for public involvement, public involvement skills training, civic awareness, ongoing contact with communities, and multicultural outreach and translation. Project implementation hinged on the city's commitment to allocate not only staff time and funding but also the leadership necessary to promote those projects that would initially seem costly but would ultimately prove to be cost-effective.

By 2002, improvements had been made in all six strategic areas. Such improvements included joint community-applicant workshops for development applications; a complete process redesign for liquor license applications; an intranet-based "Public Process Guide" to help staff plan and execute effective public management programs and a companion guide for the public so they can know what to expect from the city and how to get involved; a new course in public involvement

skills training and enhancements to existing courses; a civics curriculum for eleventh-grade social studies students; greater promotion of city services, especially on a city Web site and through interactive television; QuickFind, a centralized database of community groups and Community Web Pages that offer information on services, community events, and other topics of concern for each of the 23 localities; and multicultural and translation strategies, as exemplified by a *Newcomer's Guide* to the city, which was published in Chinese, Punjabi, Vietnamese, and Spanish as well as in English.

A final report sent to the city council at the end of 2001 included a strategy for sustaining the improvements that were made. Response to the program from all quarters has been supportive, and for several reasons. First, the public was an active participant, included in focus groups, workshops, and pilot projects. Second, an interdepartmental steering committee was there to ensure that the interests of each department were represented and that cooperation and team building occurred between departments as diverse as police, parks, and the library. Third, the steering committee and a dedicated coordinator brought in the necessary expertise and pushed the projects along. Finally, partnering with the private sector allowed for the development of the *Newcomer's Guide*, which would otherwise have lacked the scope and exposure it had.

The success of Vancouver's Public Involvement Review program was based on an interested and active public. Thanks to the partnership between city departments and the public, today the residents feel more informed about the issues facing their community and more engaged in the decision-making process. ■

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



RONALD S. MILLER

Another Program Excellence Award for Citizen Involvement in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Neighborhood Liaison Program.

Citizens today are frustrated with the maze of bureaucracy they experience as government, and most people do not understand how their local government works or how to get their needs met. Yet the city of Aurora, Colorado (pop. 290,000), believes that many people would become involved if they knew how. Accordingly, it has made it an ongoing priority to change the shape of its political environment to create an accessible, user-friendly governmental system in which citizens work hand in hand with policy makers and staff to address community issues.

The Neighborhood Liaison Program was created in 1986 to help the city reach out to its citizens. Since its inception, the program has evolved into a comprehensive support resource for approximately 315 neighborhood

organizations. Its primary goals are to provide Aurora's citizens and neighborhood associations with the knowledge and information they need to effectively and cooperatively participate in local governmental decision making, especially in such important areas as public safety and neighborhood maintenance.

The program's staff—three neighborhood liaisons and a supervisor—provide a range of resources and services, including technical assistance in organizational development, funding for neighborhood improvements, educational workshops, information sharing, conflict management, and facilitated problem solving. Specific elements include

- **Neighborhood referral.** The city notifies neighborhood organizations about any proposed development activity within one mile of a neighborhood's boundaries; about upcoming city council meetings, annual budget meetings, town meetings, and liquor license hearings; and about constructive ways to participate in these meetings. Neighborhood liaisons are available to clarify the information, assess the potential impact on the neighborhood of any proposed action, and work with a neighborhood organization to develop strategies for communicating concerns.
- **Organizational and project assistance.** Neighborhood liaisons provide assistance in establishing and operating effective neighborhood organizations, organizing community maintenance projects, and developing strategies to address neighborhood problems. "Micro-grants" of up to \$500 are available to help support newsletters, marketing, training, leadership development, and other organizational development needs.
- **Liaison with local government.** Neighborhood liaisons regularly make presentations at schools and neighborhood and civic groups to

educate residents about how Aurora's city government works and how citizens can influence the governmental process.

- **Self-help mini-grants.** Monetary grants (\$500–\$5,000) are awarded to citizen groups to make physical improvements to parks, neighborhood entrances, and other public rights-of-way. Applicants must provide a "matching" contribution (for example, labor, equipment or tools, or cash), and award recipients must pledge to be responsible for ongoing maintenance.
- **Block parties.** The city helps organize block parties and provides funding for refreshments, traffic barricades, and all necessary permits. Council representatives and city staff attend these neighborhood functions to strengthen their ties to the community.
- **Neighbor-to-neighbor roundtables.** Neighborhood liaisons regularly host roundtables where city staff, attorneys, housing experts, and others share their expertise on a range of pertinent topics, such as writing newsletters, getting neighbors motivated, working with city government, enforcing covenants, and community policing.
- **Learn about Aurora program.** This 12-week series of lectures, presentations, and tours is designed to introduce residents to the city of Aurora, its services and functions.

Through the Neighborhood Liaison Program, the city of Aurora has developed an extensive network of information sharing, collaboration, and partnerships with more than 300 neighborhood organizations. The program demonstrates the city's belief that working together to solve mutual problems builds stronger communities. Its success, however, lies in the city's ongoing commitment to get people involved at the neighborhood level. ■

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



MICHAEL S. COPP

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes a local government that has successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year's award in the 50,000-and-under population category goes to the City of Glenwood Springs, Colorado, and City Manager Michael S. Copp for the Glenwood Springs Community Broadband Project.

The lack of broadband services—which provide greater efficiencies for government agencies, businesses, health care organizations, and educational establishments—was hindering the ability of local businesses in Glenwood Springs, Colorado (population 7,700), to compete against companies in major metropolitan areas. The city was also finding it difficult to attract new businesses and was witnessing an exodus of its young people as they sought better jobs and more competitive salaries elsewhere.

Since neither the incumbent telephone local exchange carrier nor the existing cable providers planned to upgrade their plants to provide high-speed Internet or data services, the city decided to build a broadband network. Through its electric utility agency, it had placed additional spare conduit to many businesses and agencies throughout the community, which it now used to place fiber-optic cable to many locations. The ability to use existing conduit dramatically reduced both the cost of building the telecommunication infrastructure and the need to close off roads in the process.

Fiber is currently installed at several critical community locations, including city hall and other key city offices; the police, fire, electric, and water department facilities; Valley View Hospital; and the community center. The city is in the process of connecting the public school system, three of the community college's primary facilities, the public library, and several businesses. To make the network available to residents and small businesses, the city purchased and installed additional wireless antennae and receiver equipment at no charge to customers.

Glenwood Springs's community broadband network serves as a lifeline, boosting the city's economic base and piping in quality education, health care, and residential and business services that were previously unavailable. In addition to meeting the needs of K–12 students, the network offers more alternatives for nontraditional students, such as distance learning and continuing education. It benefits health care professionals and patients as well, enabling physicians to review patient records, X rays, and medical images from home and to conduct remote patient monitoring and consultations.

Glenwood Springs Public Works Director Robin Millyard, Information Services Director Bruce Munroe, and Electric Superintendent John Hines inspect fiber connections routers and switches.

The network has also provided a valuable connection among city staff and other Colorado government offices, saving the city about \$100,000 in annual costs for its internal telecommunications network and creating more efficient systems. Broadband services enhance e-government services and facilitate ongoing access to databases and information; road and weather reports; automated collection, investigation, and distribution of accident, citation, and other incident reports; and real-time dissemination of traffic and road-use statistics.

To avoid competing with the local telecommunications, cable, and Internet Service Providers (ISPs), the city invested in infrastructure that allows existing ISPs to use the network and provide more robust services. To recover implementation costs as well as reduce operational costs, it implemented a noncompetitive, wholesale strategy whereby the ISPs pay the city to use the network. Lacking sufficient staff to build a telecommunications subsidiary, it outsourced the design, engineering, and implementation of the network as well as all business facets. The city also took advantage of the expertise and experience of schools, government agencies, and telecommunications and high-tech companies in the area, while at the same time training city employees on fiber splicing, site surveys, and network operations.

In meeting the needs of its residents and business community, Glenwood Springs became the first city in the state of Colorado and one of the first in the nation to adopt a city-owned community network, thereby setting the course for others to follow. ■



Program Excellence Award for Innovations in Local Government Management

POPULATIONS GREATER THAN 50,000



ANTHONY H. GRIFFIN

The recipient of the 2003 Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category is Fairfax County, Virginia, and County Executive Anthony H. Griffin for the Child Care Central Program.

Over the past several years, the number of parents asking for information about child care options in Fairfax County, Virginia (pop. 980,000), was steadily growing. Each month the county's Office for Children received more than 4,000 calls from people needing assistance in either finding child care or paying for it. And parents of the 11,000 children in programs offered by the School Age Child Care program needed enrollment and program information. Most of these requests came via telephone, requiring significant staff time for answering calls and mailing out program brochures, enrollment forms, and other information.

While demand for child care was clearly on the rise, the number of family child care homes with a

county permit was declining even faster, and the materials needed to obtain a permit were not easy to access. New family child care providers were also seeking information about the various training programs provided through the Office for Children, programs in which more than 6,000 providers participate each year.

To address this overwhelming need for information, Fairfax County created a Web site, "Child Care Central." The site has truly become a central resource for child care information in the county. Staff work to continually update information so that it is in a centralized location. Launched in October 2000, Child Care Central offers

- Information about the services provided by the Office for Children
- Search capabilities that allow parents to find child care online
- Tips for parents and child care providers about what quality child care looks like
- Details about upcoming child care training classes
- Current newsletters, training catalogs, brochures, and other printed materials
- Application forms for all programs.

With many county partners, including libraries, recreation centers, and schools, helping to publicize the Web site, Child Care Central receives close to 6,000 hits during an average month and more than 9,000 hits during the peak months of August and September.

The most significant achievement of the Web site is the search function. Parents can now perform their own searches for child care providers in desired neighborhoods by inputting the town, zip code, or school district. In addition to the location and phone number of the provider, the site provides information about the ages of children served, hours of operation, languages

spoken, presence of pets, participation in the USDA Food Program, and national accreditation. An online survey encourages users to give feedback about how well the online search met their needs and how it could be improved.

The Web site has also increased awareness of and participation in other agency programs. Information about how to start a family child care business has attracted prospective providers, and streamlined application processes have made it easier to obtain the required permits. Citizens are also receiving information in a far more timely fashion and can access it whenever they like—an added benefit for busy child care providers and working parents.

The program's success can also be measured in cost savings for the county: more than \$40,000 on mailings, photocopying, and printing alone. And staff who once spent most of their time responding to phone inquiries now have time to build the child care supply, strengthen the skills of providers, and assist low-income families and parents of children with special needs.

Connecting working parents with the child care community is key to maintaining a productive workforce. By helping parents and providers understand the elements of quality child care, Child Care Central is investing in the future. ■

Fairfax County's Child Care Central site is located at <http://www.co.fairfax.va.us/service/ofc>.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS 50,000 AND UNDER



JOHN R. MOORE, JR.; RICHARD E. COTTON; JOEY PRESTON; AND WILLIAM "HERBERT" THOMPSON

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 goes to the following Anderson County, South Carolina, jurisdictions and their CAOs: the City of Anderson and John R. Moore, Jr., City Manager; the City of Clemson and City Administrator Richard E. Cotton; and the city of Central and William H. Thompson, City Manager, for the Clemson Area Transit 4U System.

In 1996, Clemson University loaned the city of Clemson, South Carolina (pop. 12,000), four small buses that it had previously used to shuttle students between outlying parking lots and the inner campus. Out of this loan, the Clemson Area Transit System (CATS) was born. CATS added two additional used buses to the fleet

and began transporting riders free of charge between the community and campus. In 2000, the adjoining municipalities of Central (population 3,500), and its resident university, South Wesleyan, saw the benefits of bringing the service to its community. With a \$200,000 commitment from Clemson University, \$25,000 from the town of Central, and \$680,000 of Federal Transit Administration (FTA) and South Carolina Department of Transportation funds, the cooperative endeavor expanded.

Ridership grew and service again expanded. For example, through private sponsorship, Night Cat was offered to provide late night and weekend service between student housing and Clemson's downtown area. By 2002, there were 14 buses, and ridership stood at nearly 900,400 passengers.

Meanwhile, nearby Anderson County was exploring ways to expand educational opportunities for young adults. County officials believed that providing transportation to points beyond the county would benefit not just students but all residents, who would enjoy increased access to shopping, jobs, health care providers, and cultural opportunities. County officials also recognized that the availability of public transportation would encourage low- and moderate-income families to further their education, thereby strengthening the area's economic base. As a large percentage of the area's population worked in the shrinking textiles industry, the benefits of linking laid-off workers with the training and educational offerings at local educational facilities, particularly Tri-County Technical College, were apparent. Advocates also argued that the county could highlight the proposed transportation system as well as its strong technical school system as a recruitment tool for new industry. Finally, a new bus system would provide more mobility for the county's growing senior population.

Because none of the existing transportation systems had the resources (buses and equipment) to provide the service that was envisioned, Anderson County obtained FTA funding and the new 4-University (4U) transit system began operations in January 2002 with three new buses equipped with handicap accessibility, bicycle racks, and geographic positioning systems. Like the CATS system, the 30-mile 4U system is offered free of charge. Within six months, the 4U ridership exceeded 6,000.

The 4U system continues to evolve and grow. The town of Pendleton has voted to contract with CATS, and three other municipalities have expressed interest in becoming part of the system. Discussions are under way to determine the feasibility of expanding service on the 4U route to Friday nights and Saturdays; in addition to providing transportation to recreational and cultural venues, this would offer park-and-ride opportunities for Clemson football games and other sporting events. A feasibility analysis and preliminary engineering designs also have been completed for a light-rail component.

The success of the partnership of Clemson Area Transit, two counties, five municipalities, four institutions of higher education, and state and federal agencies is testimony to the power of partnership and regional cooperation. Today, CATS and the 4U system offer area residents educational opportunities, access to jobs, improved quality of life, and hope for a better tomorrow. ■



CATS system riders prepare to board

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS GREATER THAN 50,000



RUSSELL D. BLACKBURN



DAVID B. COLLIER

One of two Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category is awarded to Martin County, Florida, and County Administrator Russell Blackburn, and the City of Stuart, Florida, and City Manager David Collier for the interlocal agreement on school siting.

Environmental protection and the preservation of rural and agricultural lands enjoy broad public support in Martin County, Florida (pop. 126,731). Although there remains a significant amount of vacant land within the county's primary urban

service district, relatively few large parcels are available for intensive development. This has created new challenges for commercial and residential development. Options for siting new public schools are further constrained by numerous federal and state requirements.

As the public school system in the county grew against this backdrop, the political tension was mounting. The Martin County School Board was seeking relief from local government land development regulations; the Martin County Board of Commissioners wanted to preserve the cornerstones of its much-touted comprehensive plan; and the city of Stuart worried that urban residents might be short-changed if schools were located only in rural areas. The three entities seemed hopelessly divided until they agreed to resolve their differences through an interlocal agreement.

As part of the agreement, the school system, the county, and the city created a joint task force and hired a professional facilitator. To help come to objective decisions regarding the siting of new schools, the task force compiled a policy matrix of the most relevant school siting issues. The top-scoring sites are those considered to have met all local government requirements; the local government then has an opportunity to review and comment on the actual development that is proposed. By virtue of this matrix, the interlocal agreement offers an alternative method of determining compliance with the land use regulations—a method that is geared toward the unique, multi-jurisdictional circumstances of siting public schools. The agreement helps to balance the relative importance of sometimes competing criteria, such as the need to locate schools near existing or anticipated student populations versus land availability and environmental constraints. Because the three entities must work together in scoring and rank-

ing available sites, they are better able to explore the costs and benefits of alternatives not just from their individual viewpoints but from the broader interests of the community.

The interlocal agreement represents a true partnership in that each participant yields some control in order to maximize the benefits it gains. Once the school board has identified a particular need, a technical advisory committee comprising school district and local government appointees selects and evaluates potential sites and then reports on the top three to five sites to a committee of community leaders created by the school district. This committee considers all factors, including and beyond those in the policy matrix, and then ranks the sites in order of preference. (This flexibility was deemed necessary because the policy matrix does not address the land and other costs that would be borne directly by the school district.)

The resulting school siting process has yielded significant benefits at minimal cost. Shortly after the parties signed the agreement, the technical advisory committee met to review sites for a new high school. Not only did the selection process identify an ideal site much more quickly and effectively than ever before, but the county and school board entered into another agreement to share use of the new school's recreational facilities, maximizing their potential as a community resource.

Martin County's Interlocal Agreement on School Siting is one of the first of its kind in Florida and has been lauded by the state land planning agency as a model for other communities to follow. The project proves that even the most difficult community issues can be resolved by bringing all parties to the table. ■

Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS GREATER THAN 50,000



ADEN E. HOGAN, JR.



DOUGLAS J. DEBORD



MARK C. STEVENS

Another 2003 Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category goes to the Town of Parker, Colorado, and Town Manager Aden Hogan, Jr.; the County of Douglas, Colorado, and County Administrator Douglas DeBord; and the Town of Castle Rock, Colorado, and Town Manager Mark Stevens for the Douglas County Partnership of Governments.

For several years, Douglas County, Colorado (pop. 207,465), has been ranked as the fastest-growing county in the United States. But as the county's phenomenal growth created challenges for all of its local governments, those governments recognized that the challenges they faced were similar and that much more could be accomplished together than individually. Hence, the Partnership of Douglas County Governments was organized to bring senior staff and elected officials together from all jurisdictions for the purpose of strengthening relationships, sharing the resources of its diverse membership, and discovering opportunities to work together on projects that are of importance to the region.

Although the partnership is just over a year old, its activities have led to considerable cost savings for the county and its municipalities, improved operations and programing efficiency, and enhanced service to its citizens. The regional emergency management plan developed by the partnership, for example, proved critical in the 2002 fire season, when one of the largest wildfires in Colorado history raged in Douglas County. As part of this plan, a three-hour training session was delivered for all jurisdictions, contributing to a sound understanding of the process that should be used to deal with regional incidents. Various land use intergovernmental agreements have also been reached by partnership members, and cooperative work has been undertaken on both a multijurisdictional housing authority and an environmental plan based on requirements related to the Endangered Species Act. The partners have also held an elected official caucus—a gathering of all elected officials from local and state government—and joint training and development programs for staff through the Douglas County University.

The activities undertaken by these governments involve piloting new ideas, which makes the partnership an incubator for innovation. The partnership promotes bottom-up direction and top-down delegation in an effort to blend the best of both approaches. Its members encourage ideas from staff practitioners and delegate to cross-functional teams. Through this unique blend of teamwork and management leadership, the partnership promotes creativity at all levels.

All projects undertaken by the partnership must have a regional focus and direction. Partnership members prioritize these regional activities in order to sustain the momentum of the group and to realize mutual goals, such as cost savings to taxpayers, improvements in operations, and organizational efficiencies. These payoffs ultimately improve the overall quality of service provided to citizens.

The partnership looks for opportunities to share information and expertise across the region. Nine standing committees on topics from legislation to emergency management to arts and culture look for ways to improve the potential for intergovernmental collaboration and optimize the use of collective resources. With this unprecedented level of cooperation among the staff and elected officials, the Partnership of Douglas County Governments stands out as a model of progressive change in the way that local governments solve common problems, share resources, and work together to leverage influence at all levels of government. ■

Parker council members and Douglas County commissioners sign intergovernmental agreement.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



GARY B. O'CONNELL

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 2003 recipient of this award in the 50,000-and-under population category is the city of Charlottesville, Virginia, and City Manager Gary O'Connell for the ArtInPlace program.

with a local, nonprofit corporation (ArtInPlace) to display original art in public spaces for the community to enjoy at no cost while at the same time providing free marketing for local and regional artists. Each piece of artwork is displayed for an 11-month period (from late October to late September) before being replaced by a new original work. The program's goal is to introduce residents to the vitality and value of art and its importance in public spaces.

The result: The city of Charlottesville has become an open-air art gallery, surprising and delighting viewers. Under the auspices of the program, large-scale sculptures are displayed in the medians of major streets at designated key locations. The public art adorning the gateways and entrance corridors to the community provide a creative and sometimes unexpected welcome to visitors.

As part of the program, each sculpture contains a sign that provides a digital connection to a Web site (www.artinplace.com). In addition to information about the specific work of art, a brief biography of the artist, and the price of the sculpture, the Web site has a feedback mechanism for the general public and potential buyers. (So far, 80 percent of the responses have been positive about the art on display.) Finally, the site provides information about the ArtInPlace

program and includes procedures, an application form, and a schedule for artists who wish to have their work considered for display.

ArtInPlace manages the program; the city's role is to provide potential sites for the display of art on high-traffic corridors and to contribute nominal funding, with additional funding coming from private citizens. ArtInPlace organizes the annual contest, identifies local jurists, and selects and places the artwork. Six public sculptures, valued from \$5,000 to \$15,000, were displayed in the program's first year of operation; nine sculptures were displayed in the second year. Artists are not paid for the display of their work and they must provide their own insurance, but they do receive a \$300 honorarium to cover the cost of transportation and installation. In addition, ArtInPlace receives a 25 percent commission on any pieces sold, with the expectation that this income will eventually make the program self-sufficient. Any pieces that are sold cannot be removed until the 11-month term of the contract with the city has expired.

Public art enlivens the urban experience. While not all of the artwork has garnered unqualified praise, the program itself has been greeted with great enthusiasm by the citizens of Charlottesville. ArtInPlace adds beauty and provides a more varied landscape for residents and visitors. ■

The city of Charlottesville, Virginia (pop. 40,000), is fast becoming a world-class community. Long renowned for its charm and beauty, the city has capitalized on its attributes and has turned what was once just another college town into one of the nation's most exciting places to live and work.

ArtInPlace is just one of the many innovative programs of this progressive community. In 2001, the city of Charlottesville partnered

Charlottesville City
Manager Gary
O'Connell and
Strategic Planning
Director Satyendra
Singh Huja study
ArtInPlace display.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS GREATER THAN 50,000



RONALD S. MILLER

This year, ICMA's Program Excellence Award for Outstanding Public-Private Partnerships in the greater-than-50,000 category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Fitzsimons Redevelopment Project.

When the Fitzsimons Army Medical Center was officially put on the Base Realignment and Closure (BRAC) list in 1995, the city of Aurora, Colorado (pop. 290,000) was faced with the loss of nearly 4,000 jobs and a soon-to-be-vacant military base in a section of the city that was already in decline. Together with the University of Colorado Health Sciences Center (UCHSC) and the University of Colorado Hospital (UCH), Aurora presented the Department of Defense with an innovative proposal: a public-private partnership to convert the 577-acre decommissioned base into a world-class academic, clinical care, and scientific research campus.

The Fitzsimons Redevelopment Authority (FRA), a special-purpose governmental entity created in 1996

under an intergovernmental agreement between the city of Aurora and the University of Colorado Regents, was tasked with creating and implementing a long-term reuse plan for Fitzsimons. As the base was decommissioned, the FRA acquired 332 acres of its property, 152 buildings, and a significant inventory of research equipment and other items of personal property from the army. The FRA coordinates the overall development of its 332 acres.

A board of directors for the FRA was formed, with representatives from the University of Colorado Regents, UCHSC and UCH, Aurora civic and community leaders, and private business interests, to provide leadership for the myriad redevelopment activities being undertaken. In 1998 the first biotech companies moved to Fitzsimons and the University Hospital and VA Medical Center clinics opened. Two years later, the state-of-the-art UCH Anschutz Centers for Advanced Medicine opened, including the 106,000-square-foot Cancer Pavilion and the 476,000-square-foot Outpatient Pavilion.

The rapidly expanding Bioscience Park Center includes Bioscience Center, a 60,000-square-foot biotechnology incubator; Bioscience East, which is currently undergoing renovation and will offer 25,000 square feet of space for expansion-stage biotech companies; and Bioscience Two, a three-story facility that will offer 98,000 square feet of administrative office space for UCHSC and 40,000 square feet of shell space for biotech companies. With three additional facilities in the planning stages, the campus is emerging as a regional leader in the bioscience industry.

Other facilities that are in operation include the Rocky Mountain Lions Eye Institute, providing clinical

The state-of-the-art UCH Anschutz Centers for Advanced Medicine includes cancer and outpatient pavilions.

care for patients with diseases affecting vision as well as advanced education for residents, graduate medical students, and ophthalmologists; the Nighthorse Campbell Native Health Building, a centralized resource for 35 tribes across the country and the hub of the university's rural outreach program; the State Veterans Home; and a new city of Aurora police substation. Still to come are a 600,000-square-foot state-of-the-art research space; Fitzsimons Commons, a \$57 million residential/retail zone in the center of the site; and a \$400 million pediatric health campus for the Children's Hospital.

To complement and encourage the redevelopment activities, the city of Aurora designated the new Fitzsimons campus and the surrounding boundary area as an urban renewal area. This designation gives the city a set of tools, including the use of tax increment financing and the assembly of property through eminent domain, to encourage economic revitalization and eliminate blight conditions in the area.

When complete, the project will provide 32,000 new jobs and more than \$1.2 billion in annual tax revenues, and the statewide economic impact is expected to exceed \$6.3 billion. Through a forward-thinking public-private venture, an economic crisis has been averted and a potential neighborhood blight has been turned into a square mile dedicated to learning, patient care, basic science and bioscience research, and development in a manner that maximizes the long-term economic benefits to the Aurora community and the state of Colorado. ■



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