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2018 ICMA Local Government *Excellence Awards*

50TH
ANNIVERSARY
1968-2018
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This issue of *PM* is available online and mobile at icma.org/pm September 27, 2018.

BY MARTHA PEREGO, ICMA-CM

GIVING VOICE AND ACTION TO YOUR PRINCIPLES

Thoughts on when, why, how, or perhaps not to engage

The recent decision by President Trump to revoke the security credentials of former Central Intelligence Agency Director John Brennan gave outsiders entrée into what had been until then a private debate in the intelligence community. For background, the former director had been an outspoken critic of the administration's policies, calling out the president by name.

The private debate, as later revealed in media interviews with members of the profession, zeroed in on the core attributes of their profession: a-political, nonpartisan, prone not to publicly voice even the hint of dissent on policy matters while on the job and later, and yet uniquely positioned based on their knowledge and expertise to weigh in on what is a complicated business.

Those engaged in the debate asked: Do former officials lose their First Amendment right to offer their opinion? Are there circumstances so dire that dissent is the right course of action?

Should public dissent be focused on the policy versus calling out an elected person by name?

Does that distinction even matter? Does weighing in undermine the credibility of those serving in the profession? In the end, is this more about the tone not decorum?

Taking a Public Stand

Former intelligence professionals voiced their position on the matter. They objected to what they viewed as an attempt to stifle free speech, but they did not fully endorse what their colleague had to say.

From this example, it is easy to draw parallels with other professions in the public service domain. The line of demarcation for public dissent on local government policies is clear for local government professionals.

Yet there is no shortage of situations where you may be drawn in or want to weigh in given your expertise and commitment to the public's interest. Consider two real-life scenarios.

Name Change Debate

The community is engaged in an intense but civil debate on whether to rename its only public high school named after a confederate general. The intensity of feeling is best summarized by the results of the recent school board elections: Candidates running on the "Change the Name" platform won while those running on the "Save the Name" platform lost.

The school board is moving forward to engage the community in the discussion about whether to change the name or not.

Residents are literally staking out their position with a new flock of signs.

The "Save the Name" signs are being countered with "But the Name Hurts" signs. Because this is a school board decision, the city council has not taken an official position although individually elected officials are voicing their opinions. The city manager, who has children enrolled in the school, hasn't expressed his position on the issue.

Returning home after work one evening the city manager is met with multiple "But the Name Hurts" signs on the lawn. The work of his kids no doubt! Dinner conversation focused on why



Public Management (PM) aims to inspire innovation, inform decision making, connect leading-edge thinking to everyday challenges, and serve ICMA members and local governments in creating and sustaining thriving communities throughout the world.

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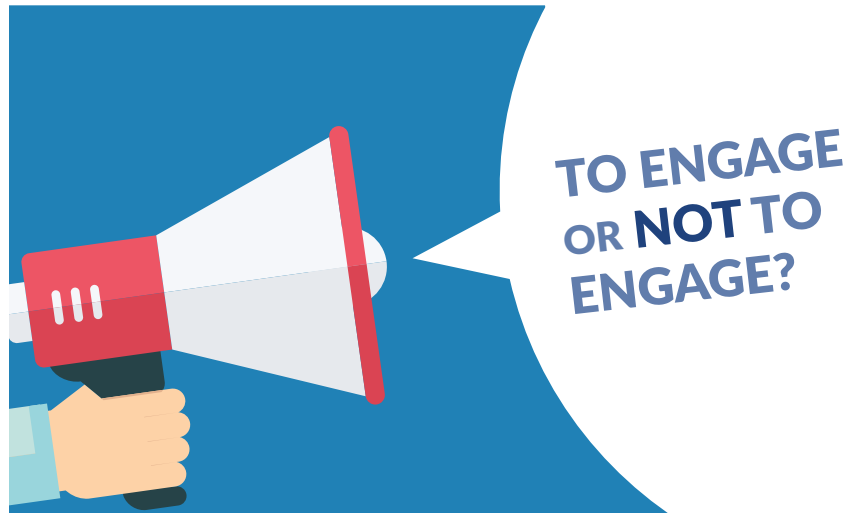
Maria Hurtado

Assistant City Manager, Hayward, California

Edward Shikada*

Assistant City Manager/General Manager of Utilities, Palo Alto, California

*ICMA CREDENTIALLED MANAGER (ICMA-CM)



they decided that it was important to take a stand.

Having raised their children to follow their values, neither the city manager nor his spouse can argue with their passion and decision. After all, they live here, too.

Over the course of the next couple of days, a few residents chastised the city manager for the yard sign. Why is he getting involved in politics? Did the manager cross the line here by allowing the signs to remain in place?

Preserving Public Lands

A nonprofit conservation organization is protesting the federal government's decision to dramatically reduce the size of two expansive national monuments.

Vehement in its opposition to an action they call an "unprecedented attack on public lands," the organization is marshalling donors to fund a legal challenge. Their social media based public awareness campaign blames, by name, the president, interior secretary, and state governor.

An outdoor enthusiast, you have hiked the land in question and know it to be a rare commodity. When an email arrives inviting you to support the opposition, you are inclined to donate. A quick check of the organization's website indicates that it uses funds for advocacy and legal challenges.

While its rhetoric is clearly in opposition to the current administration, you don't see any reference to donating to candidates, parties, or campaigns. Are you in safe ethical territory to donate?

Issues to Weigh

For local government professionals, the guideline on personal advocacy states that members share with their fellow residents the right and responsibility to voice their opinion on public issues. You may advocate for issues of personal interest, but only when doing so does not conflict with the performance of your official duties.

Consider, however, whether voicing your personal opinion could affect your ability to be effective in your role. Are you the convener who brings together disparate interests in your community? The moderator? Viewed as an objective voice in the community?

If so, stepping into the public arena may not be wise; not a reason to stand down from advocating for your personal interests, but something to consider.

Finally, tone and respect matter enormously here—both your own and that of the individuals and organizations with which you align yourself. **PM**



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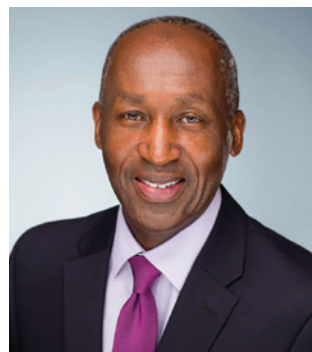
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2018 ICMA Local Government *Excellence Awards*

In the coming years, local governments and the outstanding professional city, town, and county managers who direct them will continue to exemplify leadership and management in the face of volatile political environments.

As courageous leaders, we must demonstrate the ability to serve our constituents resourcefully, change the tone of public discourse to rebuild community trust, encourage compromise, and focus on what is important when serving our constituents. Only by setting our sights high on the path toward excellence can we accomplish these goals.



MARC OTT

The year 2018 marks the 50th anniversary of ICMA's Local Government Excellence Awards Program. Initiated in 1968 "to recognize managers for significant innovations in municipal government management," the first 10 recipients of the "Management Innovation Awards" were recognized in the March 1969 issue of *PM* magazine.

Today, ICMA's Local Government Excellence Awards include five professional awards granted to individual members and five programmatic awards conferred on local governments in three population categories for their innovative programs or processes.

The 2018 recipients demonstrate that innovation is possible regardless of the size of the community, the status of the economy, or the political environment. This year ICMA recognizes a slate of five individuals and 14 local governments chosen by an independent panel of their peers, from among more than 150 nominations, for their contributions to elevating the practice of local government leadership and management.

I'm excited to announce that for the first time this year, we're also conferring a Community Diversity and Inclusion Award to three jurisdictions to align with ICMA's goals and objectives in this area.

Due to the generous support of ICMA Strategic Partner Dude Solutions, we hope you enjoy this special awards issue, which in addition to the Local Government Excellence Awards, commemorates our Distinguished Service, Honorary Membership, Local Government Service, and Certificates in Performance Management awards.

Please join us in celebrating the individuals and jurisdictions that have achieved the highest levels of excellence.

Regards,

Marc Ott
Executive Director
ICMA



Darin
Atteberry,
ICMA-CM

City Manager, Fort Collins, Colorado

Darin Atteberry's career in local government has been defined by excellence, innovation, taking organizations to the next level, and making sustainable improvements to the communities he has served.

Colleagues and elected officials alike value Atteberry's aspirational leadership and drive for results. They praise his knack for listening, fairness, aptitude for the political subtleties of their jobs, and deep respect for the council-manager form of government.

Under his leadership, Fort Collins was one of the first communities in the country to adopt a priority, zero-based budgeting approach; conducted multiple reorganizations to better align service delivery; and was only the third municipality to receive the prestigious Malcolm Baldrige National Quality Award.

Atteberry worked in transportation planning in the Atlanta, Georgia, area, and Vancouver, Washington, until former Fort Collins City Manager John Fischbach hired him as the city's assistant city manager.

He began improving service delivery in Fort Collins by unifying complementary functions that had previously been separate, including communication and technology services and planning, development, and transportation services. He also led the creation of sustainability

services, comprising environmental health, economic health, and social sustainability, and overseen by a chief sustainability officer.

With guidance and support from the community and council, the city organization has long taken a triple bottom-line approach to policy decisions. Using tools like this assessment, staff consider all elements of sustainability in decision making. The city's goal is to reduce carbon emissions by 80 percent below 2005 baseline levels by 2030 and to be carbon neutral by 2050.

Atteberry transformed the budget process by overseeing the introduction of a version of budgeting for outcomes (BFO), which uses "buyers and sellers" to produce and select budget offers to build a comprehensive city budget.

This method proved its worth, especially during the 2009 recession, when the city was able to make strategic cuts in noncompetitive areas, rather than across-the-board reductions. It also enabled the city to fund innovative ideas from the grass roots, increase transparency and community engagement in the budget process, and align the budget and its strategic plan.

Atteberry finds leading practices and creative ideas he can use at home wherever he travels. Inspired by charming alleyways reserved for diners and shoppers he encountered on a trip to Italy, he initiated an alley improvement program in downtown Fort Collins that created pedestrian-friendly, aesthetically pleasing spaces.

When focusing on the issue of municipal broadband, he invited the city's incumbent Internet providers to speak to the council's Futures Committee (another idea of his) about their vision for the future. At the time, neither of

them had plans to provide fiber-to-the-premise ubiquitously across the city.

Lack of vision wasn't a plan. Atteberry led a survey of options available to the city. After a year of research, Fort Collins took a proposal to the voters that would authorize up to \$150 million in bonds to allow the city to build and operate its own broadband utility.

Despite a \$900,000 opposition campaign led by the incumbent providers, voters approved the measure. The city plans a 2020 launch of the new system.

A tireless advocate for systematic, repeatable improvement, Atteberry has fostered an organizational culture that supports the city in providing world-class services through operational excellence and innovation.

In 2009, when Fort Collins adopted the Malcolm Baldrige Performance Excellence Framework, Atteberry led the creation of the city's first enterprise-wide strategic plan, which is now connected to every budget offer.

Other Baldrige innovations include improved recognition and management of the city's 8,000 volunteers, implementation of a community dashboard to better track results, and creation of a process improvement and program evaluation division.

In 2014, the state recognized Fort Collins with its highest honor, the Rocky Mountain Performance Excellence - Peak Award Level 4. In 2017, the city received the Malcolm Baldrige National Quality Award.

Darin Atteberry believes that local government can be great. By encouraging staff to take their own initiative, relating with people on a personal level, relentlessly pursuing excellence, and challenging others to do the same, he has made local government great. **PM**

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.



Gloria *Hurtado*

Deputy City Manager, Santa Rosa, California

Gloria Hurtado has spent more than 20 years recognizing, nurturing, and developing new talent in professional local government management.

Hurtado has been Santa Rosa's deputy city manager since 2015, bringing deep experience in managing people, budgets, and social service programs.

One of her first acts in Santa Rosa was to institute a City Manager's Fellow Program, which offers city employees with an interest in management an opportunity to work as part of the city's executive team on high-level projects.

"I was fortunate enough to be selected as the first-ever City Manager's Fellow," writes Joey Hejnowicz, an administrative analyst in Santa Rosa's Office of the City Manager. "During my six months, I gained new experiences, competencies, and relationships that have undoubtedly helped maximize my career potential. Gloria has a passion for helping her managers and staff be better at what they do."

"The program was a perfect way for me to explore my interest in working in city management while gaining many insights into how government works at the executive level," adds Erin Morris, AICP, city of Napa, California,

Community Development Department planning manager

Before joining the Santa Rosa team, Hurtado served as assistant city manager in San Antonio, Texas. She led the effort to develop the city's Women's Leadership and Mentoring Program (WLMP) to cultivate internal talent and prepare women for the next steps in their careers.

The program has had impressive results. Nearly 92 percent of the mentees who begin WLMP complete it, and 83 percent of those who completed the program are still employed with the city. In addition, almost 36 percent of its participants have successfully competed for a promotion either while they were participating in WLMP or after finishing their year.

"The impact of the program is being felt throughout the organization," attests San Antonio, Texas, City Manager Sheryl Sculley. "Gloria is a champion of succession planning and leadership development."

Adds San Antonio Human Resources Director Lori Steward, "Gloria not only positively impacts staff development during her tenure, she leaves a legacy of success when she exits an organization."

Before moving to San Antonio, Hurtado held management positions with the city of Phoenix, Arizona, including 13 years as human services director. She managed multiple federal grants for Head Start, senior services, and homeless programs.

In Phoenix, Hurtado was instrumental in the establishment of an intern program that enabled employees to serve a year in a different area of the department.

Gina Ramos Montes, who was a management intern in Phoenix and is now Avondale, Arizona, assistant city manager, believes that Hurtado was

instrumental in the development of her career.

"Gloria took an active interest in developing my skills as a professional," writes Montes. "She gave honest, constructive feedback and pushed me to embrace new challenges. She was generous in giving me credit and exposure to upper management. She even assisted me in preparing to interview for advancement opportunities outside her department. I know she took special pride in seeing her employees advance."

"I cannot begin to tell you the impact Gloria's strong leadership has had on my success," adds Phoenix Deputy City Manager Deanna Jonovich. "Because of her encouragement and guidance, while working for her I obtained my master's degree in leadership from Northern Arizona University. I attribute my career advancement in the organization to her strong mentoring."

Jeffrey Jamison, deputy director of the Phoenix Human Services Department, first met Hurtado when she held the same position. He participated in a six-month internship in her office.

"She tailored each internship toward the strengths of each intern," Jamison wrote. "Personally, my experience in this program changed my career path. Even after the program, Gloria continued to assure that I gained experiences and insights into all aspects of leadership, from defining my leadership philosophy to introducing me to the technical processes and strategic thinking required for outstanding governance in public service."

The professional success of interns and staff who have been mentored by Gloria Hurtado is a testament to her generosity and talent in finding and developing the next generation of public servants. **PM**

This award goes to an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management, in honor of former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship.

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD IN
MEMORY OF BUFORD M. WATSON, JR.

Henry
Hill III,
ICMA-CM

Deputy City Manager, *Frisco, Texas*



Henry Hill is known for exemplifying the ideals and values of professional management. In his more than 38 years of service to local governments, Hill has led by example, providing the highest level of customer service to internal and external customers alike.

Hill has always taken on new challenges, regardless of the title that comes with the job. He came to Frisco in 2003, after serving nine years as the manager of Melbourne, Florida. At the time, Frisco had a population of 55,000; however, he saw its potential for growth. Today, Frisco’s population is almost 180,000, and the number of city employees has grown from some 300 in 2003 to more than 1,500 in 2018.

Hill manages Frisco’s external services, including police, fire, parks and recreation, library services, convention and visitors’ bureau, communication and marketing, and public works.

He spearheaded efforts to increase organizational efficiency, planning, and productivity. He led negotiation of Frisco’s waste management contracts, saving city residents several million dollars. He is also one of the principals in water conservation management efforts, helping achieve significant reductions in daily per capita use.

Culture is key to the effectiveness of a rapidly growing organization. Hill

has made it a priority to focus on quality customer service, public advocacy for the city, effective communications, and staff and operational improvement. He has also made it his charge to ensure that Frisco’s organization and employees are committed to the best in resident service and the highest ideals of integrity as public servants.

Front-line employees praise Hill’s management style for his consistency, fairness, dependability, and support for them in doing their jobs. He makes it a practice to write a personal note to each employee on his or her yearly work anniversary.

Hill has led or developed programs to strengthen employee engagement. He speaks at every new employee orientation session on behalf of the city manager’s office, explaining the council-manager form of government, the importance of being a trusted public servant, and what makes working in Frisco special.

He also championed the creation of the city’s five core values: its employees, outstanding customer service, fiscal responsibility, operational excellence, integrity. To make them a common language for all employees, he led the development of core value training and the establishment of a core value recognition committee to celebrate employees whose work exemplifies these values.

Hill has overseen a new initiative to strengthen the city’s culture of continuous improvement with the development of Frisco’s own Lean Academy. Frisco Lean teaches city staff how to incorporate lean practices into their work activities. More than 150 employees have been trained in the practices since the program’s beginning in late 2017, and more classes are planned.

Hill has made it a priority to focus on quality customer service, public advocacy for the city, effective communications, and staff and operational improvement.



He has instituted several programs to recognize staff, including a monthly awards luncheon that marks five-year incremental anniversaries and recognizes employees who have best demonstrated city values each month.

“I am proud to have Henry as a key part of my management team,” writes Frisco City Manager George Purefoy. “I cannot say enough about Henry’s contribution to the development of Frisco’s organization, its culture, and customer service ethic.”

Hill has been an ICMA member since 1981, serving on the conference evaluation and governmental affairs and policy committees, and as a mentor with the Emerging Leaders Program. He became an ICMA credentialed manager in 2002, the program’s first year.

He is a member of the Texas City Management Association and serves on its ethics committee. He is also on the Leadership Frisco Advisory Board and the Frisco Chamber of Commerce Board of Directors (ex-officio). **PM**

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 (regardless of title) to a chief local government administrator or department head.



Brant
Hanson,
ICMA-CM

City Manager, Ephraim City, Utah

Ephraim City Mayor Richard Squire remembers the first time he met Brant Hanson. It was April 2014 and Squire was a member of the committee that was interviewing candidates for the city manager's job. The committee had narrowed its field to six people.

“**A**s soon as Brant came into the interview, he assumed a commanding presence because of the investigation he had conducted about the city and his comprehension of its issues and history,” writes Squire. “He impressed me so much with the knowledge and background he had already gained about the city. Brant became our top choice.”

Squire’s respect for Hanson has only grown during the past four years. He cites Hanson’s integrity, forthrightness, and comprehension of complex matters when he writes, “Brant has earned my absolute trust and loyalty.”

Hanson has invested the time and concern necessary to gain the trust and buy-in of the city’s employees. With patience, wisdom, and a steady touch, he has pulled together a dynamic leadership team that is in tune with city employees at all levels.

Hanson has proven that he has a “cool head” during crisis. He gains consensus among administrative staff as well as elected officials with his honesty

and full understanding of the facts of the crisis or problem at hand.

In June 2017, the city’s police department faced a crisis just six months after introducing a new template for the force, which was developed for police reports to ensure each report addresses critical information that is necessary if prosecution is pursued. Several officers refused to use it; eventually three officers resigned.

The three officers who resigned were patrol officers, which left the police department with only a police chief and a police sergeant. When this chief retired, Hanson worked closely with the interim chief to establish policies and procedures that previously had been lacking. Today, the force is strong with four new officers and a new police chief. The culture and morale of the department is higher now than ever.

Located in the second driest state in the nation, access to water means the difference between growth and stagnation for Ephraim City. It recently acquired almost 504 acre-feet of water that will provide water for 1,120 new homes.

After researching financing options and possible uses for the land, Hanson led negotiations for a water rights agreement that is rare for its size in the Western United States. The rights will be vital for Ephraim City’s growth through the next three or four decades as its housing stock expands and Snow College, a premier two-year college, increases enrollment.

Ephraim City’s culinary (drinking) water is piped through a tunnel that runs a mile through the mountains. The Bureau of Reclamation owns the tunnel; Ephraim and the Ephraim Irrigation Company maintain it. Built in 1937, the

tunnel was only minimally maintained since the late 1990s and, by 2014, it was in danger of total collapse.

In need of \$4.5 million to rehabilitate the tunnel, the city faced the bureaucratic nightmare of applying for grants. Again, Hanson took charge, organizing a trip to Washington, D.C., for Ephraim City’s leadership to solicit the help of Utah’s congressional delegation.

He then guided the city’s professional team in securing \$635,000 on a 50/50 grant from the community impact board with highly favorable terms. He helped secure a \$1 million WaterSmart grant and negotiated a complex package of other financial benefits for the rehabilitation project.

Hanson has also helped Ephraim City take advantage of grants for several other major projects, including a \$4.2 million rehabilitation of its airport runway and accompanying apron. He managed an \$850,000 main street beautification project, which has greatly enhanced the downtown area. As a result, four businesses invested more than \$4 million in remodels and reconstructions.

Brant Hanson’s unique set of skills in leadership, finance, legislation, law, grant writing and fundraising--combined with a down-to-earth, practical approach to problem solving--make him the perfect manager for Ephraim City. “We hope,” notes Mayor Squire, “to keep him around for many, many years.” **RM**

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

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.

Orville *Powell*

Clinical Associate Professor Emeritus,
Indiana University, Bloomington

Orville Powell's career in local government spans more than 50 years and has taken him from hands-on management to inspiring students to choose a career in public service. He combines the experience of a seasoned professional public administrator with a passion for bringing talented young people into the management profession.

Powell began his career in local government in 1963 as a budget analyst for the city of Winston-Salem, North Carolina, and then became city manager there only seven years later. In 1979, he became finance director of Petersburg, Virginia, and, in 1980, city manager of Gainesville, Florida.

Powell's commitment to the development and evolution of the profession of public management has been a hallmark of his career. In 1980, he took what then was a bold step by hiring Gainesville's first African American police chief.

At a time when race relations were still a sensitive issue, Powell's decision transcended the racial prejudice that had historically divided Southern communities by hiring based on skills and abilities. As result, the Alachua County Branch of the NAACP recognized him as its Man of the Year in 1982. Gainesville designated "Orville Powell Day" in 1983.

Powell's final position before he retired from city management was as

manager of Durham, North Carolina, 1983 to 1997. Powell also served as a consultant to local governments in Russia, Bulgaria, India, and Swaziland.

In 1998, Powell moved into a new phase of his career when he accepted the position of clinical associate professor of public management at Indiana University at Bloomington. There he developed its local government management program, both undergraduate and graduate, within the School of Public and Environmental Affairs.

As director of the program, Powell shared his knowledge and passion for public administration with thousands of students, inspiring a new generation of professionally trained public servants who today practice at every level of government management.

"I was recently selected as one of 45 finalists for the 2018 ICMA LGMF program," writes Michael Large, clinical associate professor, Indiana University at Bloomington. "There is no doubt in my mind; had it not been for the continued support of Professor Orville Powell, I would not have the opportunity to be a part of this prestigious program or profession. What is even more amazing to me is that I am only one of thousands who will tell you the same thing about this great man, mentor, and professional public administrator."

The university recognized Powell with multiple awards, including the Indiana University School of Public and

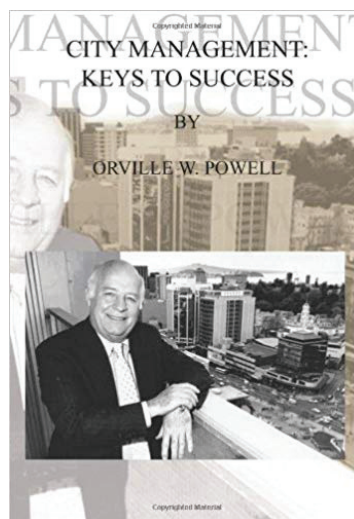
Environmental Affairs Undergraduate Teaching Award (2003, 2006, and 2009); Graduate Teaching Award (2004); Board of Trustees Teaching Award (2008); and Student Choice Award (2006). When he retired from his teaching position in 2015, the university bestowed upon him the Orville Powell Inspiration Award, a new award in his name.

Beyond his service to students, Powell served as a volunteer member of the ICMA Liaisons (2004–2016) and the Committee on International Activities (1994–1997). He served on the board of the Kentucky City/County Management Association (2005–2015). He participated in the exchange program to New Zealand in 1992.

This is the second time ICMA has recognized Powell with the Sweeney Award (the first was in 2003), as well as a Distinguished Service Award in 2014.

He has authored several books: *City Management: Keys to Success*; *Earth is a Nice Little Planet: Who Will Save It?* (with Christina Park); and *Trouble Came Calling*.

Orville Powell has dedicated his life to the highest standards of professional local government management, as well as to cultivating the young leaders who came after him. His infectious enthusiasm and passion for the profession have motivated thousands of his employees, peers, and students to make positive change in their communities and a higher quality of life for all. **PM**



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.

COMMUNITY

NEW!

Diversity & Inclusion

Under 10,000

CONNECTING OUR
COMMUNITY TO
BE MORE INCLUSIVE

Flossmoor, Illinois

Bridget Wachtel, Village Manager

Allison Deitch, Assistant Village
Manager

Bridget Wachtel Allison Deitch

Flossmoor, Illinois, has a picture-perfect, small-town America look and feel; however, its 9,400 residents are a microcosm of the larger world in their diversity. The village is one of the few local governments in the Chicago area to resist the segregation that has plagued the region.

During 2017, a survey confirmed what staff and elected officials had been hearing informally: That in spite of racial and economic balance on paper, residents didn't feel that Flossmoor was living up to its tagline, "Welcoming. Beautiful. Connected."

The village decided to do something about it. During 2016, Flossmoor had reinvigorated its resident-led community relations commission. The commission launched its first community program in 2017, Martin Luther King, Jr., Day of Service ("Make it a Day ON"), which is now one of its signature events. For the first time, local nonprofits joined the village in hosting service projects. In 2018, the event became larger, drawing more than 700 volunteers of all ages.

The village and the commission



have staged other low-cost programs and events to make it easy for residents to connect with each other and with staff members. Village Manager Wachtel and staff have made it a multiagency effort by involving the local school and park districts.

A regularly scheduled movie in the park event added a back-to-school celebration so residents could meet school administrators. And on the first day of school, the commission invited residents to "Chalk the Walk," which involved writing inspiring messages on the paths to local schools. Local Parent Teacher Associations and the police department have joined in with the events.

The commission also resurrected its new-resident get-together, where more than 40 recent arrivals had the

opportunity to meet staff, village board members, and each other.

Flossmoor has deliberately chosen to emphasize its diversity in its communications. During its branding process, staff used photos of community residents and families as much as possible rather than stock photography. Flossmoor also became the first south suburban community to list LGBTQ resources on its website.

Finally, throughout Black History Month, the village's social media platforms featured short profiles of African Americans living in Flossmoor or who have connections to the community.

Flossmoor has found that even if a community has a small budget, it can make living there more inclusive with a little effort, energized staff, and motivated volunteers.

10,000 to 49,999 Population

YOU, ME, WE = OAKLEY!

Oakley, California

Bryan Hyrum Montgomery, ICMA-CM, City Manager

Nancy Marquez, Assistant to the City Manager



Bryan Hyrum Montgomery, ICMA-CM

Nancy Marquez

Since 2008, Oakley, California, has had one of the fastest growing immigrant populations in California. Nearly 40 percent of Oakley's population is Hispanic, with an even higher percentage among students.

City leaders recognized the need to build trust between recent immigrants and long-term residents, which led them to Welcoming America, a national grass-roots collaborative that promotes cooperation and communication between immigrants and U.S.-born Americans (<https://www.welcomingamerica.org>). They formed a project committee and established You, Me, We = Oakley! (YMWO) as a Welcoming America affiliate.

YMWO's project committee includes City Manager Bryan Hyrum Montgomery; Assistant to the City Manager Nancy Marquez; two city councilmembers; school leaders; nonprofit organizations; faith-based leaders; students; and resident volunteers. A paid part-time coordinator helps guide the program.

YMWO's project committee, staff, and volunteers have created a rich, multifaceted program combining communications, public engagement, and local leadership activities. Program activities all share the goal of helping U.S.-born and immigrant residents better understand one another, appreciate each other's stories, and recognize their common desire to build a stronger, safer, more vibrant community.

Here is a sampling of program offerings:

- Video telling the stories of immigrants who live in and love Oakley.

- Help for residents who want to research their family history on Ancestry.com.
- Potluck dinners featuring foods from residents' countries of origin, where attendees discuss their common community concerns.
- Citizenship drives that have helped more than 100 residents become U.S. citizens.
- Volunteer program for residents who assist at events and help monitor social media for hateful or racist comments or language.
- Mental health seminars where people of all faith and ethnic backgrounds discuss community mental health concerns.
- Public safety outreach and neighborhood watch meetings in Spanish.
- School outreach to parents and events to teach students that hate, bigotry, and bullying can be replaced with kindness and respect.
- "Know Your Rights" workshops.
- Citizen leadership academy presented in Spanish, one of the more effective efforts to encourage civic participation by recent immigrants.
- Training to raise city employees' awareness of their own implicit biases.
- Translation of city documents into Spanish and creation of how-to documents to assist recent immigrants in their interactions with the city.

While YMWO is part of the Oakley city organization and team, the program is grant funded. More than \$500,000 in grant funds have been received to date.

50,000 and Greater Population

EQUITY INITIATIVE

San Antonio, Texas

Sheryl Sculley, City Manager



Sheryl Sculley

Eight years ago, thousands of San Antonio, Texas, residents helped write a vision statement laying out their collective hopes for their diverse, vibrant city.

The city's Office of Equity has the responsibility for continuing the coordination efforts to achieve the vision within the city organization and with community partners.

Its work is driven by acknowledging the crucial role city services play in the prosperity of San Antonio residents, committing to fostering a mission-driven culture, and understanding the importance of earning the community's trust through responsiveness and accountability.

The city uses an equity impact assessment to guide staff in making policies and services accountable to residents'



needs and priorities. The assessment asks these four questions:

- Who in the community is most affected by or has experience related to a proposed initiative?
- Are they involved in the development of the initiative?
- What factors produce or perpetuate inequity related to the initiative?
- How will the city continue to deepen relationships with communities to ensure their work to advance equity is effective and sustainable?

San Antonio's Government and Public Affairs Department (GPA) leads "SA Speak Up," the largest annual initiative to gather community input on the city's \$2.7 billion budget.

GPA demographic data in 2016 and 2017 found that respondents did not reflect the population by race, gender, age, or council district. Engagement was lowest in communities of color and low-income communities, as well as among young people.

In 2017, GPA conducted the equity impact assessment and consequently adjusted its outreach strategies. Instead

of leading a traditional town hall meeting, GPA hosted the first Spanish-language community night in a district with the highest density of Latinos. It drew 200 people, the highest turnout ever for a SA Speak Up event.

This year, the Government Alliance on Race and Equity and SA2020, a local nonprofit, trained 100 city employees to apply an equity impact assessment to seven high-impact initiatives, including SA Speak Up.

As a result, its strategies for gathering input on the 2018 budget include mailing postage-paid surveys in English and Spanish so community members without access to the Internet can participate and administering surveys at grocery stores in target council districts and historically under-engaged areas. The budget for the 2018 equity strategy is \$210,907.

From this visionary project, San Antonio has learned that community engagement strategies should be developed in partnership with historically under-engaged populations, and that data should be collected and analyzed, disaggregated by race, gender, age, and council district.



COMMUNITY *Partnership*



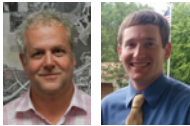
Under 10,000 Population

IRV AND MARY SATHER SKYLARK SKATE PARK

New Richmond, Wisconsin

Mike Darrow, City Administrator

Noah Wiedenfeld, Management Analyst



Mike Darrow Noah Wiedenfeld

Young people in New Richmond had wanted a quality skateboard and BMX (bicycle motocross) facility for more than a decade but residents' concerns about noise, safety, and crime stalled the project.

In 2015, longtime residents Irv and Mary Sather pledged \$40,000 to jump-start construction. The New Richmond Park Board voted to designate a site of some 7,500 square feet for the new facility at an existing sports complex. A resident-led group then researched skate park designs, prepared cost estimates, and identified funding sources.

Then, when the first two public meetings attracted a sparse turnout and the proposed design came in at more than \$200,000, the project appeared to have stalled.

Rather than let the park die, City Administrator Mike Darrow took it on, designating two staff members to work on the project. They visited skate parks in the region, consulted other public works departments for advice, and researched design-and-build companies, coordinating throughout with the resident group and park board. The most likely users of the park—young people—had their say during meetings city staff convened during and after school.

In early 2016, the city won a \$10,000 grant from the Tony Hawk Foundation. The residents group took over fundraising, soliciting donations, and in-kind contributions from more than 50 local businesses. City staff helped manage the funds and handled the request for proposal process for a company to design and build the park.

Construction began in July 2017. When the park opened in September 2017, it was an instant hit with local adults and youth alike.

Other than in-kind labor and the land, the project used no taxpayer dollars. More than \$132,000 was raised, and such amenities as landscaping, a bicycle air pump and repair

station, and benches were donated later. Today, the skate park attracts users from a 100-mile radius. Despite early concerns, there has been no crime or rowdy behavior.

The city learned these two important lessons: Involving young people would require going to the kids rather than vice versa, and the role of local government in fundraising must be clearly delineated to ensure that the public trust is never jeopardized.

For their part, residents learned that if even just a few people take initiative, they can create positive change in their community.

10,000 to 49,999 Population

GLASTONBURY RIVERFRONT PARK AND BOATHOUSE

Glastonbury, Connecticut

Richard Johnson, Town Manager

Ray Purtell, Director of Parks and Recreation



Richard Johnson Ray Purtell

Located southeast of Hartford, Connecticut's capital, Glastonbury had nine miles of shoreline on the Connecticut River but no public river access for boating or recreation.

Town and state plans had documented the need for improved public access to the river for more than 30 years. Here is the list of additional needs:

- Access for water-based recreation.
- Community center.
- Meeting and banquet facilities.
- Athletic facilities.
- Fairgrounds.
- Dog park.
- Trails and sidewalks.
- Facility for emergency access by town first responders.

Before work could start, the town had to remediate 23 riverfront acres, the site of a long-abandoned oil storage and distribution facility. Then, construction proceeded in stages. Strategic partnerships were key throughout for fundraising, input, and rallying public support.

1999 to 2009: Glastonbury acquires seven parcels of land to create 126 contiguous acres with river frontage. Cost: \$2.3 million.

The town develops a cleanup plan with the Environmental Protection Agency (EPA) and the Connecticut Department of Energy and Environmental Protection (DEEP).

2001: Voters approve a \$1.2 million bond authorization for the cleanup; EPA and DEEP provide an additional \$600,000. Completed in 2004.



2002: Glastonbury relocates a road to form a contiguous open space for the community center and fairgrounds. A \$5.9 million bond authorization and a \$750,000 state grant fund construction of the 20,000-square-foot center, which opens in 2005.

2006: Voters approve a \$4.25 million bond authorization for Phase 1 of the park, which includes athletic fields, picnic pavilion, parking, and multiuse trails.

Fall 2007: The park opens. Volunteers and an excavation company fund and construct a two-acre dog park, which was completed in 2011.

2009: Glastonbury acquires land to link the community center and fairgrounds with Phase 1 area of the park.

2012: Voters approve a \$12 million bond authorization for Phase 2, which includes boat launches for public and emergency river access; boathouse; banquet facility; basketball court; handicapped accessible playground; trails and river walk; and ice skating rink. Phase 2 completed in 2016.

Among the tools now in place, these lessons were a part of the learning process:

- Gain public input through multiple channels—focus groups, public forums, and small-group sessions—and use it to update plans promptly.
- Involve local, state, and federal permitting agencies early.
- Clearly define tangible benefits for individual partners.
- Develop the project in stages to allow the public to experience the benefits while subsequent stages of work are in process.

50,000 and Greater Population

TALLAHASSEE FUTURE LEADERS ACADEMY

Tallahassee, Florida

Reese Goad, Interim City Manager; Angela Hendrieth, Manager of Workforce Development; Willie Williams, Talent Development Specialist II/TFLA Program Coordinator



Reese Goad Angela Hendrieth Willie Williams

The Tallahassee Future Leaders Academy (TFLA) has been described by the National League of Cities (NLC) as

“...a shining example of diversity and total community collaboration and partnership.”

TFLA received NLC’s City Cultural Diversity Award this year.

TFLA grew out of Tallahassee’s summer youth program in 2014 when Mayor Andrew Gillum saw there was an urgent need for something more structured that would prepare young people to enter the workforce.

It recruits from throughout the city but prioritizes youth who live in an area called the Promise Zone, where the poverty rate is 52 percent and the overall unemployment rate is a little more than 20 percent, three times the city average.



TFLA runs for eight weeks. Its curriculum has these five components:

- **Job readiness training (two weeks).** In addition to learning skills necessary for success in the workplace, participants can gain professional certifications in safety training, customer service and sales, and safe food handling.
- **Employment (six weeks).** Participants work at least 20 hours per week in paid positions with the city or local businesses, and are mentored by their managers or supervisors.

- **College exposure.** Florida A&M University, Florida State University, and Tallahassee Community College offer campus tours and an introduction to college life.
- **Financial literacy and education.** A local credit union teaches the basics of establishing and maintaining good credit, budgeting, and setting financial goals.
- **Community impact.** Participants can take part in city-organized community service activities and events.

Despite minimal access to resources in the past, the program has increased the number of participants and business and community partners each year. Some \$46,000 of its revenue comes through sponsorships and donations from community partners and grants.

Now going into its fourth year of operation, more than 600 youth have participated in the program, which has a 94 percent completion rate. Participants also have received a total of 1,058 professional certifications, and 58 percent of the participants plan to attend a four-year university; 33 percent want to attend community college.

Even though the city is at the forefront of job training, it also has learned these lessons about its academy:

- Extending TFLA to a full year and increasing program options would magnify its impact.
- TFLA needs full-time staff to manage and evaluate the program and recruit more businesses to employ participants.
- Since most participants are students from the Leon County Schools (LCS), collaboration between TFLA and LCS will be critical to increase their chances of success.



Community HEALTH & SAFETY

Under 10,000 Population

ACTIVE SHOOTER TRAINING

New Richmond, Wisconsin

Mike Darrow, City Administrator

Craig Yehlik, Chief of Police



Mike Darrow

Craig Yehlik

During the past decade, mass shootings have become a tragic fact of life in the United States. No community, regardless of size, is immune. New Richmond, Wisconsin, decided to take a whole community

approach to preparing for a disastrous event.

The city's police department is among the first public agencies to require all of its officers to complete certification in advanced law enforcement rapid response training. ALERRT, which has been used by the FBI to train its agents since 2013, is considered the national standard and the best research-based training of its kind.

Yehlik also has completed 40 hours of training to become a certified instructor in civilian response to active shooter events. CRASE uses the avoid, deny, defend (ADD) strategy developed by ALERRT, and he offers free CRASE training on his own time.

The police department has also worked closely with the city's school district to prepare a response plan using a procedure called ALICE (alert, lockdown, inform, counter, and evacuate). All school personnel received ALICE training in 2015; students participated in age-appropriate curriculum and drills in 2016.

What have been the tangible results? More than 250 residents have completed CRASE training. Plus, the positive relationship among the school district, police department, business community, and other organizations has inspired a year-long speaker series that will focus on such other topics as coping skills, substance abuse, suicide, bullying, and mental health.

While New Richmond's police department has led the program, it came together because of support from City



Administrator Darrow and the city's elected officials, as well as the school district, technical college, parents, local businesses, private citizens, and others.

Local government managers may not be the public face of a program but behind the scenes, they still play a critical role in providing oversight and clear, consistent communication. Darrow and Yehlik have a close working relationship; as a result, New Richmond's leadership takes a unified approach to public safety.

As New Richmond continues to focus on community health and safety for its residents, it has come to understand that active shooter training, for which there is high demand, enables law enforcement agencies to strengthen their community relationships while providing a valuable service. Along with this, plans that the city has in place to respond to an active shooter have increased residents' appreciation for their law enforcement agencies. Everyone recognizes that a holistic approach to public safety requires the cooperation and participation of everyone in the community.

10,000 to 49,999 Population

A WAY OUT PROGRAM: LAKE COUNTY OPIOID INITIATIVE

Mundelein, Illinois

John Lobaito, Village Administrator

Eric Guenther, Chief of Police



John Lobaito

Eric Guenther

As the opioid epidemic has grown, so, too, has recognition that substance abuse is a public health problem that needs to be addressed as such. "A Way Out," a program created by the Lake County Opioid

Initiative (LCOI), aims to increase access to treatment, reduce crime, reframe the role law enforcement plays in public safety, and involve the community.

Between 2013 and 2016, Lake County experienced a 51 percent increase in deaths by any opioid, a 52 percent increase in deaths by heroin, and a 94 percent increase in deaths by opioid analgesics. A 2016 survey of Illinois police chiefs and county sheriffs suggested that local and county law enforcement collaborate with public health agencies to combine traditional policing with approaches that address substance abuse.

Unfortunately, Lake County has a shortage of treatment options, particularly for inpatient substance abuse treatment. All community providers that serve low-income clients have waitlists. A Way Out began as a pilot program in 2016 and has expanded in phases. Under the program, no criminal charges will be brought against anyone in possession of narcotics or paraphernalia if a person seeks help. This help is available 24 hours a day at 11 participating police departments across Lake County.

A Way Out has applied for grants to hire on-call coordinators to find immediate openings among participating treatment providers and coordinate with police to transport clients. The initiative also has applied for funds to create a patient assistance fund to pay out-of-pocket costs not covered by insurance or Medicaid.

Tangible results of the program show that since its inception, the program has had 321 participants, and local police departments are supporting the program. In December 2017, LCOI received \$52,500 in donations from A Way Out's participating police departments.

LCOI is working with Rosalind Franklin University to evaluate the program, including the number of participants, attitudinal shifts, treatment success, and clients' ongoing interactions with the criminal justice system.

In assessing this program, staff members found:

- A program that lacks a dedicated funding source must engage in strategic planning early in the process to assess resources, goals, and potential challenges.

- Volunteer-run programs must have realistic expectations for what they can accomplish.
- Escalation of the opioid epidemic offers local government managers the chance to lead their communities in rethinking traditional approaches to addiction.
- Collaborative programs allow managers to showcase their skills as facilitators and conveners.

50,000 and Greater



DOUGLAS COUNTY MENTAL HEALTH INITIATIVE

Douglas County, Colorado

Douglas DeBord, ICMA-CM, County Manager

Barbara Jean Drake, Deputy County Manager



Douglas DeBord, ICMA-CM
Barbara Jean Drake

Douglas County, Colorado, acts as a convener and facilitator, bringing residents together to confront critical issues that affect the community at large.

In 2014, the county's board of commissioners gave Deputy County Manager Barbara Drake approval to form the Douglas County Mental Health Initiative. DCMHI had a mandate to assess the county's mental health system, identify gaps, and develop collaborative solutions. Its goal: to keep people with mental health issues from falling through the cracks and posing a danger to themselves and the community.

DCMHI has 37 community partners, including law enforcement, fire and emergency medical services, human services, public and private health care, schools, faith-based organizations, mental health providers, and residents. It has two staff members—a coordinator and a program analytics specialist to collect data and track outcomes.

DCMHI's Community Response Team (CRT) streamlines access to care for individuals who are caught in the proverbial "revolving door." A mental health clinician and specially





trained law enforcement officer patrol 40 hours per week, on a shift determined by highest volume of mental health-related calls. After the team triages the patient, the clinician can make an immediate referral to any level of treatment or place the individual directly into inpatient treatment. The team uses a special medical clearance that treatment providers accept in lieu of an emergency room visit.

CRT also makes follow-up visits and conducts preventative visits to individuals who have been identified as high users of emergency systems. Its case management team can coordinate ongoing care.

CRT started with a four-month pilot in 2017 within a limited geographic area. After the pilot proved successful, the project expanded to include unincorporated Douglas County, where the bulk of its population resides. The program now has two full-time teams and two full-time case managers.

Expenses for this initiative mostly consist of staff salaries and benefits, and the total program cost is \$555,668 annually.

CRT handled 636 total contacts through mid-February 2018 with these results:

- 261 were responses to active 911 calls; 275 were follow-up contacts.
- 102 of the contacts diverted people from emergency rooms, 45 from jail.
- 52 percent of the individuals were treated in place.
- 65 individuals were placed directly into inpatient psychiatric care; the remaining individuals were referred to appropriate levels of care.

Also, thanks to CRT, there were 375 patrol officers, 107 fire employees, and 58 fire vehicles released back into service. Actual hospital savings for four high users alone is estimated at \$300,000; not deploying fire services saved \$52,000.

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COMMUNITY *Sustainability*

Under 10,000 Population

KENILWORTH 2023 INFRASTRUCTURE IMPROVEMENT PLAN

Kenilworth, Illinois

Patrick Brennan, ICMA-CM, Village Manager



Patrick Brennan, ICMA-CM
Flooding had always plagued the village of Kenilworth, Illinois, since its founding in 1890. It wasn't until 2009, however, after heavy rainstorms caused widespread flooding, that residents called for action. The village board initiated engineering studies and designs and, in 2011, concluded that the only solution was a separated storm sewer system that emptied into Lake Michigan.

The board then commissioned a capital infrastructure improvement plan, preliminary design, and budget and announced the Kenilworth 2023 Infrastructure Improvement Program (KW2023). It called for a \$24 million, 10-year, three-phase project.

Village residents approved a referendum to grant the issuance of capital improvement bonds to fund the project. As plans were being developed, however, the village learned that the Illinois Environmental Protection Agency was unlikely to allow a new storm water discharge into the lake.

Village Manager Patrick Brennan researched options. Working closely with engineering specialists, he devised a plan that combined three green infrastructure technologies—bioswales, porous roadways, and underground storm water detention—into one approach called Green Streets.

The village used its regular communication channels to inform residents about the project, but received little feedback. Then, just before going to bid with the first design, a group of residents announced at a village board meeting that they didn't want porous pavers.

The result: A one-year delay as the village considered design alternatives. The redesign used porous asphalt in lieu of pavers to receive the storm water.

The \$5.9 million project finally broke ground in March 2016. The local sanitary sewer district provided \$1.2 million in funding support for the unique project.

Phase I involved just three streets but had a communitywide impact. Brennan became the public face of the project. He



appeared at meetings, responded to resident complaints, made site visits, and even carried the luggage of one resident who was going on vacation when construction blocked his street.

Phase I wrapped up in November 2016, and the new system performed flawlessly. Today, instead of flooding, the village's challenge is responding to residents who want their street to be first on the list for Phase II.

As a result of this project, the manager and village staff learned these key lessons:

- If staff members are not hearing from residents about a new project, the community may not be reaching its intended audience.
- Consider a variety of approaches, especially if trying something new, and keep both current and past elected officials informed on the decision-making process.
- If an approach isn't working, don't be afraid to ask for help and change the original plans.
- Publicize successful results of a project as much as the process is publicized.

10,000 to 49,000 Population

CEDAR HILL GROWING GREEN PROGRAM

Cedar Hill, Texas

Gregory Porter, ICMA-CM, City Manager

Melissa Valadez-Cummings, Assistant City Manager



Gregory Porter,
ICMA-CM



Melissa
Valadez-Cummings

Cedar Hill, Texas, is a thriving suburb located in the heart of the Dallas/Fort Worth Metroplex in an area known as the Hill Country. The city is an up-and-coming ecotourism destination thanks to its lush, tree-lined rolling hills and wide-open green space.

As the Metroplex grows, so does Cedar Hill, experiencing a 64 percent increase in its population since 2000. To protect its natural beauty, unique ecosystem, and open spaces for generations to come, Cedar Hill leaders created the Growing Green program.

The program has three goals: to build in-house expertise in sustainability, to optimize government's energy use and reduce emissions, and to plan for the long term. It has guided elected and appointed city leaders in incorporating environmentally conscious practices into their strategic planning and operations.

In 2003, Cedar Hill's leaders established a public-private partnership that preserved the Blackland Prairie ecosystem, home to more than 14 endangered species of birds.

In 2011, adding to a growing list of accomplishments, the city council adopted its first five-year sustainability action plan to promote renewable energy, public transportation, open space, water conservation, and solid waste and recycling services.

That same year, the city used \$1 million in funding from the Department of Energy and Oncor to install a solar photovoltaic system on the roof of its government center. The system generates 210,030 kilowatt hours of electricity annually, for savings of more than \$21,000.

Later that year, the city used a \$50,000 State Energy Conservation Office grant to add wind power, with the installation of a turbine.

In 2012, the city and its partner Waste Management replaced every single-family home's 19-gallon recycling bin with a 96-gallon cart and reduced trash collection to weekly. Recycling increased by 258 percent the first quarter; since the program's inception, nearly 20,000 tons of residential recycling materials have been diverted from landfill.

Also in 2012, the city council adopted a master plan to preserve 20 percent of the city's landmass as open space, more than double the national average for the most populous cities.

Most recently, Cedar Hill used a \$300,000 grant from the Bureau of Reclamation to replace all water meters with automatic readers, eliminating meter-reading routes.

Staff have learned three lessons from the Growing Green Program:

1. The big vision must guide planning and implementation.
2. Achieving public buy-in for environmental sustainability must be a priority.
3. Publicize successes and show residents how small changes can have a big impact.

50,000 and Greater

GREEN STORMWATER INFRASTRUCTURE AND LOW-IMPACT DEVELOPMENT

Raleigh, North Carolina

Ruffin Hall, City Manager



Ruffin Hall

Raleigh, North Carolina's capital city, has made it a priority to protect and enhance its quality of life in the face of rapid growth. Its Green Stormwater Infrastructure and Low-Impact Development (GSI/LID) program is one example of how the city puts its commitment into action.

The GSI/LID initiative grew out of strong interest from the community, city management, staff, and elected officials in reducing the negative effects of land development on surface water quality and the health of Raleigh's streams and lakes.

From late 2013 through 2014, the city convened staff, members of council-appointed resident boards and commissions, development organizations, environmental and conservation organizations, and resident advocacy groups to develop a GSI/LID workplan. Consultant Tetra Tech, Inc., served as facilitator. The city council endorsed the plan in March 2015.

Next, City Manager Ruffin Hall and staff set up two work groups, both of which included city staff and external community stakeholders, to tackle specific tasks. They completed their work in March 2016.

The process of integrating GSI/LID into routine practices for land developers and designers, along with those who maintain Raleigh's urban infrastructure, has three phases; Raleigh was in Phase 3 when this article was written.

1. Scoping to evaluate barriers, needs, and opportunities and to develop a strategic workplan.
2. Building capacity within the city for long-term administration and implementation.
3. Developing new policies, procedures, and tools to make GSI/LID a part of routine daily operations.





Under the GSI/LID aegis, the Sandy Forks Road Widening Capital Improvement Project replaced more than a mile of failing two-lane roadway; installed bioretention systems

to treat stormwater runoff; and added a vegetated median, center turn lanes, bike lanes, and sidewalks, earning a Greenroads' silver certification.

Raleigh's Stormwater Management Program, which is housed within the Engineering Services Department, manages the program. Program development and early implementation costs are approximately \$750,000 over five years, which has been funded by the city's stormwater utility.

To be successful, the city found that innovative initiatives require:

- Aligned vision and support from top management and elected officials.
- Champions at all levels of the organization.
- Dedicated resources.
- Involved and engaged community stakeholders, particularly builders and land developers.
- Pilot demonstration projects to help lead the way.

STRATEGIC Leadership & Governance

10,000 to 49,000 Population

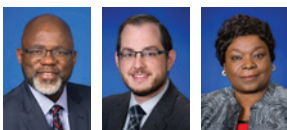
LOCAL ECONOMIC REVITALIZATION TAX ASSISTANCE

Norristown, Pennsylvania

Crandall Jones, ICMA-CM, Municipal Administrator

Brandon Ford, Assistant to the Administrator

Jayne Musonye, Director, Planning and Municipal Development



Crandall Jones Brandon Ford Jayne Musonye

With a population of 34,412, Norristown, Pennsylvania, is considered a culturally diverse community in the Greater Philadelphia area. The local

government promotes innovation and collaboration as critical components of its organizational culture and strategic planning.

Norristown's Local Economic Revitalization Tax Assistance (LERTA) program epitomizes how the city puts innovation and collaboration into action. Since 2015, the LERTA program has used gradualist tax abatement schedules to encourage owner-driven revitalization and new construction.

Developers that qualify for LERTA still pay property taxes, although they pay only a portion of the additional taxes that are likely to result from the increased property value. In this way,

LERTA allows developers and owners to recoup their investment in property improvements, supports job creation, and encourages future investment in renovations and developments.

The program also promotes public-private partnerships with companies and individuals, as well as intergovernmental cooperation with other local taxing entities, the county government, and the local school district. Staff from all three agencies meet regularly to discuss LERTA projects.

LERTA is a win-win for all three agencies since their only significant cost is time to administer the program. In fact, they've seen a gradual increase in property taxes based on the abatement schedule. Two developments in particular—the



A close-up portrait of a woman with blonde hair, wearing a tan firefighter's jacket over a blue t-shirt. She is looking directly at the camera with a serious expression. In the background, the red and blue doors of a fire truck are visible. The text "Even heroes need a safety net." is overlaid on the left side of the image.

Even heroes need
a safety net.

A comfortable retirement should be
the reward for a job well done.

Public sector workers who dedicate their lives to serving others deserve an organization that dedicates itself exclusively to them. For over forty years, we've met the challenge to help public sector workers realize their retirement dreams.

icmarc.org/learn

The logo for ICMARC features a stylized white mountain range above the acronym "ICMARC" in a bold, white, sans-serif font. Below the acronym, the full name "BUILDING PUBLIC SECTOR RETIREMENT SECURITY" is written in a smaller, white, sans-serif font.

ICMARC
BUILDING PUBLIC SECTOR
RETIREMENT SECURITY

Five Saints Distillery and the Luxor Lifestyle Apartment Complex—openly attributed their decision to locate in Norristown to the appeal of LERTA.

Located on main street, the award-winning Five Saints Distillery is housed in a rehabbed fire station. With a bar that opens out onto the street, Five Saints has become a prime destination for those who live and work in town. The micro-distillery is now going through the LERTA application process to create a restaurant and event space on its upper floors.

The Luxor Luxury Apartments, a residential development that caters to Norristown’s growing young adult population, leased more than 90 percent of its units in its first few months. The developers have now acquired the neighboring property to build their second residential project in only three years.

Research, resident and staff interviews, and discussions with the city’s performance management software provider ClearPoint Strategies, eventually led to the launch of a dashboard named “Olathe Performs” in 2017.

Olathe Performs is the city’s first public-facing performance management dashboard for residents. It is designed to increase resident engagement, data transparency, government accountability, and ease of information sharing.

Much of the up-front work consisted of research. City staff members did extensive reviews of 16 other cities’ public-facing dashboards, created a matrix of their findings, and developed a list of pros and cons for each. Meetings among key internal stakeholders, including City Manager Michael Wilkes, department directors, and Olathe’s performance management user group, fleshed out the full picture of Olathe’s needs. The city solicited input from residents throughout the process, analyzing the resulting data to determine the most relevant measures that were desired.

Finally, the city presented a mock-up of the dashboard to participants in its citizen academy for their suggestions. The costs totaled \$10,000.

The 2017 statistics from Olathe Performs showed these results:

- A total of 1,923 sessions with 8,707 total page views.
- An average session duration of two minutes.
- Council key metrics, public safety, and active lifestyle were the most popular pages.

Tangible results include:

- The city updates the dashboard quarterly and has seen a solid, stable number of visitors during the past year.
- Front-line staff is more aware of progress toward organizational targets.
- Media coverage of the dashboard has increased positive awareness of the city, plus the dashboard will be the subject of a case study presentation at a 2018 Transforming Local Government conference.

The community has learned these lessons about establishing a dashboard:

- Create strategic partnerships.
- Take advantage of existing online platforms.
- Ensure the dashboard is consistent with organizational branding.
- Focus on your community’s primary audience.

Olathe staff stresses that any local government can create a community dashboard that makes data and other information readily accessible. With an easy-to-navigate structure and attractive presentation, a dashboard can help tell a powerful story. **PM**

50,000 and Greater

OLATHE PERFORMS

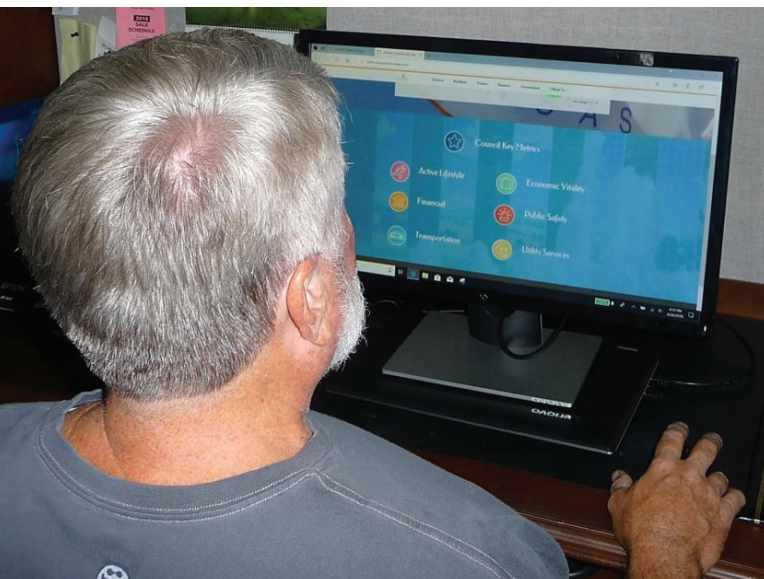
Olathe, Kansas

Michael Wilkes, City Manager; Susan Sherman, ICMA-CM, Assistant City Manager; Dianna Wright, ICMA-CM, Director of Resource Management; Edward Foley II, Performance Analyst



Michael Wilkes, Susan Sherman, ICMA-CM, Dianna Wright, ICMA-CM, Edward Foley II

Olathe, Kansas, conducted its first resident satisfaction survey in 2000. At the time, the city issued annual performance reports in a PDF document. As city staff surveyed the performance management landscape, however, they took note of the emerging trend that communities were reporting more frequently using an interactive dashboard.



Peter Marshall, ICMA-CM



Peter Marshall left full-time local government management in 2003 when he

retired as city manager of State College, Pennsylvania, and he now continues his public service as an adviser to localities, local associations, and agencies of the commonwealth of Pennsylvania.

Marshall is known as a champion of innovation. He realized major cost savings and improved service in Newark, Delaware, and State College, Pennsylvania, by transforming their three-person refuse collection systems to one-person with the use of new equipment and reorganization of collection routes.

He reduced costs for a water utility by constructing concrete water tanks rather than steel. Although concrete tanks cost more to build, unlike steel tanks they don't have to be painted every six to nine years.

Marshall also created an equipment amortization program and replacement fund that eliminated budget spikes caused by the purchase of expensive replacement equipment. All replacements are purchased out of the fund, which is financed by budget allocations equal to the estimated per-year cost of the equipment.

Marshall has taught public administration at both the undergraduate and graduate levels at colleges and universities in the U.S., as well as in Australia and the Republic of Georgia.

A Life Member of ICMA, Marshall has been an ICMA Range Rider and an ICMA Senior Adviser for Association for Pennsylvania Municipal Management members since 2004. As a member of ICMA's International Committee, Marshall has mentored career public administrators from developing nations through Pennsylvania State University's Humphrey Program and ICMA's international exchange program. He received ICMA's International Award in 1994.

During his career, Marshall has taught and consulted internationally and participated in exchange programs with Christchurch and Bath, England. He also spent three weeks in Japan as a CLAIR (Council of Local Authorities for International Relations) Fellow, working to assist Japanese local jurisdictions. **PM**

Joel Valdez



Joel Valdez has been a trailblazer and role model throughout his 52 years in

public service. He was the longest-serving city manager of Tucson (1974 to 1990) and the first Mexican-American city manager to hold the post for a city that size in the United States.

Valdez began his career in 1958 as a probation officer with Pima County, Arizona, when there were no Hispanics in local government management to serve as role models. He credits former ICMA Executive Director Mark Keane, then Tucson city manager, with creating a program that put him on the path to management, starting as an administrative assistant.

Known for his signature motto, "When you've reached the top, pull someone else up with you," Valdez has been a tireless advocate for diversity. He was the architect of a federal grant that created the National Hispanic Field Service Program in 1980, raising \$2.5 million for financial aid for Hispanic graduate students in public administration at 16 universities. The result: More than 150 Hispanics entered the field, many of whom are still active in local government.

Valdez was a key figure in the establishment of the International Hispanic Network, now the Local Government Hispanic Network (LGHN), in the late 1970s and early 1980s. He also spearheaded the effort for a HUD grant for regional conferences in New York, Miami, Chicago, and Los Angeles, which culminated in a national conference in San Antonio in 1981.

Since his retirement from local government management, Valdez has served as senior vice president of business affairs for the University of Arizona.

A Life Member of ICMA, Valdez has represented the Mountain Plains region on ICMA's Executive Board (1981 to 1983). He has served on the executive boards of the Arizona City Management Association, the National Academy of Public Administration, and the White House Conference on Balanced National Growth and Economic Development, among others. **PM**

Alan Bojorquez

Austin, Texas

Alan Bojorquez founded and is managing attorney of the Bojorquez Law Firm, PC, which represents local governments across the state of Texas. In his more than 20 years of practice, Bojorquez has served more than 120 cities and other governmental entities. A strong advocate for the council-manager form of government, Bojorquez has a master's degree in public administration, in addition to his doctor of jurisprudence degree.

Before entering private practice, Bojorquez was a staff attorney for the Texas Municipal League (TML); he now serves on the board of directors of the Texas City Attorneys Association, a TML affiliate. He is Texas chairperson of the International Municipal Lawyers Association and serves as board chairperson for the Texas Center for Municipal Ethics, a nonprofit organization he formed to promote ethics in local government.

Bojorquez is author of the sixth and latest edition of the *Texas Municipal Law and Procedure Manual*. He has many publications to his credit on government and social media, religious displays in city buildings, and municipal regulation of outdoor lighting. He also writes, speaks, and presents frequently on those topics, as well as on ethics and government transparency topics.

Bojorquez conducts training sessions for the Council of Governments and the Texas State University's Certified Public Manager® Program, a nationally accredited statewide management development program specifically for managers in the public and not-for-profit sectors.

He developed SimpliCITY to provide customized, in-house training and continuing education to elected officials, staff, boards, and commissions. Topics include downtown revitalization, ethics and codes of conduct, employment law, and social media and government. Officials who complete his municipal officials' workshop receive certification from the state attorney general. **PM**



2018 Senior Executives in State and Local Government Program

Harvard Kennedy School | Scholarship Sponsored by The Ferguson Group and eCIVIS

Opal Mauldin-Jones, ICMA-CM

City Manager,
Lancaster, Texas



In her role as city manager of Lancaster, Texas, which began in 2011, Opal

Mauldin-Jones has served as the city's chief executive officer. Reporting to Lancaster's mayor and six councilmembers, she oversees all city operations and a \$55.39 million operating budget. Twenty staff members report directly to Mauldin-Jones, and the community has 299 full-time employees.

Located in Dallas County, Texas, Lancaster's population of nearly 38,000 is predominately African-American and Hispanic. The full-service city is less than 50 percent developed.

In addition to day-to-day oversight, Mauldin-Jones provides leadership and direction in the development of the city's short- and long-term goals. She also represents the city with intergovernmental agencies, nonprofit organizations, and businesses, with a focus on recruiting retail, commercial, and industrial development and job creation.

Mauldin-Jones faces two chief strategic challenges in her work: sustaining change in the organizational culture as the community grows and overcoming the lingering effects of fiscal, man-made, and natural disasters.

Lancaster suffered devastating fires in the early 1900s, tornadoes in 1994 and 2012, a fiscal crisis with the loss of 40 percent of general operating funds in 2000, along with a 500-year flood in 2004 and the Great Recession of 2008. Each time the community began to emerge from one of these

crises, there was a change in leadership or the economy, both of which delayed the recovery progress.

"Being the longest serving city manager to date for the community," says Mauldin-Jones, "my objective is to ensure we establish policies, procedures, and culture that will sustain the city through any fiscal, physical, administrative leadership, or management challenge."

Mauldin-Jones's immediate goal is to "provide stability that has been lacking in the executive leadership of the organization while bringing forth innovative and sustainable service." Her long-term goal is to teach at a local college or university and pass on her knowledge and experience to the public servants of tomorrow.

Charles Bush, ICMA-CM

City Manager,
Sequim, Washington



As manager of Sequim, Washington, a city of 7,280 residents located

on Washington's Olympic Peninsula, Charles Bush oversees municipal operations and reports to seven elected city councilmembers. Sequim is a full-service community, except for fire and library services, and operates one of the only municipal Class A reclaimed water facilities in the state of Washington.

Sequim has an annual budget of \$33 million and 77 full-time equivalent employees, nine of whom report to Bush.

Like many cities in the era of government devolution, Sequim faces challenging community problems that cut across traditional departmental lines. As a result, Bush notes the city relies more heavily on community partnerships to

address emerging and persistent issues, working with Habitat for Humanity, for example, to help residents, particularly the elderly, remain in their homes.

Bush finds that limited time and resources require him to be creative in his strategies. "I am committed to being my best in all of the areas where I serve," says Bush. "I love my community and do not have a goal beyond being the city manager. I want to continue to grow professionally so that I can be of better service."

In 2011, Bush fell seriously ill with a mysterious illness that defied diagnosis. After a year-and-a-half, the Mayo Clinic finally diagnosed him with chronic fatigue syndrome. Over the next two years, Bush found ways to adapt, including developing an extensive ongoing wellness program, so that he could return to service as city manager.

"The experience was humbling," he states. "It deepened my appreciation for our profession. I take nothing for granted and measure every opportunity."

Bush is active in professional activities at the state and national levels, often paying the training registration fees himself. **PM**

HARVARD SCHOLARSHIPS

Participants who are awarded the Harvard Kennedy School scholarships have the opportunity to step away from their daily routines for three weeks, engage with other executives in team efforts to resolve tough issues, and renew commitments to their respective professions. Bush and Mauldin-Jones were selected from a pool of 21 applicants by a panel of ICMA members who were all past program recipients.

ICMA is working to secure funding for 2019 scholarships. Information is available from Felicia Littky at flittky@icma.org.

CELEBRATION OF SERVICE

In recognition of ICMA members' years of public service, these members were presented awards in 2018.

45-Year SERVICE AWARD RECIPIENTS

Francis Boyles III has been city manager of Prior Lake, Minnesota, since 1993. He previously served two Minnesota cities:



Plymouth (assistant city manager, 1981–1993, and administrative assistant to city manager, 1977–1981) and Richfield (administrative assistant, 1973–1977).

Alfred (Butch) Burbank

has served as town manager of Lincoln, New Hampshire, since 2012. He previously served as health and safety adviser at the New Hampshire Municipal Association (2003–2012) and as police chief of Waterville Valley, New Hampshire (1973–2003).



Charles (Charlie) Dodge

has served as city manager of Pembroke Pines, Florida, since 1989. He has also served Pembroke Pines as assistant city manager (1983–1989), city clerk (1979–1983), code enforcement director (1977–1979), and community service director (1975–1977). He began his public service career as a CETA supervisor, Fort Lauderdale, Florida (1972–1975).



Kevin Duggan, ICMA-CM, has been ICMA's West Coast Regional Director since 2011. Previously he worked for two California cities: Mountain View



(city manager, 1990–2011) and Campbell (city manager, 1984–1990; assistant city manager, 1982–1984; assistant to the city manager, 1976–1982; administrative assistant, 1974–1976; staff assistant, 1973–1974; and intern, 1972–1973). He began his public service career as an intern with Mountain View (1971–1972).

George Flores

has served as development services director for the city of Buckeye, Arizona, since 2012. Previously he served El Mirage, Arizona, as community development director (2007–2011). He also held positions with the city of Phoenix, including deputy city manager (1998–2005), director of development services (1987–1998), director of economic development (1986–1987), assistant director of urban development and housing (1983–1986), community and economic development administrator (1982–1983), assistant to city manager/community development administrator (1980–1982), development services assistant (1977–1980), and management assistant (1971–1977).



Bruce Glasscock

has served as city manager of Plano, Texas, since 2011. He also served as Plano's deputy city manager (2001–2011) and police chief (1990–2001). Earlier, he served as police chief of Fort Collins, Colorado (1984–1990), and in Lakewood, Colorado, as police officer, holding the ranks of sergeant, lieutenant, and captain (1973–1984). He began his career as a police officer/detective with St. Petersburg, Florida (1969–1973).



Max Glyde has served as director of corporate services for the Mosman Municipal Council in Spit Junction, New South Wales, Australia, since 1993. He also served the council as deputy town clerk (1986–1993), treasurer (1982–1986), and assistant accountant (1980–1982). Previously he was cost clerk for Ku Ring Gai Municipal Council, New South Wales (1979–1980) and clerk for Inverell Municipal Council (1973–1979).

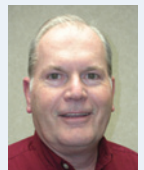


Randall Oliver

has devoted his career to the city of Cheney, Kansas. He has been city administrator since 2009 and served as interim city administrator (2008–2009), public works director (1979–2008), and maintenance I (1973–1979).



Larry Paine has been the city administrator of Hillsboro, Kansas, since 2007. Previously, he was city manager of Concordia, Kansas (2003–2007); city administrator of Baldwin, Kansas (1998–2003); town manager of Cave Creek, Arizona (1995–1998); and city administrator of Jerome, Idaho (1990–1995). He also served as principal management assistant (1986–1990) and management analyst (1985–1986) in Chula Vista, California; management analyst II in Yuma, Arizona (1980–1985); and budget analyst II in Tacoma, Washington (1973–1979).



Dianne Robertson has devoted her career to serving Wisconsin communities. She has been the village administrator of Thiensville since 1998.



Previously, she served as clerk/treasurer (1998), interim manager/clerk-treasurer (1996–1998), and clerk/treasurer (1992–1996) for Greendale. She also held the positions of acting administrator/clerk-treasurer (1991–1992), deputy clerk/treasurer (1983–1991), and accountant (1973–1983) in West Milwaukee.

Per Roener has been chief executive of Stevns Municipality, Denmark, since 2005. Previously he served as chief executive of Valloe Municipality (1999–2004) and deputy city manager of Hundested Municipality (1995–1999). From 1972 to 1995, he served in various municipal positions.



David Stuart has been chief administrative officer of North Vancouver District, North Vancouver, British Columbia, Canada, since 2008. He previously served North Vancouver District as human resources/corporate services director (1983–2000) and human resources officer (1973–1980). He also has held the positions of chief administrative officer, West Vancouver District, British Columbia (2000–2007), and human resources officer, Surrey, British Columbia (1981–1983).



Anthony (John) Szerlag has served as city manager of Cape Coral, Florida, since 2012. He has also served in multiple capacities in Troy, Michigan, including city manager (2009–2012 and



1999–2006), assistant city manager (1989–1999), and urban management research analyst (1974–1979). In addition, he has served as city manager, Sunny Isles Beach, Florida (2006–2009); city manager, Howell, Michigan (1983–1989); and assistant to the city manager, Riverview, Michigan (1979–1983).

Alan Tandy has been city manager of Bakersfield, California, since 1992. His past positions include city administrator, Billings, Montana (1985–1992); city administrator, Gillette, Wyoming (1981–1985); city manager, Napoleon, Ohio (1977–1981); and administrative assistant, Rock Island, Illinois (1973–1977).



Thomas Tarkiewicz has worked in city government in Michigan since 1974 and has been city manager of Marshall since 2009. His past positions include utilities director, Marshall (1993–2009); public services director, Three Rivers (1979–1993); and engineer, Adrian (1974–1979).



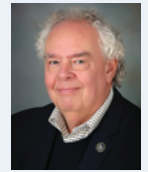
Kenneth Taylor has served Texas communities since 1973 and has been city manager of Universal City since 2002. He has also served as city manager in Henderson (1999–2002), Taylor (1991–1997), Portland (1989–1991), and Burnet (1978–1988). He served as city administrator of Olney (1977–1978); assistant to the city manager, Euless (1974–1977); administrative assistant, Ft. Worth (1973–1974); and city administrator, Roanoke (1972–1973).



Douglas Williford retired in 2018 after serving as city manager of El Cajon, California, for six years. During his career, he served other California communities in a variety of capacities: in Irvine he served as community development director (2006–2010), and in Santee, he served as development services director (1999–2006), principal planner (1987–1999), senior planner (1984–1987), and associate/assistant planner (1982–1984). He began his career as junior planner/planning technician in El Cajon (1972–1982). He also served as deputy executive director of the Southern California Association of Governments from 2010 to 2012.



Mark Wollenweber, ICMA-CM, has held the position of city manager in Grosse Pointe Shores, Michigan, since 2012, and served as Grosse Pointe Shores's interim city administrator in 2012. His past positions, also in Michigan, include interim city manager, Ferndale (2011); city administrator, Grosse Pointe Woods (2004–2010); city manager, St. Clair Shores (1990–2004); city manager, Huntington Woods (1978–1990); assistant city manager, Plymouth (1976–1978); and administrative assistant to mayor, Westland (1974–1976). In addition, Wollenweber worked for the Michigan Municipal League from 1971 to 1974.



40-Year SERVICE AWARD RECIPIENTS

Allen Barnes, ICMA-CM, City Administrator, Stephenville, Texas

Kenneth Bays, City Administrator, Anahuac, Texas

Robert Belmore, ICMA-CM, City Manager, Somersworth, New Hampshire

Keith Bergman, Town Administrator, Littleton, Massachusetts

Russell Blackburn, City Manager, Port St. Lucie, Florida

Cornelius Boganey, City Manager, Brooklyn Center, Minnesota

John Bohenko, ICMA-CM, City Manager, Portsmouth, New Hampshire

William Cmorey, Director of Administration, Bensalem Township, Pennsylvania

Dan Dean, ICMA-CM, City Administrator, Kimball, Colorado

James Dinneen, County Manager, Volusia County, Florida

Billy Edwards, City Manager, Hinesville, Georgia

Duane Feekes, City Administrator, Orange City, Iowa

Francis Frobel, Village Manager, Hastings-on-Hudson, New York

Richard Gertson, Texas

G. William Hammon, Jr., Assistant City Manager, Alcoa, Tennessee

Bob Hart, ICMA-CM, City Manager, Corinth, Texas

Bertha Henry, County Administrator, Broward County, Florida

Van James, Texas

Stuart Jardine, Chief Executive Officer, Stirling, Western Australia, Australia

Daniel Jaxel, Borough Administrator, Raritan, New Jersey

Mark Jinks, City Manager, Alexandria, Virginia

Mary Krause, County Administrator, Ontario County, New York

Donald Krupp, County Administrator, Clackamas County, Oregon

Howard Kunik, City Manager, Punta Gorda, Florida

Lynn Lander, City Manager, Aberdeen, South Dakota

Scott Lazenby, City Manager, Lake Oswego, Oregon

Christopher Lear, Saukville, Wisconsin

Robert Lee, ICMA-CM, Town Manager, Plainville, Connecticut

Douglas Albert Lewis, ICMA-CM, City Manager, Pinellas Park, Florida

Sam Listi, City Manager, Belton, Texas

Matthew Lutkus, Town Manager, Damariscotta, Maine

Michael Magnant, Town Administrator, Rye, New Hampshire

Michael Mahaney, City Manager, North Myrtle Beach, South Carolina

Ronald Mattiussi, British Columbia, Canada

J. Thomas McCarty, ICMA-CM, City Administrator, Stillwater, Minnesota

Charles McClendon, City Manager, Cathedral City, California

Richard McGuire, Town Manager, Williston, Vermont

Robert Middaugh, Jr., ICMA-CM, Leesburg, Virginia

Richard Scott Morgan, City Manager, West Melbourne, Florida

Brian Moura, Redwood City, California

Susan Muranishi, County Administrator, Alameda County, California

Kent Myers, City Manager, Fredericksburg, Texas

Mark Nagel, Assistant City Manager, Elko New Market, Minnesota

Gary Napper, City Manager, Clayton, California

Cindy Cameron Ogle, City Manager, Gatlinburg, Tennessee

Ronald Olson, City Manager, Killeen, Texas

Charles Ozaki, City and County Manager, Broomfield, Colorado

Terry Parker, Regional Adviser (South Asia), Commonwealth Local Government Forum, New South Wales, Australia

Robert Pellegrino, Township Manager, Northampton, Pennsylvania

Frank Pleva, County Administrator, Lancaster County, Virginia

Marcia Raines, Principal, Public Sector Services, Mill Valley, California

Alan Riffel, City Manager, Woodward, Oklahoma

Steven Schainker, City Manager, Ames, Iowa

Paul Shives, Township Administrator, Toms River, New Jersey

Bruce Stone, City Manager, The Village, Oklahoma

Richard Sun, Director General, [Town of] Hampstead, Quebec, Canada

Randolph Terronez, Assistant to the County Administrator, Rock County, Wisconsin

Edward Thatcher, City Manager, Heath, Texas

Russell Treadway, City Manager, Sevierville, Tennessee

Peter Vargas, City Manager, Allen, Texas

Mitchell Wasserman, City Administrator, Clyde Hill, Washington

Kenneth Wasson, Assistant Director, Arkansas Municipal League, Arkansas

Steven Werbner, Interim Town Manager, Tolland, Connecticut

Gary Whatcott, City Manager, South Jordan, Utah

35-Year SERVICE AWARD RECIPIENTS

Scott Adams, ICMA-CM
Leroy Alsup
James Baker
Rodney Barnes
Richard Bates
Marilynne Beard
Keith Bennett
Paul Benoit
Vivyon Bowman
Jeff Braun, ICMA-CM
Joseph Breinig
John Brown
Michael Cain
David Carmany
June Catalano
Albert Penn Childress,
ICMA-CM
Stephen Compton
Gustavo Cordova, ICMA-CM
Ava Couch
Kaj Dentler
Frederick Diaz
Anna Doll, ICMA-CM
John Drago
Michael Dzugan
Bruce Evilsizor
Kenneth Fields
Nicholas Finan
Nancy Freed
Anton Graff, ICMA-CM
Mark Haley
Frank Harksen, Jr., ICMA-CM
David Harp
Robert Herron, Jr.
John Hobson
Daniel Hoins
Clayton Holstine

R. Thomas Homan, ICMA-CM
Ron Michael Howell
Jeffrey Hull
Ralph Hutchison
Michael Jaillet
Paul Janssen, Jr.
Barbara Jones, ICMA-CM
William Keegan, Jr.,
ICMA-CM
Daniel Keen, ICMA-CM
J. Clay Killian
Jerome Kisscorni
Gary Koehler
Diana Kollmeyer
Dale Krajniak
Erik Kvarsten
Scot Lahrmer
Marty Lawing
Richard Lemack
William Lindsay
Linda Lowry
John Marquart
Craig Martin, ICMA-CM
Kirk McDonald
Peggy Merriss, ICMA-CM
Clifford Miller
Mark Mitton
Don Morrison
William Morse
Fredrick Murry, ICMA-CM
Ned Muse
David Niemeyer, ICMA-CM
Rae Ann Palmer
Allen Parker
Jeffrey Parker
Wayne Parker, ICMA-CM
Jeffrey Pederson
Michael Pounds, ICMA-CM
Roman Pronczak
Su Zanna Prophet
Steven Rabe
David Ready
Carl Rogers
Mark Rohloff
Allen Rothermel
Kathleen Rush, ICMA-CM
Jerry Schiro
Greg Scoles
George Shackelford
Nabiel Shawa
Thomas Short
Douglas Smith
Jacqueline Sova
Scott Stiles, ICMA-CM
Steve Thacker
Patrick Thompson
Howard Tipton
Carl Valente, ICMA-CM
David Varley
Joseph Wade
Michael West
Catheryn Whitesell
V. Eugene Williford III

30-Year SERVICE AWARD RECIPIENTS

Marian Anderson
Thomas Lane Anderson
Paul Arevalo
Nancy Baker
Cathy Deyton Ball
Maryalice Barnett
Mark Barnhart
Kevin Barr
Larry Bauman
Rebecca Bentley
H. Matthias Bernhardt
David Boesch, Jr.
Scott Bond
George Bosanic
Martin Bourke
James Bowden, ICMA-CM
Harvey Bragg
Paul Brake, ICMA-CM
James Buckley
Barry Burton, ICMA-CM
John Butz, ICMA-CM
Barry Carroll
Mark Casey
Victoria Charlesworth
Courtney Christensen
David Clark
Craig Coffey
Jerry Cooper
Deborah Craig-Ray
John Davis
Paul Dawson
Paul Deschaine
Gregory Dietterick
Allen Dinkel
Dena Diorio
Robert DiSpirito, Jr.

Alan Dolley	John Kelly	Kathleen Swinington Ramsay	Mark Watkins
John Drury	Mark Larson	William Rawlings	Matthew Watkins
George Dunham	Arthur Lasher IV, ICMA-CM	Robert Reece	Roderick Wensing, ICMA-CM
David Durflinger	Mark Lauzier, ICMA-CM	Gary Riedner	James Wheeler
John DuRocher, Jr.	Elaine Lazarus	Keith Robicheau	Kenneth Williams
Paul Eckert	Layne Long	Richard Roedner	Michael Wilson
William Edgar	Mark Luberda	Teresa Rotschafer	E. Scott Wood
Mark Ells	Joseph Lynch	Earnest Rouse	Ryan Wood
Graeme Emonson	Robert Lyons, ICMA-CM	Jon Ruiz, ICMA-CM	Dianna Wright, ICMA-CM
Marlan Ferguson	Craig Malin, ICMA-CM	Orlando Sanchez, ICMA-CM	Maureen Zamarripa
Donald Fisher	Debbie Manns	Darrel Schmalzel	
Rodney Foster	Patrick McGinnis, ICMA-CM	Paul Schulz	
Dawn Francis	Alexander McIntyre	Douglas Schulze, ICMA-CM	
Marie Gelles	Michael McNees	Mark Schwieterman	
Vernon Gerth	Mark Meyers	John Shepherd, ICMA-CM	
C. Elizabeth Gibson	Judith Miller	Susan Sherman, ICMA-CM	
Navdeep Gill	Brently Mims	Garth Sherwin	
James Gillway	Donald Mims	Mark Sievert	
William Giroux	Scott Mitnick	Kermit Skinner, Jr.	
J. Brannon Godfrey, Jr.	Charles Montoya	John Slaughter	
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