

2015 ICMA

AWARDS



***Celebrating
the difference***
professional local government
management makes



2015 ICMA AWARDS

ICMA recognizes the many achievements of its members with awards programs that highlight extraordinary accomplishments as well as dedicated service to the profession.

- The **Distinguished Service Award** annually recognizes a retired member who has made an outstanding contribution to the management profession and local government.
- ICMA **Honorary Membership** is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of local government.
- The **Local Government Excellence Awards** recognize individual achievement as well as outstanding local government programs.
- **Service Awards** recognize and celebrate ICMA members' dedication to public service and professional management at the local level.
- The **ICMA Certificates in Performance Management** recognize local governments that have made an exceptional commitment to integrating performance measurement into their management practices.

CONTENTS

Distinguished Service Awards	3
Honorary Membership.	4
Local Government Excellence Awards.	5
Service Awards	20
ICMA Certificates in Performance Management.	24

A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these deliberations, ICMA would like to thank the following evaluation panel members, who complete their terms at the 101st ICMA Annual Conference:

- William K. Bronson**, general services director, Rock Hill, SC
- Adewunmi Lewis**, assistant human resource director for organizational development & training, Fayetteville, NC (chair, 2015)
- Anthony J. Mortillaro**, executive director, North Central Regional Transit District, Sante Fe, NM
- Catherine Noonan**, senior analyst, San Jose, CA
- Joshua A. Smith**, city manager, Hamilton, OH
- Luboslava Vávrová**, NGO executive director, Local Government Development Center, Miloslavo, Slovakia

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DISTINGUISHED SERVICE AWARD

This award is given to a manager who has retired from the profession and made an outstanding contribution to the management profession and local government. The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

Patrick Callahan



Few people have had a more positive impact on the local government profession in Iowa than Patrick Callahan. Since he began his career as a city planner in Fort Madison, Iowa, in 1974, Mr. Callahan has worked as a city manager or administrator in three other Iowa communities and as a governmental consultant. He currently works as an independent municipal consultant.

Both times in his career when he chose to enter the private sector, he took positions that allowed him to work to the benefit of the city management profession. That included his work with the University of Iowa's Institute of Public Affairs, an outreach service to Iowa local governments, where he served as interim director for several years and with which he worked for 13 years, educating city management professionals and elected officials in city government.

Mr. Callahan has mentored numerous younger members of the profession, providing them with both networking opportunities and advice, as well as more experienced members. An expert in facilitating city coun-

cil strategic planning sessions (skills learned both as a city manager and at the University of Iowa), preparing capital improvement programs, negotiating cable franchise agreements, and helping cities hire city managers, he has shared his specialized knowledge through written documents; speeches and workshops for the League of Iowa Cities and the Iowa Municipal Clerks' Institute; regional meetings of city clerks and mayors; and publications such as the *Iowa Municipal Policy Leaders' Handbook*.

Mr. Callahan served as the president of the Iowa City/County Management Association (IaCMA) in 1989–1990 and on its board of directors. In 1993, he was awarded the Joe Lukehart Award for Professional Service, the highest honor granted by the IaCMA; in 2001, he was inducted into the Iowa League of Cities' Hall of Fame; and in 2011, he was recognized with a 20-year service award by ICMA.

In any state there seem to be go-to people when members need answers, and Mr. Callahan—a seasoned, intelligent practitioner and a warm, caring person—is definitely one of them. His influence extends beyond those communities he has worked for directly through all the people whose careers he has touched.

Rickey Childers



When he retired in 2011, Rickey Childers had served for over 35 years in professional local government in Texas, including four years as city manager of Lancaster and seven years as city manager of Longview. He had also served as deputy city manager in Arlington and as assistant city manager in Abilene and Carrollton. And his commitment to the profession continues today.

Mr. Childers was always available to talk with a colleague and mentor a young professional. In each city where he served, he took the time to get to know the interns through one-on-one meetings and to help them understand how they could balance work and life. He prided himself on helping emerging leaders connect with city managers who could be potential employers. From Texas Tech to the University of North Texas to the several campuses of University of Texas, Mr. Childers fostered connections with MPA professors and students. He truly inspired two different generations of new city managers during his tenure.

Because of his entertaining style and vast knowledge of the profession, Mr. Childers was often in demand as a conference speaker. He was also always available to speak to classes about the city management profession.

Mr. Childers served as president of the Texas City Management Association in 2006–2007 and as a director at large; he was also a member of ICMA's Executive Board (1993–1995). Since 2007, he has served on the board of directors of ICMA-RC Vantage Trust, and he is also on the board of the Texas Municipal League Intergovernmental Risk Pool.

He has received numerous awards and recognition for his community and professional work. In 1997, he was awarded the Joy Sansom Mentor Award from the Urban Management Assistants of North Texas. He has also received honors for his church work, something he took time for in every community where he served.

Mr. Childers's lasting impact on ICMA is in the number of city managers who know and speak highly of him because he took the time to get to know them and encourage them in a business that yields great rewards.



HONORARY MEMBERSHIP

Honorary membership in ICMA is awarded to an individual outside of the local government management profession because of his or her distinguished public service and contributions to the improvement and strengthening of local government.

Joan McCallen



Joan McCallen began her employment with the ICMA Retirement Corporation (ICMA-RC) in 1997 as chief operating officer. In 2003, she was selected as president and chief executive officer (CEO). Under her leadership and management, ICMA-RC has grown into an organization with over \$52 billion in retirement savings, supporting members with sound investments, incredible customer service, and strong financial planning. This has ensured that more than 1.2 million state and local public servants across the country have secure retirements and mobility, which enhances the quality of leadership and management in communities all across the United States.

Also under her leadership, ICMA-RC has provided financial and staff support to ICMA, the National Forum for Black Public Administrators, the International Hispanic Network (IHN), the National Association of County Administrators (NACA), and the Center for State and Local Excellence (for which Ms. McCallen was a founding member and primary sponsor). The corporation has been the principal sponsor of ICMA's annual conference, where each year it provides two educational workshops, as well as a primary sponsor

of Leadership ICMA and the Emerging Professionals Leadership Institute, for which it presents educational programs on financial planning. In addition, it has enthusiastically supported ICMA's Next Generation Strategy, the Emerging Leadership Development Program, and the *Life, Well Run* Campaign.

An excellent steward of the assets that individuals and plan sponsors have entrusted to ICMA-RC, Ms. McCallen has seized on strategic opportunities to enhance services to clients. She has attracted and molded talent into a high-producing team, which has paid dividends—literally—for the corporation's participants. She has consistently put clients and the corporation above self, working tirelessly on behalf of the thousands of men and women who spend their lives every day in service to their own communities.

As president and CEO, Ms. McCallen has shown steadfast and genuine support for the public sector. She has established scholarships for children of fallen public officials, and she has ensured that ICMA-RC's sponsorship of organizations such as NACA and IHN has enabled young people to get involved early in their careers and grow professionally. Her integrity and personal and professional ethics have embodied and reflected ICMA's mission and allowed the public sector to attract and retain excellent public sector servants.

2016 ICMA AWARDS

Celebrating the value of professional management and honoring the creative contributions to professional local government leadership.

Nominations Open JANUARY 4TH!

Visit icma.org/awards for more information.

ICMA Leaders at the Core of Better Communities



AWARD FOR CAREER EXCELLENCE

in Memory of Mark E. Keane

Established in memory of former ICMA Executive Director Mark E. Keane, this award recognizes an outstanding local government administrator who has enhanced the effectiveness of government officials and consistently initiated creative and successful programs.

Russell W. Blake

City Manager, Pocomoke City, Maryland



Russell W. Blake started his local management career as an administrative assistant in Grand Rapids, Michigan; he later served as assistant to the city manager of Scottsdale, Arizona. These experiences allowed him to observe firsthand the operations of larger cities

operating under the council-manager plan.

In 1975, when Mr. Blake began his 40-year tenure as city manager of Pocomoke City, Maryland, the city faced several challenges and had limited sources of revenue to deal with them. The downtown area had deteriorated economically and physically, infrastructure problems abounded, no industrial land was available, no housing code was in place, and 18 homes lacked indoor plumbing. So Mr. Blake started working with the mayor, city council, community leaders, and funding agencies to find entrepreneurial and creative solutions to the city's economic development problems:

- In 1976, he began obtaining grants to acquire 100 acres of industrial property for a new industrial park and construct four shell buildings in it. All the buildings have since been sold to new or expanding industries, creating about 225 jobs and helping to grow the city's tax base.
- He sought funds to upgrade the downtown business district to attract more tourists and businesses. Improvements include the relocation of several townhouse units to a prime waterfront site for new development.
- In 2011, he helped the city secure funds, construction bids, and a leasee for a \$1 million, 2,000-square-foot waterfront restaurant on city-owned property downtown. The restaurant benefits the local economy by drawing clientele to other downtown businesses.
- In 2013, under his recommendation, the city contracted with a national solar energy development company to construct a solar energy-generating

facility. The resultant 2.1-megawatt solar array project provides all of the city's electricity needs and will save the city about \$40,000 in its first year of operation (2015).

- Other community development projects to his credit include new boat docks, slips, and ramps; new police headquarters; new sewer and water treatment plants; a new firehouse; and 52 units of low- to moderate-income housing.

Fiscally conservative, Mr. Blake recommended in 2000 that the city become self-insured for employee health insurance, saving well over \$300,000. He also recommended that the council adopt a two-tier real estate tax rate system to help lower tax bills for owner-occupied homes. And he was responsible for the city's first housing code, adopted in the late 1970s, as well as for updated master plans and zoning codes.

Mr. Blake has earned numerous awards for both himself and Pocomoke City, which was named an All-America City Finalist Community in both 1985 and 2009.

A member of ICMA since the 1970s, Mr. Blake is a Credentialed Manager with the longest service to his community of any ICMA member at this time. A past president of the Maryland City County Management Association and a member of the Leadership Maryland Class of 2002, he has served on ICMA's International and Conference Planning committees and participated in two ICMA international exchanges. He has also been an active leader in many local organizations.

Since 1975, the city has received well over \$25 million in federal and state grant funds. Much of the credit is due to Mr. Blake's outstanding leadership in guiding his community to fiscal stability.

Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.



ASSISTANT EXCELLENCE IN LEADERSHIP AWARD

in Memory of Buford M. Watson Jr.

This award, commemorating former ICMA President Buford M. Watson Jr., honors a local government management professional who has made significant contributions toward excellence in leadership as an assistant to a chief local government administrator or department head.

Amy McEwan

Deputy County Administrator, Lake County, Illinois



Between 1990 and 2010, the population of Lake County, Illinois, grew by more than 36 percent. This considerably strained the county's justice system, revealing operational challenges, physical space deficiencies, and more than \$200 million in capital construction

needs. In response, the county board formed the Judicial Facilities Review Committee (JFRC) to evaluate the situation, recommend solutions, and ensure that improvements were made in a fiscally responsible fashion. And to lead the JFRC, the county administrator assigned Amy McEwan.

The committee began by asking (1) What actually needed to be built? and (2) What operational improvements could be made to mitigate the capital construction needs? But it soon realized that before any improvements could be made, the justice agencies would have to share details about their operations, agree to make operational changes to gain efficiencies, share governance, and use performance-based metrics to measure progress. And this would require the JFRC to educate the agencies and policy makers, mediate competing interests among stakeholders (23 elected officials of the board and 16 independently elected officials of the justice agencies), and build consensus.

It fell to Ms. McEwan, a creative, strategic problem solver with extensive experience providing leadership in complex initiatives involving many diverse stakeholders, to sell board members on a \$100 million court expansion project and operational improvements within the justice system during an election year. To establish credibility and earn their respect, she first had to learn all about the court system. She then coordinated a series of small-group meetings to apprise them on the details of the project and help them gain a fresh perspective. Her use of facts to justify operational changes, and her keen ability to anticipate, understand, and respond to their

concerns, helped build consensus and turn the initial negative response into unanimous support.

Under her leadership, the JFRC developed specific strategies to evaluate and increase operational efficiencies, determine how these efficiencies will affect spatial needs, and plan for facility expansion.

- Ms. McEwan pushed the justice agencies to implement Intensive Case Management (ICM), a system in which each case is assigned a track according to its specific circumstances, and goals are established for its timely disposition. The quicker a case is disposed of, the sooner jail beds can be freed up for new detainees. ICM also establishes performance measures for the agencies, ensuring accountability and facilitating meaningful statistical evaluation to increase system efficiencies.
- She commissioned several studies to determine how the jail population could be managed more efficiently and how existing jail capacity could be better used or expanded without significant capital expense. In 2012, it was shown that the jail's population could be accommodated without significant capital expansion at least until 2030.
- She influenced the creation of the Executive Justice Council, which comprises representatives from the justice agencies and two county board members. A critical component of the council is a reporting and measurement structure to monitor the timely resolution of cases. This will be the first time that board members will participate in recommending policy and procedures for justice system operations.

Through Ms. McEwan's efforts, the justice agencies made the commitment to implement significant operational changes to increase efficiencies and reduce the overall need for expansion. With these changes, Lake County's justice system is poised for success into the year 2030 and beyond.



ACADEMIC AWARD

in Memory of Stephen B. Sweeney

Established in the name of the longtime director of the University of Pennsylvania's Fels Institute of Government, this award is presented to an academic leader or academic institution that has made a significant contribution to the formal education of students pursuing careers in local government.

Sam Gaston

Professor and Practitioner-in-Residence, Robertson School of Government, Regent University, Virginia Beach, Virginia



Professor Sam S. Gaston, full-time city manager of Mountain Brook, Alabama, is online practitioner-in-residence in the Master of Public Administration (MPA) program at the Robertson School of Government, Regent University.

This is the nation's first MPA online practitioner-in-residence position. As a full-time faculty member, he teaches online courses each semester, and he advises and mentors all online MPA students. He is also involved in MPA faculty meetings and the academic decision-making process.

Professor Gaston became involved in the education of public managers in 1999, when he was invited to teach in the MPA program at the University of Alabama–Birmingham. The first course he developed gave an indication of his creative skills in the classroom. Dual-taught with the former mayor of Birmingham, the course gave students a rare insight into how city problems are addressed in two different forms of government: the council-manager form and the strong mayor form. It was tremendously popular, and it began Professor Gaston's lifelong mentoring of MPA students.

And his teaching and mentoring skills are remarkable. One former student wrote, "What makes Professor Gaston so unique is his willingness to share the wealth of his real experiences with students. His thoughtful

personal insight goes well beyond what any text could provide and has made a significant impact on our learning environment and understanding of our roles as public servants." Another commented that "Professor Gaston's dedication to preparing future county and city government leaders is evident through his commitment to students beyond the classroom. He routinely offers his expertise in informal methods. His accessibility is phenomenal and provides real-life examples of complex scenarios and obstacles a local government manager encounters."

For almost two decades, Professor Gaston has made significant contributions to public administration teaching, internship, and mentorship. At the same time, the function of the MPA professor has been evolving and the classroom has become technological. Yet Professor Gaston has adapted well to this ever-changing environment. His teaching skills make the 21st-century classroom just as "alive" as was the classroom of years past. His students, who come from all walks of life and all parts of the world, all benefit from the experience and expertise he brings into the electronic classroom. They are fundamentally shaped by his seasoned practitioner experience, his outstanding teaching skills, and his exceptional mentoring capacity, and they benefit from his willingness to advance their public administration goals from classroom dreams to actual careers at city hall.



AWARD FOR EARLY CAREER LEADERSHIP

in Memory of William H. Hansell Jr.

Established in memory of former ICMA Executive Director William H. Hansell Jr., this award recognizes an outstanding early-career local government professional who has demonstrated leadership, competency, and commitment to local government as a profession.

Kirsten Wyatt

Assistant to the City Manager, West Linn, Oregon



In 2011, Kirsten Wyatt and her husband saw the need for a group of informed and motivated government staff to assist those individuals who were interested in learning how to engage in local government, find jobs, and network with other local government leaders.

With no budget but a passion for the profession, they founded Emerging Local Government Leaders (ELGL).

With the help of a few senior government executives, the Wyatts started a series of lunchtime lectures for government staff and students interested in expanding their knowledge of local government. Speakers included city managers, Oregon state officials, the governor of Washington, university professors, executive recruiters, and ICMA President Bonnie Svrcek.

In October 2013, ELGL organized its first annual conference. Held at the Kennedy School in Portland, the conference was attended by 180 local government professionals and students from all over the country sharing innovative ideas and challenges confronting the profession. The Wyatts have also presented to the Oregon City Managers Association and other organizations about finding, educating, and mentoring the next generation of government leaders.

Today ELGL comprises more than 450 local government professionals, from city managers to management analysts, in the early to middle stages of their careers. Its members are “innovative local government leaders with a passion for connecting, communicating, and educating,” whose overarching goal is to address the issue of mentoring the next generation of leaders.

But the Wyatts’ influence goes beyond helping to develop the next generation of government leaders.

Through their use of social media and technology, they have been able to share with those already in leadership positions the power of new communication tools, such as an active e-mail list. ELGL’s website offers “Campus Connections” for those currently in school or looking to return; “Career Center,” providing information about job openings and the executive search process; “Electeds,” enabling members to connect with elected officials around the country; “Member Profiles”; and “The Practitioner,” offering documents and learning tools for interested local government employees or students.

In this same vein, as assistant city manager of West Linn, Ms. Wyatt has advanced public outreach and communication through numerous forms of social media. West Linn’s 2014 community survey indicated that 39 percent of residents use the city’s website as a main source of information, up from 15 percent just two years ago! And more than 75 percent believe that the city does a good job in communicating with the public.

Finally, following the election of a mayor with no local government knowledge or experience, the city saw the need to identify future citizen leaders and educate them on municipal government. In 2011, Ms. Wyatt spearheaded the West Linn Citizens Leadership Academy. Today, about 40 citizens are far better prepared to serve their community as members of advisory boards and as city councilors.

With her passion for and commitment to local government, Ms. Wyatt continues to help make West Linn a model municipal agency.

Underwritten by ICMA-RC. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers.



COMMUNITY HEALTH AND SAFETY AWARD

This award recognizes innovative local government programs or processes that improve the community's safety, health, and/or wellness, or enhance quality of life for the disadvantaged. Sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark Keane, and Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell.

Populations of 10,000 to 49,999



Manly Council Crime Prevention Plan • Manly Local Government Area, New South Wales, Australia *Henry Wong, chief executive officer*

Manly is a highly visited tourist destination. Its central business district (CBD) comprises retail, residential, and other commercial properties, including more than 120 licensed restaurants, bars, and hotels that attract young people from surrounding areas. For many years, that district was known as a hotspot for alcohol-related assaults and offensive conduct, primarily on weekends between midnight and 6 a.m. And the annual social, environmental, and economic costs were about \$1 million.

When community feedback from 2011 revealed high levels of fear about violence and antisocial behavior related to binge drinking and the "culture of alcohol in public spaces," the council implemented the Manly Council Crime Prevention Plan, a three-year, three-stage plan:

- Stage One: "Get Home Safe." To reduce the incidence of alcohol-related offenses at transportation hubs, the council and stakeholders promoted late-night transportation options and advertised them on council and licensed premises' websites; improved infrastructure at the two secure late-night transportation hubs; added eye-catching timetables for the night bus stops; posted information for secure late-night taxis; and dis-

tributed over 3,000 "Get Home Safe" wallet cards and posters in licensed premises, community centers, schools, and hostels.

- Stage Two: Community education and engagement. The council distributed orientation wallet cards and film clips with safety tips and warnings about drink spiking; joined with police to meet with high school seniors and discuss alcohol-prohibited areas, late-night guardians (street pastors), late-night transportation, liquor laws, and responsible behavior when partying; and ran a "Stop the Supply Campaign" to heighten awareness of laws against serving alcohol to minors. It also activated an underused space in the center of the CBD for "Market Lane Saturdays," a range of Saturday night events that introduced new patrons to the public space and drew attention away from the drinking venues.
- Stage Three: Engagement of stakeholders and reinforcement of essential infrastructure. Street pastors were given high-visibility jackets; a late-night radio network was set up to improve communications between Council CCTV operators and stakeholders; CCTV covered secure late-night taxi stands; and a new taxi stand shelter was built.



A Safer Manly

Measurable results include significant drops in alcohol-related assaults per 100,000 population, incidences of offensive conduct, stealing in licensed premises, and recorded incidents at secure taxi stands and bus stops. In addition, alcohol-related incidents on Market Lane Saturdays were about half of those reported on a normal Saturday night. Equally important, community perceptions of safety improved dramatically: in 2012 the council added "community safety" to its annual community satisfaction survey and by 2014, that score had risen markedly.

Over the three-year period, project costs (other than staff costs) totaled \$68,000. Although the plan and its strategies are officially over, crime data and maintenance of the social capital continue to be actively monitored, and the Community Safety and Place Management Committee continues to meet monthly to ensure sustainability of the project outcomes. The overall result is a safer Manly at night.



Lundy

Catawba County Public Health Farmers Market • Catawba County, North Carolina

Tom Lundy, county manager

Mary Furtado, assistant county manager



Furtado

Catawba County has six USDA-recognized food deserts (low-income areas where grocery stores are more than a mile away from residential areas and transportation is a barrier). Meanwhile, 38 percent of its children ages 2–18 and 72 percent of its adults are overweight or obese. The Women, Infants, and Children (WIC) program, a federal nutrition program administered monthly to more than 4,000 low-income women and children through Catawba County Public Health (CCPH), offers a limited quantity of Farmers' Market Nutritional Program (FMNP) vouchers, enabling WIC customers to buy produce at markets certified to accept them. But only two of the county's four markets were so certified, and the county's 2012 voucher redemption rate was only 51 percent.

Believing that lack of access to WIC-certified markets was hindering voucher use, CCPH established a farmers market in its parking lot on Thursdays, 11 a.m.–2 p.m., to increase voucher redemption and residents' access to fresh produce, and thus improve individual and community health.

To ensure that the market could accept FMNP vouchers, CCPH gained approval to operate it as a WIC-certified market and required vendors to be certified to accept the vouchers as payment. A Bonus Bucks program provided a \$4 coupon to be spent on produce at the market only in conjunction with a voucher, and SNAP/EBT food assistance and debit card access were added in 2014. To ensure maximum resident and farmer participation, CCPH scheduled the market when it would not compete with other markets, and it did not charge farmers a booth fee.

The market was created and managed by CCPH employees. Startup costs (capital/equipment, \$2,479; operating, \$9,073; and promotional, \$8,447) were covered by a state community health grant; a USDA grant covered \$1,700. But a successful market can be started with less; startup costs for a rural farmers market that CCPH established in 2012 were about \$5,000.

As evidence of the Public Health Farmers Market's success, the 2013 FMNP redemption rate for vouchers redeemed at all three WIC-certified markets in the county increased to 63 percent. And in 2014, the CCPH market alone redeemed 57 percent of vouchers, greater than



Increased access to fresh produce

both its 2013 rate and the county's overall rate in 2012. Moreover, family consumption of fresh produce increased to 88 percent in 2013 and to 93 percent in 2014; for WIC customers, this number was even higher. It also increased for 84 percent of SNAP/EBT customers. And WIC customers found it easier to redeem their vouchers, find fresh produce, and reduce travel time and distance. Finally, farmers' income from market enhancements vouchers and Bonus Bucks in 2013 was \$5,824; with SNAP/EBT and debit in 2014, that amount nearly doubled.

The county learned that such a project does not have to cost a lot of money, but it does require a significant commitment of time and staff and support. And it pays off: the market enabled CCPH to publicly reinforce its commitment to promoting and protecting the health of the community.



COMMUNITY PARTNERSHIP AWARD

This award recognizes innovative programs or processes between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.

Populations of less than 10,000



Ledoux

CrossTown Connect • Acton, Boxborough, Littleton, Maynard, and Westford, Massachusetts

Steve Ledoux, town manager, Acton • Selina Shaw, town administrator, Boxborough • Keith Bergman, town administrator, Littleton • Kevin Sweet, town administrator, Maynard • Jodi Ross, town manager, Westford



Shaw

In Acton, Boxborough, Littleton, Maynard, and Westford—five towns about 20 miles northwest of Boston with populations ranging between 5,000 and 22,000—transportation needs were becoming acute.



Bergman

The two stations on the Fitchburg Commuter Rail line had limited daily parking, poorly scheduled out-bound trains, and minimal last-mile transport. Residents working within the Metro-Boston area needed better commuting options; Boston residents commuting to those towns needed last-mile transportation to reach their places of employment. Senior citizens who could no longer drive could not get to doctor appointments, shop for food, or attend social events. Parents of first-generation Asian citizens, hampered by minimal English-language skills, were stranded while



Sweet

their children were at school or work. And lower-income populations, for whom equity housing was built, lacked transportation choices.



Ross

In 2009, the five towns worked with the Massachusetts Institute for Transportation Coordination to identify their transportation needs. At the same time, Work Without Limits, a statewide network of employers and innovative partners, was encouraging the formation of regional groups to address transportation gaps and increase employment among people with disabilities. The towns joined that effort.

In 2012, the towns and a private corporation, Clock Tower Place of Maynard, applied for and received a state grant to regionalize transportation services and put a formal association in place for future collaboration. The result was CrossTown Connect, which launched in September 2013. Soon after, four more private companies—Gutierrez Company, IBM, Juniper Networks, and Red Hat—joined the partnership through intermunicipal agreements and memoranda of understanding. The association then consolidated four towns' Council on Aging shuttles and on-demand ride services under one central dispatch call center, increasing each community's daily dispatch hours and

ridership. Currently it is working with two regional transit associations to enable vehicle sharing across municipal and regional transportation boundaries.

In 2014, CrossTown Connect lobbied successfully to expand the out-bound train schedule from Boston, and it is currently lobbying for more and earlier trains to meet the reverse commuting needs of its local businesses. It is also studying possible shuttle routes in hopes of growing its corporate membership and expanding the region's economic base.

Among the services it provides are an online database that matches people with similar commutes for carpooling, assistance with vanpool formation, emergency cabs or rental cars for carpoolers who need to leave work for an emergency, and information about commuter options and management of transit benefits.



Meeting the transportation needs of all riders



CrossTown Connect has an annual budget of \$236,000. More than half of its first year's budget was offset by grants; the rest came from MassRide (\$50,000), Private Partners (\$31,000), and Public Partners (\$31,000). Each town's

contribution is based on the average daily hours of service its van(s) provides and its average monthly ridership.

Meeting the transportation needs of more than 20,000 riders and 5,000 employees while reducing

traffic congestion and air pollution and increasing economic development opportunities, CrossTown Connect is well positioned to fulfill its goal of creating an economically thriving and socially equitable region.

Populations of 50,000 and over



Covington

Building an Inclusive City • Renton, Washington

Jay Covington, chief administrative officer

With more than 97,000 residents, Renton is the fourth-largest city in King County and the eighth largest in the state. From 2000 to 2010, the city enjoyed 82 percent growth. Its minority population has grown by 165 percent, and non-white groups now account for over 50 percent of the population.

In recognition of the city's changing demographics, "Building an Inclusive City" was launched with full support from councilmembers and top officials. They made it a priority by (1) revising the city's strategic business plan to include inclusiveness and diversity as part of its mission statement and adding specific goals; (2) integrating diversity at every level of the organization and as part of every program and service; and (3) regularly scheduling open dialogues and conversations with community members. They also hired a consultant who is an expert on equity and social justice.

To achieve its goals, the program relies on a network of community liaisons representing 10 different ethnic, cultural, and diverse groups. Through this network it has facilitated civic engagement for all members of society (especially those who have

not traditionally participated in local government), ensured equitable offerings of programs and services, and above all, promoted an understanding and appreciation of cultural differences through fun, celebration, and festivals. Among its many specific accomplishments, it has:

- Offered free workshops to facilitate conversations about race among city employees.
- Hosted community forums to educate residents about critical issues, such as crime prevention and emergency preparedness.
- Provided emergency preparedness training and workshops in four different languages, and distributed emergency preparedness kits to community leaders.
- Appointed members from community liaison groups to serve on key citizen task forces.
- Targeted ethnic media to provide key information to minority residents.
- Helped create Renton's Small Business Development Center to provide business assistance to nearly 115 businesses, almost half of which are minority owned.

Because community liaisons keep changing, the city has learned



Inclusion Task Force

that building and nurturing these relationships is an ongoing effort; there must be frequent and consistent communication between city staff and members of the community as well as with community liaisons, and employee training and workshops must be ongoing. It has also learned that each community group has its own needs and priorities, which must be addressed even when available resources to meet those needs are limited.

Above all, it has learned that because their goals are similar, their target groups are the same, and their resources are limited, working in coordination with the local school district, community college, chamber, and other organizations enables all partners to leverage resources rather than duplicate efforts and also enhances their credibility in the community. This is the key to success.



COMMUNITY SUSTAINABILITY AWARD

This award recognizes innovative local government programs or processes that creatively balance a community's social, economic, environmental, and cultural needs.

Populations of less than 10,000



Scanlon



Tippetts

Basalt Micro-Hydroelectric Plant • Basalt, Colorado

Michael J. Scanlon, town manager

Judi Tippetts, assistant town manager/finance director

In early 2009, Basalt's Green Team community volunteers, council members, and staff began brainstorming ways to reduce the town's carbon footprint. In 2010, it came up with a project that fit the town's vision for a renewable energy source: a micro-hydroelectric plant on the hillside above town. The project would take advantage of a resource already being used for town water—spring water—and give it another purpose: producing power.

Moreover, it would do so without visually impairing the town's natural setting. Hydroelectric projects often require communities and utilities to alter the natural environment by creating a dam and lake to keep a constant flow of water through hydroelectric turbines. But as the town's water sources are on the lower slopes of Basalt Mountain, about 500 feet above the town's existing water plant and proposed micro-hydro plant, the elevation drop would produce the water flow necessary for the turbines.

The problem lay in how to design and pay for the plant and

eventually sell the electricity that was produced. For the project to work, the town first needed to upgrade the two water lines carrying spring water to the plant. Anticipating this, it had been setting aside money for the past decade and had just enough on hand to make the upgrades. But with total project costs estimated at almost \$700,000, the small town's limited resources would soon be exhausted.

In the previous decade, Basalt's electricity supplier, Holy Cross Energy, had set a goal of 20 percent renewable energy sources by 2015. That made it the perfect partner for Basalt's project. With a loan from Holy Cross and a \$100,000 federal stimulus grant through the Colorado Governor's Office, the town cobbled together the needed financing. In addition, Holy Cross agreed to buy back the energy that was produced into its grid, thereby providing a stream of revenue for the town.

Since going online, the Basalt Micro-Hydroelectric Plant has produced roughly 150,000 kilowatts annually—enough electricity to power 15–20 houses and reduce greenhouse gas emissions by about 250,000 pounds each year. It has also brought the town more than \$60,000 in revenue.



Micro-Hydroelectric Plant

The most recent NASA reports on climate change identify the potential for megadroughts in the U.S. Southwest and Plains. Such eventualities are going to make us rethink how our communities and regions work. The town of Basalt subscribes to "adaptive leadership," a model in which the entire community is engaged in solving problems. If Basalt is to be a successful community going forward, it needs to build and grow leadership capacity, and the Basalt Micro-Hydroelectric Plant is doing just that: engaging the community (Green Team) to take on a global issue (climate change) using the resources (Holy Cross Energy and the town's water fund) to realize the solution (reducing the human carbon footprint). The goal is to continue using the adaptive leadership model to create a resilient Basalt.



Eco Village • River Falls, Wisconsin

Scot Simpson, city administrator

Providing high-quality, sustainable housing for low-income residents

is a challenge facing communities across the country. The city of River Falls and the St. Croix Valley Habitat for Humanity met that challenge with the Eco Village, a first-of-its-kind housing development that achieves the triple bottom line of sustainability: environment, economy, and society.

River Falls and River Falls Municipal Utilities (RFMU) are recognized as regional and national leaders in environmental sustainability. River Falls boasts the first LEED-certified city hall in Wisconsin, and RFMU is fourth in the nation in green power sales. To embark on its project to provide affordable housing while promoting economic sustainability, the city donated a parcel of land valued at about \$285,000 to Habitat for Humanity, and RFMU provided \$25,000 for energy-efficient heel trusses to be used in constructing the houses. RFMU also hosted lunch-and-learn sessions to educate contractors on sustainable building practices.

The first phase of housing construction provided an opportunity to identify room for improvement.

By using more sustainable and efficient materials and techniques, builders managed to reduce costs on subsequent home constructions by 9–12 percent.

City staff participated in two intensive charrettes to help Habitat design a neighborhood that contributes to social sustainability. The Eco Village—18 homes and a community center on five acres of land—incorporates cul-de-sacs and porches on each home to promote feelings of community and belonging. A community garden encourages feelings of self-actualization and pride in working together to feed the community; excess food produced in the garden is donated within the community or sold at the local farmer's market.

Environmentally sustainable features include solar-paneled rooftops to generate energy, saving Eco Village residents, on average, between \$578 and \$715 annually; solar thermal systems that produce a supply of hot water five times greater than demand; and rainwater cisterns to capture rainwater for homeowners' discretionary use.

In addition, RFMU provides bill-paying assistance for income-qualified customers in the Eco Village, who also have the oppor-



Community garden fosters fellowship

tunity to receive credits at the retail rate for producing more energy than they consume.

Among other benefits, permeable pathways in the neighborhood ensure that the Kinnickinnic River, a Class One trout stream, is protected from storm-water runoff. And Eco Village residents are currently in the process of forming a homeowner's association, which will contribute toward Habitat's goal of citizen empowerment and self-determination.

The Eco Village in River Falls is a demonstration project that Habitat for Humanity will eventually implement in other Wisconsin communities. Successfully providing affordable housing for low-income residents while empowering them to become self-sufficient and stewards of the local environment, it will be a model for community sustainability for years to come.



Hudson

Onslow County Solid Waste Management Department Multi-Sector Collaboration for Alternative Revenue Stream Development and Long-Term Waste Disposal Capacity • Onslow County, North Carolina

Jeffrey L. Hudson, county manager

David B. Cotton, deputy county manager



Cotton

With its rich farmland, beautiful beaches, and lush forests, Onslow County's gently rolling terrain in the southeastern coastal plain of North Carolina is home to nearly 194,000 people and five military bases and is ideal for business development. Recognizing that a growing population means a growing waste disposal problem, county leaders embarked on multisectoral collaboration, using state-of-the-art technology to ensure long-term waste disposal capacity and alternative revenue stream development.

Ten years ago, Onslow averaged nearly 7.5 pounds of solid waste per person per day. To reduce waste and preserve landfill capacity, county officials implemented various public education efforts, including community and personal environmental awards and a school recycling program, to raise citizen awareness of waste stream infrastructure impacts and the role of recycling and green programs in enhancing quality of life. As a result, the county's waste generation rate plummeted to 4.7 pounds per person per day—more in line with the national average. Onslow also switched from using soil as a landfill

cover to using a commercial environmental coating that takes up less space and more effectively prevents erosion, siltation, and infiltration. Between 2000 and 2013, the county increased its compaction rate, ensuring adequate landfill capacity through 2045.

To develop alternative revenue streams, Onslow turned to an 800-acre site in its southwestern portion, where it owned two closed landfills and one 30-acre working landfill. Examining the quality and amount of methane produced by the first landfill, staffers discovered an untapped and plentiful resource that would translate into a lucrative source of revenue. For more than 18 months, a 20-cylinder gas turbine engine has been burning methane pulled and scrubbed from the landfill. Electricity that is generated at no cost to the county—enough to power 2,400 homes—is sold to the local utility. This effort has been so lucrative that a second gas turbine will be installed within the year.

The second closed landfill offered 14 acres of high, unobstructed flat land perfect for solar panels. Again at no cost to the county, 5,000–6,000 panels will be installed to generate energy to be sold to the same utility. The planned solar project will be the



Sorting line at landfill recycling facility

first of its kind at a landfill in North Carolina. The methane-to-energy and solar initiatives will bring the county \$60,000–\$100,000 in annual revenue.

Staffers then worked to improve efficiency at the recycling facility, increasing by fivefold the amount being processed. The county also decided to collaborate with new partners to improve processes and profits. And in four years, it tripled revenue generated from the sale of scrap metal, waste liquids, lubricants, and electronics.

In less than 10 years, Onslow County's Solid Waste Department has been transformed from a county expense to a revenue producer. Its innovative technology and collaborative efforts are helping to ensure the continued growth and success of one of North Carolina's most prized counties for families, businesses, and the U.S. military.

STRATEGIC LEADERSHIP & GOVERNANCE AWARD

This award recognizes the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

Populations of 10,000 to 49,999



Labaito

Re-Inventing Municipal Government: An Entrepreneurial Small Business Approach • Hawthorn Woods, Illinois

Donna Lobaito, chief administrative officer

Pamela Newton, chief operating officer



Newton

The Village of Hawthorn Woods was facing a severe financial crisis. It had been deficit spending and relying on one-time revenues to fund operations. Essential services had been reduced, 40 percent of its employees had been laid off, the general fund balance was at 5 percent of operating expenditures, and the village still couldn't make payroll. Moreover, the Aquatic Center revenue bonds were in danger of default, and the village was embroiled in several lawsuits costing almost \$250,000 annually.

On April 7, 2009, the residents elected a new mayor with a new vision: to manage the village entrepreneurially, like a small business.

The first step was to assemble a team of professionals with both public and private sector experience. As it happened, all the new hires were women—hired, according to the mayor, “because they were the absolute best applicants we had.” The village board then directed a complete reorganization of village staff and changed the titles of the executive leadership team to reflect the entrepreneurial management approach.

It was then that the transformation began.

- Because service-driven needs of the community took priority, departments were restructured

and staff were reorganized on the basis of talent and skills.

- Cost savings were realized and benchmarked in every department. Flex scheduling proved critical for reducing overtime salaries.
- A zero-based budgeting approach was implemented, and each line item was critically examined.
- All purchases required three competitive quotes to ensure the best possible pricing.
- Vacation and sick benefits for nonunion staff were changed to a private sector model: paid time off (PTO). Accrual of sick days, vacation carryovers, and cash-out options were eliminated.
- A pay-for-performance compensation policy was adopted based on public and private sector salary data.
- A cost-sharing model was implemented for employee benefit premiums.
- New nontax revenue opportunities were explored, and a utility tax was imposed to refinance Aquatic Center bonds and fund police pension liability and capital projects.
- All outstanding lawsuits were resolved, reducing the annual litigation budget by 70 percent.

Hawthorn Woods faced many challenges when implementing this new vision:



Leadership meets to transform government

- All departments needed to rethink government not as usual and to instead focus on a customer service core business provider model.
- The 40 percent reduction in staffing several years earlier had revealed many inefficient work processes and left remaining staff fearful and stressed.
- Many hours were spent educating employees about zero-based budgeting and the benefits of a PTO approach.
- Staff had to be retrained to focus on obtaining competitive prices instead of maintaining relationships with vendors.

The village has since recovered from its precarious financial position, as evidenced by the dramatic growth of its general fund balance from \$179,353 on December 31, 2008, to \$1,755,584 on December 31, 2013. The program transformed a severe financial crisis into a successful entrepreneurial management approach while breaking down stereotypes to support women in legislative government.



Citizen Engagement • Sedona, Arizona

Justin Clifton, city manager

Karen Daines, assistant city manager



Clifton



Daines

Sedona is home to about 10,000 very passionate citizens, many of whom are retired and have time to devote to civic participation. Originally this meant serving on one of eight commissions, each of which had at least seven members. But the commissions were bound by open meeting laws, which limited discussion of issues outside of commission meetings; they operated in subject-matter silos, so multiple commissions would end up working on one project, duplicating effort and sometimes working at cross purposes; and they would often pursue projects that the council would later reject.

Moreover, commissioners were volunteers who wanted to participate in local government but didn't want to spend hours doing work that paid staff do. And since they often had problems reaching consensus, it fell to city staff to lead, manage, and implement projects.

In fall 2012, the council directed staff to review the role of the citizen boards and commissions and make recommendations for their reorganization. The result, approved in December 2013, was a completely

new model of citizen engagement. The city manager's office hired a citizen engagement coordinator, and all but two of the eight commissions were disbanded.

The Citizen Engagement Program has two components. First, community concerns and suggestions are gathered. When an issue arises, (1) staff can address it immediately, (2) it is put on the council's agenda as soon as possible, or (3) it is presented at the council's annual prioritization meeting for possible inclusion in the city's annual work plan.

Second, citizen work groups operate alongside staff and function as advisory boards on specific issues and topics. Participants know when they are to meet and for how long, understand what needs to be done, and know when their work must be completed. In 2014, the Community Development Department formed a work group comprising people in the design/build community to help staff refine and simplify the city's design review process. The group accomplished its goal within six months.

To engage teens and young adults, the city launched Facebook, Twitter, and Instagram accounts; it also launched Engage Sedona, an online engagement hub facilitating a two-way dialogue between



Citizen Engagement Program volunteers

city staff and citizens. In less than a year, Engage Sedona had more than 1,400 visitors and had garnered 400 comments on 19 topics.

In just one year, more than 180 people had signed up for the Citizen Engagement Program. Because volunteers do much of the work, most program costs are primarily for the salary of the citizen engagement coordinator; remaining costs are for supplies, promotional materials, and volunteer appreciation—in total, \$48,000. The former system cost about \$112,500 annually in staff time and produced little to show for it. The new program still requires staff time, but that time is spent productively as projects are completed and implemented.

In short, by thinking outside the box, Sedona was able to create rewarding opportunities for everyone who wants to get involved in local government.



Tamarac's Strategic Planning: Alignment and Engagement • Tamarac, Florida

Michael C. Cernech, city manager

Diane Phillips, assistant city manager

Cernech

Since Tamarac's founding in 1963, the median age of its residents has been steadily decreasing (currently 47) while its cultural diversity has been increasing. These changes have required adjustments in programs and services to meet the needs of a diverse population.

In 2010, Tamarac adopted a four-phase systematic strategic planning process: strategy input, development, deployment, and ongoing execution. Using a third-party vendor, it surveys residents, businesses, and employees every other year to identify community priorities and focus strategic planning efforts. The city also reviews financial, market, and regulatory data, performance, and projections. Every program proposed for inclusion in the budget must show how it supports the city's strategic goals and performance targets. A three-year budget process is used to align long-range strategic and financial planning.

To develop performance data, staff identified operational performance measures important to customers. In the resultant system, division measures roll up to the department scorecard, select department scorecard measures roll up to the citywide scorecard, and key indicators roll up to the strategic plan. Division-level employees use these data to recommend and implement process improvements, while cross-

functional multilevel teams carry out improvement initiatives in specific focus areas. Achievements to date include citywide customer service standards; a recognition program that reflects the organization's mission, vision, values, and goals; and initiatives that maintain and improve workplace safety.

To build its performance management system, Tamarac applied a bottom-up approach. Under its Initial Performance Management and Employee Development System, implemented in 2009, each employee is given performance goals and associated actions, thus fostering ownership and accountability. Employees carry a card containing the city's vision, mission, values, strategic goals, and customer service standards, as well as space to note how his or her job relates to the city's strategic goals. According to the city's 2013 employee survey, 92 percent of employees knew how their jobs supported those goals.

Departments and divisions must also define how their programs and services contribute to the city's strategic goals. These narratives, along with key operational performance measures, are included in the budget and posted on the city's website to illustrate strategy-budget-performance linkages and promote transparency and communication.



Residents attend neighborhood meetings

The city engages the public through a quarterly news magazine *Tam-A-Gram*, strategic planning publications, a website, social media, neighborhood meetings, and an Open City Hall for online discussion of city topics. And residents have a venue to report a concern 24/7 and receive a timely resolution online. In 2013, 80 percent of residents and 86 percent of businesses reported satisfaction with overall quality of services, and 79 percent of residents reported satisfaction with community appearance.

By developing a strategic planning process that effectively aligns budgeting, performance management, and individual employee performance into one cohesive system, Tamarac has created an organizational culture that engages and responds to its customers, secures public trust and satisfaction, focuses on continuous process improvement, maintains positive employee attitudes, and is thus positioned to face current and future challenge.



HARVARD SENIOR EXECUTIVE SCHOLARSHIP

Sponsored by The Ferguson Group



Norton N. Bonaparte

City Manager, Sanford, Florida



As the city manager of Sanford, Florida (population 55,000), Norton Bonaparte is responsible to the mayor and four city commissioners for the day-to-day supervision of all city operations, including finance, human resources and risk management, fire, recreation, police, planning and development services, public works, water and sewer utilities, and community improvement. Fourteen department directors or executive staff and 540 full- and part-time employees report directly to him. He is also responsible for overseeing the city's annual operating budget of \$92 million.

Sanford received widespread negative media attention in 2012 as the city where Trayvon Martin was shot and killed, and it is in the process of improving its image, identifying what it wants to be and how it wants to develop. Mr. Bonaparte is currently working to implement a recently adopted strategic plan for the city government based on the results of a community visioning process. He is also striving to develop a sustainable organization that is able to meet expanding demands on municipal services with reduced revenues. Having engaged the services of Management Partners to perform an analysis of the city, Sanford is now in the process of assessing the feasibility/desirability of implementing the consultants' various recommendations.

Before coming to Sanford, Mr. Bonaparte had served as the city manager/administrator in six different communities, including Topeka, Kansas, and Plainfield, New Jersey, where he successfully developed productive working relations with elected governing bodies. In so doing, he facilitated strategic planning processes; worked to realign expenditures to meet reductions in revenue; and improved the working relationship between the municipal government and community groups, the business community, and other governmental entities. He also created a positive labor relations environment with employee unions, bringing new business to a community while working with existing businesses to retain and expand their operations.

Mr. Bonaparte has enhanced his professional experience by teaching courses in several graduate and undergraduate courses in public administration, public policy, and leadership, as well as by member-

ship in ICMA and service on numerous ICMA committees and task forces. A National Academy of Public Administration Fellow, he is a member of the Florida City and County Management Association; has served as president of the New Jersey Municipal Management Association and the Maryland City County Management Association; and is on the board of directors of the National Forum for Black Public Administrators and Florida's Tri-County League of Cities.

By attending the Senior Executives in State and Local Government program at Harvard University's John F. Kennedy School of Government, Mr. Bonaparte expects to learn and practice the most current leadership and management techniques that will enable him to lead his city into excellence.

"The Harvard Senior Executive Program was by far the most thought-provoking and educational leadership program that I've had the pleasure of attending. The program provided me with lessons in leadership that I use every day in my professional life. Invaluable lessons that I will continue to use throughout the remainder of my life."

—Dale E. Iman, city manager, Fayetteville, North Carolina

"The experience at the Harvard Senior Executive Program was without a doubt the best learning experience of my life. The program completely validated for me the role of government and the local government management profession, and I am more steadfast than ever that public service is the most rewarding, valuable, and important work one could ever do."

—Karen E. Pinkos, assistant city manager, El Cerrito, California

ICMA, through the generosity of its strategic partner The Ferguson Group, offers a scholarship to a member to attend the Harvard Kennedy School Senior Executives in Local Government program. The Ferguson Group, L.L.C. (TFG) is a bipartisan government relations consulting firm founded in 1982 in the District of Columbia dedicated to serving local governments.



CELEBRATION OF SERVICE

Congratulations to the 2015 Local Government Service Award Recipients!

ICMA Local Government Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 30 years or more of local government service will be recognized individually during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference.

50 YEARS

John P. Applegate has spent his entire 50-year career serving Union City, Ohio. City manager since 1982, he also served as superintendent of water and wastewater, 1974–82; and in maintenance operations, 1965–74.



James D. Crosby has served local governments in Oklahoma throughout his 50-year career. City manager of Piedmont since 2011, he was city manager of Yukon, 1994–2011. He served Oklahoma City as general services director, 1991–94; executive vice president for the city's chamber of commerce, 1987–91; and recreation superintendent, 1964–73. In Norman, he was city manager, 1976–87; and director of parks and recreation, 1973–75.

45 YEARS



Major T. Berry Jr. has been with Oklahoma City, Oklahoma, for his entire 45-year career. Assistant city manager since 2003, he has also served as police chief, police officer, and community service officer.

Manuel A. Esquibel, city manager, Brighton, Colorado, since 2009, served Brighton as assistant city manager and director of parks and recreation. He has also served as city manager of Selma, California, and Lindsborg, Kansas.



George Harvie has served as chief administrative officer, Delta, British Columbia, Canada, since 2001. He previously served in Burnaby, British Columbia, Canada, as deputy city manager, director of human resources, and manager of environmental health services.



Lance A. Hedquist has served as city administrator of S. Sioux City, Nebraska, since 1980, and as assistant director of Siouland Metro Council, Iowa.

Sue Knight is receiving an ICMA Service Award after 45 years with the city of Troy, Ohio, as assistant to the director.



Stevan E. Kvenvold has spent his 45-year career with Rochester, Minnesota, as city administrator since 1979, and assistant administrator, 1970–79.

Kerry M. Lacy, city manager, Elgin, Texas, since 2013, has spent his entire career in Texas. He has served as city manager in San Augustine, Watauga, Liberty, and Jasper, in addition to serving in other capacities and communities throughout the state.



James F. Miller, executive director, League of Minnesota Cities since 1993, served as city manager of Minnetonka, Minnesota, 1979–93, in addition to holding other positions in various communities.



William R. Ross, town manager, Mansfield, Massachusetts, since 2010, served as city manager of Jackson, Michigan; Auburn Hills, Michigan; and Yankton, South Dakota. He also served as village administrator of Sussex, Wisconsin.

Gerald E. Schapiro has been with Rock Hill, South Carolina, for his entire 45-year career. Deputy city manager since 2007, he has also served as finance director/municipal clerk, planning & management director, senior planner, and planner.



James K. Spore, city manager of Virginia Beach, Virginia, since 1991, has served as manager of Garland, Texas, and Burnsville, Minnesota; and as community development director in Lakewood, Colorado, and Elgin, Illinois.

Linda L. Witko, assistant city manager of Casper, Wyoming, since 1991, spent 20 years in Scottsbluff, Nebraska, as assistant city manager and personnel officer.



40 YEARS

Stephen A. Alfred, town manager South Kingstown, Rhode Island	Joyce Hunt, assistant city manager Thornton, Colorado	Gary O'Connell, executive director Albemarle County Service Authority, Virginia
Ronald C. Anderson Jr., assistant city manager Suisun City, California	Edwin J. Hunzeker, county administrator Manatee, Florida	Robert J. O'Neill Jr., executive director ICMA, Washington, D.C.
James C. Bacon Jr., town manager Paradise Valley, Arizona	Richard J. Johnson, town manager Glastonbury, Connecticut	Howard D. Partington, city administrator Great Bend, Kansas
Don W. Baird, town manager Granby, Colorado	James W. Keinath, city administrator Circle Pines, Minnesota	Joe Patterson, city administrator Hastings, Nebraska
Edward A. Barrett, city administrator Lewiston, Maine	Ronald R. Kimble, deputy city manager Charlotte, North Carolina	John H. Patterson, city manager/police chief Cherry Hills Village, Colorado
Robert J. Bartolotta, city administrator Wentzville, Missouri	Gary F. Klaphake, city administrator Lafayette, Colorado	Robert J. Regus, city administrator Alpharetta, Georgia
Michael C. Bestor, city manager Golden, Colorado	Robert Knabel, city administrator Newton, Iowa	Randall H. Reid, Southeast regional director ICMA, Washington, D.C.
James A. Briggs, city administrator Washington, Missouri	Harvey Krauss, city manager Eloy, Arizona	Thomas B. Robinson, town manager Carthage, North Carolina
Janice S. Casteel, city manager Cleveland, Tennessee	Gary T. Kubic, county administrator Beaufort, South Carolina	Valerie L. Salmons, village administrator Bartlett, Illinois
Clayton W. Chandler, city manager Mansfield, Texas	Rick W. Kuckkahn, city manager Scottsbluff, Nebraska	Mark W. Sather, city manager White Bear Lake, Minnesota
Sterling B. Cheatham, city manager Wilmington, North Carolina	Steven A. Kueny, city manager Moorpark, California	Patrick C. Scheidel, town manager Essex, Vermont
Patrick J. Coffield, county administrator Augusta, Virginia	Michael LeFevre, township manager Abington, Pennsylvania	Philip K. Schenck Jr., town manager Bloomfield, Connecticut
James Al Crace, county administrator Charlton, Georgia	Robert Louiseau, city administrator Detroit Lakes, Minnesota	Robert P. Schwartz, city manager Oxford, Georgia
David G. Cressman, town administrator Dartmouth, Massachusetts	Curtis H. Lunt, town manager Monmouth, Maine	Stephen L. Sechrist, township manager Richland, Pennsylvania
Gary S. Esplin, city manager St. George, Utah	John A. MacLean, city manager Keene, New Hampshire	John W. Sibley, city manager Orange, California
Daniel W. Fitzpatrick, city manager Rochester, New Hampshire	Samuel D. Mamet, executive director Colorado Municipal League, Colorado	Reid Silverboard, city manager Treasure Island, Florida
John R. Flint, city manager Weston, Florida	Richard L. McAlister, director of administrative services Cedar Falls, Iowa	Cory Lee Smith, city administrator Grandview, Missouri
Richard J. Garofano Leawood, Kansas	Scott C. McElree, borough manager Quakertown, Pennsylvania	Stephen J. Sobers, city manager Big Rapids, Michigan
Edward A. Geick, city administrator Baraboo, Wisconsin	Ronald W. McLemore, deputy city manager Daytona Beach, Florida	Lewis J. Steinbrecher, city administrator Moline, Illinois
Jay A. Gsell, county manager Genesee, New York	Arjen J. Mewe, city manager Emmen, Netherlands	Stephen C. Sultzaberger, borough manager New Cumberland, Pennsylvania
Jack Hadge, chief financial officer Springettsbury, Pennsylvania	J. Scott Miller, city manager Leavenworth, Kansas	Thomas W. Tarkiewicz, city manager Marshall, Michigan
Jack S. Hamlett, city manager Beeville, Texas	Robert H. Moncur, city manager Burnaby, British Columbia, Canada	Frank Turner, deputy city manager Plano, Texas
Mark R. Henne, city manager Wellsburg, West Virginia	Sid Morris, director, planning & development Sycuan Band of the Kumeyaay Nation, California	G. Craig Weinaug, county administrator Douglas, Kansas
David D. Hicks, city manager Moraine, Ohio	George K. Noe, city manager Aurora, Colorado	Joseph W. Yarbrough, city manager South Daytona, Florida
Aden E. Hogan Jr., city manager Evans, Colorado		Greg E. Young, town manager Boone, North Carolina



35 YEARS

Glenn D. Anderson
 Richard E. Anderson
 Louis J. Baltz III
 John S. Bennie
 Ralph E. Bentley
 Donald E. Berger
 David Biggs
 Michael J. Bobinsky
 Harold E. Boldt
 James M. Bourey
 Ronald C. Bowman
 William Broughton
 George A. Brown
 George S. Brown
 John J. Burke
 Clarence L. Cassens
 R. Murray Clarke
 David Clyne
 Barry Cook
 Donald B. Cooper
 Tobias M. Cordek
 Kirk L. Davis
 Merlin Dewing
 Gregory L. Dunham
 Meryl R. Dye
 David Edgar
 James R. Eldridge
 John H. Eskilson
 Kenneth R. Fields
 Veronica A. Ferguson
 Ronald M. Ferris

Thomas Fountaine II
 Janice M. Fransen
 Deborah L. Frederick
 James P. Freeman
 Matthew Fulton
 David R. Garcia
 Sam S. Gaston
 Brian Gramentz
 Gino C. Grimaldi
 Samuel E. Grove
 Pall Gudgeirsson
 Richard A. Haffey
 Scott A. Hancock
 Joel R. Hanson
 Michael J. Hartman
 Allan Heindel
 Patrick W. Hentges
 W. Brian Hiatt
 Henry J. Hill III
 Christopher L. Holley
 Robert E. Ihlein
 George Kenneth Jones
 Steven A. Jones
 Byron D. Jorgenson
 Laurie Kadrich
 William F. Ketcham
 Robert R. Kiely Jr.
 T. Robert Kindred
 Blair F. King
 Donald D. Krupp
 Phillip R. Lammers

David A. Landis
 David R. Larson
 William P. Lavin
 Patrick J. Lawton
 Ronald LeBlanc
 Barbara W. Lipscomb
 Rocco J. Longo
 Donald B. MacLellan
 Joseph A. Mangiamelli
 Anthony J. Marryatt
 Dennis W. McDuffie
 Anthony P. Mercantante
 Dion O. Miller
 Frederick S. Moody
 David R. Mora
 Anthony J. Mortillaro
 Jeffrey L. Mueller
 Mark E. Nagel
 Andrew E. Neiditz
 William A. Neron
 Richard U. Nienstedt
 Leo E. Ochs Jr.
 Jeffrey R. O'Neill
 Terry B. Parker
 Craig L. Pedro
 Martha L. Perego
 Clayton Phillips
 James S. Phillips
 LeRoy Nate Pierce
 Denise M. Pieroni
 John T. Pierpont

James D. Prosser
 Rick J. Quail
 Tony Ramos
 W. Alan Reddish
 Donald D. Rose
 Russell L. Rost
 Ralph Schell
 Jody E. Smith
 Greg L. Sparks
 Curtis W. Sutherland
 Bonnie Svrcek
 Andrew J. Takata
 Earlene M. Teaster
 Edwin J. Thorne
 David R. Tooley
 Donna S. VanderClock
 Gregory T. Vick
 Paul Virgadamo Jr.
 Christina F. Volek
 David W. Warrington
 Steven Wheeler
 William H. Whitley
 Bonilyn F. Wilbanks
 Mark M. Williams
 Michael Willis
 Karen Windon
 George S. Wolfe
 Nolan K. Young
 David K. Zabell
 Matthew D. Zimmerman
 Alan Zordan

30 YEARS

Charles R. Abernathy
 Randall D. Altimus
 Kelly E. Arnold
 Michael J. Bajorek
 Michele L. Baker
 Mark S. Baldwin
 Rodney D. Barnes
 Warwick L. Bennett
 Brian Bingle
 Hazen Blodgett
 Patrick H. Burtch
 Jeff Butters
 Joseph A. Calabrigo
 Sean P. Canning
 Curtis L. Carver
 Pamela S. Caskie
 Donald D. Crawford
 Anton Dahlerbruch
 Karen Daly
 Julian DeCocq
 John T. Doan
 David A. Dodies
 Timothy J. Dolehanty

John R. Dowd
 Michael J. Driscoll
 Michael John Earl
 Michael E. Embury
 Ryan Scott Evans
 Lee Feldman
 Mark S. Fitzgerald
 Kevin D. Friend
 Kurt P. Fritsch
 Tonya Ann Galbraith
 Yvonne Garrett
 Thomas C. Gates
 Carol King Gonzales
 Diane Goodwin
 Clint P. Gridley
 John E. Haldeman
 Thomas A. Harmer
 Bryan T. Havir
 Kelly J. Hayworth
 Joseph A. Helfenberger
 Kent L. Hixson
 Fred E. Hlava
 Kurt Hodgen

David P. Hodgkins
 Curtis L. Holt
 Charles R. Horne
 Susan L. Hoyt
 Brian P. Humphress
 Keith D. Johnson
 Ronald S. Johnson
 David C. Johnstone
 Barbara A. Jones
 Benjamin W. Jones
 William M. Keefer
 Larry R. Kruse
 Gary F. La Venia
 Thomas Lawell
 Jack P. Layne Jr.
 Craig W. Lemain
 John Lobaito
 Corbitt Loch
 Stephen A. Lutz
 Simon J. Markham
 Phyllis L. Marshall
 Craig M. Martin
 Mark L. McDaniel

Christopher McKenzie
 Mary L. McKittrick
 David Meriwether
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