

2002 ICMA ANNUAL & SERVICE AWARDS

*Celebrating Excellence
In Local Government*

Presented at the 88th Annual
Conference of the International
City/County Management
Association

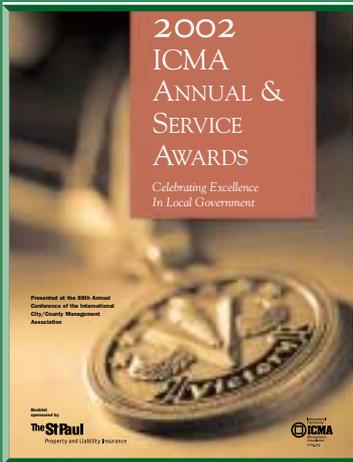
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A 17-member awards evaluation panel is charged with selecting the recipients of the ICMA Annual Awards. Because of the time and effort that go into these decisions, ICMA would like to thank the following evaluation panel members, who complete their three-year terms at the 88th ICMA Annual Conference:

Jerry E. Geiger

Deputy Director, Economic Development, Phoenix, Arizona

Roger L. Kemp

City Manager, Meriden, Connecticut

Brian P. Murphy

Village Manager, Beverly Hills, Michigan

Robert W. Robertson

City Manager, Hamilton, Ontario, Canada

Bonnie Svrcek

Deputy City Manager, Lynchburg, Virginia

James R. White

Township Administrator, East Brunswick, New Jersey

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2002 ICMA ANNUAL AWARD RECIPIENTS AND OTHER NOMINEES

PROFESSIONAL AWARDS

Award for Career Excellence in Honor of Mark E. Keane

Michael Llewellyn-Smith,
City Manager, Prospect,
South Australia

OTHER NOMINEES:

Del D. Borgsdorf, City Manager,
San Jose, CA
David W. Lewis, Town Manager,
Killington, VT
Eric A. Smith, City Manager,
Englewood, OH
Kyle R. Sonnenberg, Town
Manager, Southern Pines, NC
James V. Thompson, City Manager,
Bothell, WA

Outstanding Manager of the Year Award

Regina V. K. Williams,
City Manager, Norfolk, VA

OTHER NOMINEES:

John S. Dawson, General Manager,
Wyong Shire Council, New
South Wales, Australia
George D. Di Ciero, City & County
Manager, Broomfield, CO
Steven D. Powers, County
Administrator, Marquette
County, MI
Albert J. Rigoni, Village Manager,
Skokie, IL
David W. Rowlands, City Manager,
Clayton, OH
Ronald G. Wagenmann, Township
Manager, Upper Merion
Township, PA

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

Robert W. Jean, City Manager,
University Place, WA

OTHER NOMINEES:

Eric R. DeLong, Assistant City
Manager, Grand Rapids, MI

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

Kenneth J. Fritz, Village Manager,
Schaumburg, IL

OTHER NOMINEES:

Virgil R. Hazelett, County Manager,
Henrico County, VA
Timothy W. Schuenke, City
Manager, Park Ridge, IL
Gail Stephens, Chief Administrative
Officer, Winnipeg, Manitoba,
Canada
James V. Thompson, City Manager,
Bothell, WA

International Award in Memory of Orin F. Nolting

John W. Lawton, City Manager,
Great Falls, MT

Award for Local Government Education

Anthony H. Griffin, County
Executive, Fairfax County, VA

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

J. Rolando Bono, Deputy City
Manager, San Antonio, TX
Dee F. Bruemmer, Assistant City
Administrator, Davenport, IA

OTHER NOMINEES:

Sterling B. Cheatham, Assistant
City Manager, Norfolk, VA
Jana L. Coons, Management
Analyst, Modesto, CA
Debra B. Forte, Deputy City
Manager, Lubbock, TX
Charles S. Ozaki, Deputy City &
County Manager, Broomfield,
CO
Dale S. Sugerman, Assistant City
Manager, Boynton Beach, FL
Alan G. Vanderberg, Assistant
County Administrator, Kent
County, MI

Academic Award in Memory of Stephen B. Sweeney

Michael E. Orok, Chairman,
Department of History, Political
Science and Public
Administration, Albany State
University, Albany, GA

PROGRAM EXCELLENCE AWARDS

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

Prospect, South Australia, Michael
Llewellyn-Smith, City Manager
Tarpon Springs, FL, Ellen S.
Posivach, City Manager

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

Olathe, KS, Michael Wilkes,
City Manager

OTHER NOMINEES:

Collier County, FL, Thomas W.
Olliff, County Manager
San Antonio, TX, Terry M. Brechtel,
City Manager

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

Orono, ME, Gerald S. Kempen,
Town Manager

OTHER NOMINEES:

Ottawa Hills, OH, Marc J.
Thompson, Village Manager
Sedona, AZ, Eric J. Levitt,
City Manager
Upper Merion Township, PA, Ronald
G. Wagenmann, Township
Manager
Woodridge, IL, John F. Perry,
Village Administrator

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

Macon, GA, Melvin L. Waldrop,
City Administrator
Mesa, AZ, Michael T. Hutchinson,
City Manager

OTHER NOMINEES:

Champaign, IL, Steven C. Carter,
City Manager

(continued)

Norfolk, VA, Regina V. K. Williams,
City Manager
San Antonio, TX, Terry M. Brechtel,
City Manager

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

Richmond Heights, MO, Michael A.
Schoedel, City Manager

OTHER NOMINEES:

Blacksburg, VA, Gary A. Huff, Town
Manager
Mankato, MN, Patrick W. Hentges,
City Manager
Rockville, MD, W. Mark Pentz, City
Manager
Upper Merion Township, PA, Ronald G.
Wagenmann, Township Manager

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

Norfolk, VA, Regina V. K. Williams,
City Manager

Winnipeg, Manitoba, Canada, Gail
Stephens, Chief Administrative
Officer

OTHER NOMINEES:

Aurora, CO, Ronald S. Miller, City
Manager
Cupertino, CA, David W. Knapp,
City Manager
Hamilton County, OH, David J.
Kings, County Administrator
Irving, TX, Stephen W. McCullough,
City Manager
Loudoun County, VA, Kirby M.
Bowers, County Administrator
Martin County, FL, Russell D.
Blackburn, County Administrator
Olathe, KS, Michael Wilkes, City
Manager
San Antonio, TX, Terry M. Brechtel,
City Manager
Tucson, AZ, James R. Keene, City
Manager

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

Wood Dale, IL, Bradford J.
Townsend, City Manager

OTHER NOMINEES:

Highland Park, IL, David M.
Limardi, City Manager
Sedona, AZ, Eric J. Levitt, City
Manager

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

Hampton, VA, George E. Wallace,
City Manager

OTHER NOMINEES:

Garland, TX, Jeffrey B. Muzzy, City
Manager
Greenville, SC, Steven E. Stewart,
County Administrator
Hampton Roads Planning District
Commission, Chesapeake, VA,
Arthur L. Collins, Executive
Director
Kettering, OH, Steven C.
Husemann, City Manager
Melbourne, FL, Henry J. Hill, City
Manager
Richmond, British Columbia,
Canada, George C. Duncan,
Chief Administrative Officer
San Antonio, TX, Terry M. Brechtel,
City Manager
Sandy City, VT, Byron D. Jorgenson,
Chief Administrative Officer

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

Herndon, VA, John E. Moore, Town
Manager, and Robert A. Stalzer,
former Town Manager; now
Deputy County Executive,
Fairfax County, VA

OTHER NOMINEES:

Greenwood Village, CO, Steven S.
Crowell, City Manager
Highland Park, IL, David M.
Limardi, City Manager
Kearney, NE, G. Allen Johnson, City
Manager
Roseville, MN, Neal J. Beets, City
Manager

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

Ashland, OR, Greg D. Scoles, City
Administrator

Redwood City, CA, Edward P.
Everett, City Manager

OTHER NOMINEES:

Collier County, FL, Thomas W.
Olliff, County Manager
Kent County, MI, Daryl J. Delabbio,
County Administrator

Lawrence, KS, Michael Wildgen,
City Manager

Olathe, KS, Michael Wilkes, City
Manager

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

Skokie, IL, Albert J. Rigoni, Village
Manager

Tucson, AZ, James R. Keene, City
Manager

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

Charlotte, MI, John D. Berchtold,
City Manager

OTHER NOMINEES:

Ashland, OR, Greg D. Scoles, City
Administrator
Coffeyville, KS, Leroy Alsup, City
Manager
Oak Park, MI, Daniel W.
Fitzpatrick, City Manager

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

Buncombe County, NC, Wanda S.
Greene, County Manager

OTHER NOMINEES:

Casper, WY, Thomas O. Forslund,
City Manager
Collier County, FL, Thomas W.
Olliff, County Manager
Fayetteville, NC, Roger L. Stancil,
City Manager
Oak Park, IL, Carl R. Swenson,
Village Manager
San Antonio, TX, Terry M. Brechtel,
City Manager
St. Clair Shores, MI, Mark
Wollenweber, City Manager
Tucson, AZ, James R. Keene, City
Manager

Award for Career Excellence in Honor of Mark E. Keane



MICHAEL LLEWELLYN-SMITH

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

Working for 18 council members and a mayor. Local elections held every two years. Five different mayors with five different leadership styles in just 12 years. This was the

situation in the city of Adelaide, Australia, when Michael Llewellyn-Smith was manager. Mr. Llewellyn-Smith rose to and above the challenge: reviewing the city's organizational structure every five years to make sure that it would accommodate the changing circumstances of the community and the council, introducing a strategic corporate approach with a system of annual performance measures for all city programs, and ensuring the mayor was effective in meetings with other governmental leaders.

After 20 years with the city of Adelaide—the last 12 as city manager—Mr. Llewellyn-Smith took on the job of managing the city of Prospect, South Australia. There, he set about working with the mayor and council members to make Prospect “the creative community.” Prospect soon became one of the first councils in Australia to have a Web site and e-commerce. In 1998, the city won the ICMA Award for Programs for the Disadvantaged in Memory of Carolyn Keane for its community bus initiative; in 2001, the city received a national award for its ground-breaking mental health project.

Throughout his career, Mr. Llewellyn-Smith has balanced responsibility for taking charge of major issues with the necessity of delegating responsibilities to help employees develop. His strategic approach to problem solving and consensus decision-making demonstrates Mr. Llewellyn-Smith's willingness and ability to enhance the effectiveness of the elected officials he works with. His pursuit of excellence has translated into continuous improvements and better effectiveness and efficiency throughout the city of Prospect.

Regardless of where he is working or how busy he is, Mr. Llewellyn-Smith always looks beyond the city walls to learn from colleagues and to share insights with others. He has served in various leadership positions in the Australian Institute of Management; the International Forum of Chief Executives in Local Government; the Institute of Municipal Management (IMM), including serving as president from 1995 to 1997; and ICMA, where he served on the board of directors from 1993 to 1995.

In addition to his substantial leadership experience, Mr. Llewellyn-Smith has traveled extensively to promote representative local government. In 2000, he participated in an Asian Development Bank Technical Assistance Project, serving as a policy advisor to the ministry of local government in Sri Lanka. Also as part of his international outreach, Mr. Llewellyn-Smith is currently serving as a technical advisor on local government to the Free State Province in South Africa as part of a USAID initiative.

Whether helping the city council manage a historic conflict between heritage conservation and development, staging the Formula One Grand Prix, or arranging official visits for international leaders, Mr. Llewellyn-Smith has succeeded in working with elected officials from a range of backgrounds to enhance the image of the community he serves and the effectiveness of its government. In his own communities and beyond, Mr. Llewellyn-Smith's dedication to city management and the profession have improved the quality of life in communities throughout the world. ♣

Outstanding Manager of the Year Award



REGINA V. K. WILLIAMS

ICMA's Outstanding Manager of the Year Award recognizes a local government administrator who has initiated and implemented creative, innovative projects and programs in the management of his or her community, regardless of his or her cumulative tenure. This inaugural award goes to Regina V. K. Williams, city manager of Norfolk, Virginia.

When Regina Williams became the manager of Norfolk, Virginia, in January 1999, she became the first woman and first African-American to hold the position. With her appointment, the city got a tenured, dedicated public servant known for a leadership style that encourages public outreach, consensus building, and accountability. Ms. Williams made it her top priority to create a government that is effective, accessible, and user friendly for the city's residents, busi-

nesses, and visitors. She has succeeded despite the demands of tight finances, uncertain revenue projections (particularly in the aftermath of September 11), and increased resident demands for services.

Ms. Williams has initiated a number of programs and strategies to foster a strong, diverse, and participatory government. She implemented a staffing and organizational review (SOR) process to better align city services to community priorities. Sixteen of the city's departments participated in the SOR, assessing how city employees do their work, identifying the methods that are most efficient and effective in delivering services, and changing their organizational structure and procedures accordingly. The SOR process has markedly improved service delivery in several areas. In the waste management division, for example, the SOR revealed that adding eight positions would improve on-time waste collection and save the city \$50,000 (due partly to less need for overtime). The change has resulted in a 53 percent drop in worker's compensation costs and a 200 percent increase in yard-waste collection. In addition, vehicles are expected to last longer and need fewer repairs because drivers have more time to attend to their maintenance. Perhaps most important, waste collection is on time, which has improved customer satisfaction.

Ms. Williams also has made a number of changes to make city government more responsive to its citizenry. In 1999, she created the Citizen Call Center to accept and track reports about property maintenance and similar issues. Determined to get administrators out of the office and into the neighborhoods, Ms. Williams made every assistant manager and depart-

ment head an ambassador to a neighborhood at risk of deterioration. The 22 neighborhood ambassadors report regularly on the health, vitality, and trends in their neighborhoods, helping the city address problems and build bridges to the public.

Ms. Williams also is guiding Norfolk in a strategic housing initiative to meet each neighborhood's specific needs, from rehabilitating individual homes to developing neighborhood design policies.

In an effort to bring academic professionals closer to city government, Ms. Williams initiated the Teacher Excel program, whereby teachers join city departments during the summer to gain technological expertise they can take back to their classrooms. She also implemented an internship program for high school seniors to help them gain experience in government and an understanding of the services the city provides.

Ms. Williams is active on the national, state, and local level, furthering the aims of local government and the profession. She serves on the Old Dominion University Business Advisory Council and the Norfolk State University Foundation. She was appointed by Governor Warner to serve on his transition team and is currently serving on the Secure Virginia Panel, which was convened to advise the governor on homeland security and emergency preparedness.

A personable and principled consensus builder, Ms. Williams brings together the best minds and inspires them to craft a vision and strategies for reaching this vision. She leads by quiet example and embodies wisdom, good humor, and a humble devotion to service. ♣

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



ROBERT W. JEAN

Each year, ICMA presents the Award for Career Development to a corporate member who has made a significant contribution to the development of new talent in professional local government management. The award commemorates former ICMA President L. P. (Perry) Cookingham, who is credited with creating the local government internship. This year, ICMA presents the Career Development Award to Robert “Bob” Jean, city manager of University Place, Washington.

No matter how hard you try, you won't find a more proactive mentor or an individual who is more supportive of employees than Bob Jean. During his 20-year career as a city manager in six different cities, Mr. Jean has assisted at least 15

professionals in becoming local government managers, administrators, or assistants. He has helped them not only because of his devotion to his staff, but also because he feels it is his duty to the local government management profession to prepare the next generation of leaders.

Mr. Jean started his career in local government in 1974 as a budget analyst for the city of Seattle. At that time, he was unsure of where his career path would lead, but his career aspirations crystallized under the guidance of Al Locke (then city manager of Kirkland, Washington), whom he met at an ICMA conference. Mr. Locke recognized Mr. Jean's potential and encouraged him to apply for a manager position in small or mid-sized cities. When Mr. Jean became a city administrator for the first time in 1976, he too recognized the need for attracting new talent to the profession and building skills that are needed to manage a local government. He began mentoring new professionals almost right away.

In addition to recognizing the need for new talent, Mr. Jean provides great experiences for his employees. As city manager of University Place, Washington, Mr. Jean makes an appointment with each new city employee. He believes this helps him better understand his employees, their plans, and their abilities so that he can guide the organization to make the best use of employee skills and interests.

When the city faced layoffs due to a state voter initiative that cut a key revenue source, he made sure that city employees were kept informed early on of downsizing plans and processes. He also

worked with employees who were losing their jobs to make the transition as easy as possible. In the end, every employee who was laid off found an even better position elsewhere.

Over the years, Mr. Jean has continually provided opportunities for employees to excel, often helping them realize potential they did not know they had. He constantly looks for opportunities to give someone new a chance to try something new or take on additional responsibility, and he creates an environment in which people are encouraged to take risks. “Bob is a caring, yet hands-off mentor,” says Rob Karlinsey, assistant city manager for University Place. “He gives you quality assignments, lets you struggle through difficulties, and provides advice along the way.”

Mr. Jean's mentoring ability and reliable advice have become almost legendary in the state of Washington. John Spencer, a management analyst in University Place, says that when he was considering the city management profession, three different people in three different cities suggested that he talk to Bob Jean.

As president of the Washington City/County Management Association from 2001 to 2002, Mr. Jean has advanced WCMA's commitment to reaching out to and developing the next professional government managers.

Mr. Jean doesn't just talk the talk, he walks the walk. He models technical understanding of issues, sound decision-making skills, and ethical and professional behavior and expects his employees to follow in his footsteps. As a result, Mr. Jean has raised the bar for professionalism in local government for the next generation of managers. ♣

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



KENNETH J. FRITZ

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

Just a few years ago, responsibilities for the orientation and training of employees of the Village of Schaumburg, Illinois, fell to individual departments. This resulted in inconsistent professional development, considerable duplication of some training efforts, and a

complete lack in some much-needed areas.

The Schaumburg Institute for Professional Development, instituted in 1998, has changed the scope of training for government employees. This is a comprehensive in-service program for all municipal employees, regardless of whether they are full- or part-time. The result is a well-trained and highly effective workforce that is challenged to excel and provided with the tools to meet the challenge.

The Schaumburg Institute began as a series of required courses in basic customer service and sexual harassment designed to provide a village-wide, unified message. But the program soon expanded to include monthly new-employee orientation sessions and other courses, including a required communications course, required training in leadership and other issues for supervisors, and a host of other courses to meet the needs of specific job classifications. Elective courses were also added. Some of these courses are scheduled for a half day, rather than a full day, making it easier for employees to attend (and others in their work group to do without them) and reducing the amount of overtime required for attendance.

From the first month they are hired, employees are encouraged to increase their understanding of local government and nurture their skills. New hires participate in a new employee orientation program, which gives an overview of local government, each department and the services it provides, and employee benefits. New employees also are introduced to a wealth of training opportunities available

through the village, which boasts more than 150 classes on topics from computer applications to team building.

After completing the initial program requirements, employees create action plans that incorporate the basic skills they have learned. When they return to their work group, facilitators assist employees in working through issues and implementing action plans. To improve teamwork, work groups are often encouraged to attend classes together.

The Institute is successful in part because of the commitment of top management, including Village Manager Kenneth J. Fritz. Mr. Fritz played a key role in the establishment of the program and has offered consistent support as it has grown. His emphasis on teamwork has contributed not only to building individual skills but on finding ways to make work groups more effective. Scheduling is initially approved at the department level to allow departments to maintain control over their work flow and personnel. Mr. Fritz also has facilitated the involvement of employees, supervisors, and department directors in improving the training program and individual courses.

The Schaumburg Institute attempts to go beyond the goals of traditional training programs. It seeks not only to build skills needed on the job, but also to improve employee morale, build team spirit, and support efforts to improve customer service. Thanks to the inspired leadership of Mr. Fritz, the Schaumburg Institute has resulted in immeasurable benefits not only to village employees, but also to the citizens they serve. ♣

International Award in Memory of Orin F. Nolting



JOHN W. LAWTON

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

In the summer of 1999, John W. Lawton, city manager of Great Falls, Montana, received a call from ICMA inquiring whether he would be interested in participating in ICMA's Resource Cities Program. ICMA was looking for a U.S. city to match with the city of Naryn, Kyrgyzstan. That telephone call dramatically changed two local governments located on opposite sides of the globe.

Mr. Lawton not only convinced a doubtful staff and lukewarm governing body of the benefits of participating in the Resource Cities Program, he also opened the minds and hearts of Great Falls to a people as distant culturally as they are physically. Mr. Lawton became totally immersed in the prospect of making a difference in a city struggling with serious health and safety issues, high unemployment, and numerous social problems.

Despite the communication challenges fueled by geographical distance, economic vitality, and political outlook, the city of Great Falls made many strides in achieving the objectives of the Resource Cities Program: building the capacity of the local government, establishing and strengthening access to information and expertise, and accelerating the development process.

The tangible outcomes included the completion of a water supply plan, a wastewater treatment plan, and a multiyear solid waste collection and disposal plan. In a process unprecedented in most Kyrgyzstan communities, the plans were reviewed and discussed at an open meeting attended by 250 citizens. As part of the tasks outlined in the

plans, several open dumping sites in Naryn were cleaned up and replaced by centralized containers. Showing support for its new partner city, the community of Great Falls raised funds to purchase two garbage trucks to help Naryn's efforts.

In addition to the formal outcomes of the partnership, the relationship between Great Falls and Naryn led to other opportunities for members of the two communities, including a student exchange program between the University of Great Falls and the University of Naryn, ongoing correspondence between elementary school classrooms, and the invitation for Great Falls Symphony Chinook Winds Quartet to visit Naryn in 2003.

Local government professionals recognize that they learn from other communities. Mr. Lawton plans to continue his commitment to this ideal by accepting a six-week assignment in Kazakhstan. His curiosity and motivation to learn from others has enriched his leadership abilities, as well as those of the people he works with at home and halfway across the globe.

Mr. Lawton's leadership not only resulted in teaching the process of democratic government to the city of Naryn, it also fostered personal relationships built one person at a time. Cheryl L. Patton, assistant city manager of Great Falls, writes, "We learned that a smile means the same thing regardless of ethnicity or religion; that a joke can build bridges across language barriers; that a shared song or dance crosses all borders; and that human beings sharing this planet have more commonalities than differences." ♣

Award for Local Government Education



ANTHONY H. GRIFFIN

ICMA's Award for Local Government Education recognizes a local government professional, or an individual whose current primary vocation is academic, who has enhanced the understanding of local government for primary and secondary school students. This year, ICMA presents the award to Anthony H. Griffin, county executive of Fairfax County, Virginia.

Local government receives meager, if any, attention in most public schools. Almost all of the discussion of government structure and processes focus on the federal government; in some states, there may also be some discussion of how the state government operates. But the level of government closest to the citizens—the local government—

is virtually ignored. The result is an often apathetic citizenry with little understanding of local government and even less appreciation for the services it provides. Fairfax County Executive Anthony Griffin sought to change this.

The county of Fairfax and Fairfax County Public Schools joined in a pioneering partnership to develop “Closest to the People,” a program designed to educate young people—the county’s next generation of citizens—about their local government. In its first year (1999–2000), the partnership focused on developing a new curriculum for high school seniors aimed at helping them understand the link between local government and their everyday lives. The next year, the curriculum was expanded and adapted for middle school students. In addition, a junior from each of the county’s high schools was selected to participate in the pilot year of the new Youth Leadership Program (YLP).

Expanding on the idea behind the Closest to the People classroom study, the YLP is designed to take students from the classroom into county workplaces and the community, providing a unique opportunity to meet the people who influence policy, as well as to learn about the wide range of services that the county provides. As part of the one-year program, the county sponsors monthly activities, including seminars, workshops, and presentations by county staff, interactive lessons and debates, simulations, and tours of county facilities. Students learn about all aspects of county government and

the issues facing their community, from homelessness and affordable housing, to local government budgeting, to the judicial system and public safety. In addition, student participants are placed in a three-week summer internship with a county department or agency. They receive an \$800 stipend for the internship.

From its inception, Anthony Griffin has been deeply committed to the Closest to the People and the Youth Leadership Programs. He provided direction and support during the planning process and his active leadership and liaison with the school superintendent ensured that there is ongoing communication and commitment at the top levels of the partnering organizations, as well as within the county government. Mr. Griffin has not only encouraged government agencies to sponsor an intern, he has set an example by sponsoring two interns himself. In addition, he participates in some of the student activities, stressing the importance of public service for both citizens and government personnel.

Student evaluations indicate that the program is making a difference. The first YLP graduates spoke in glowing terms about the experiences they had, the people they met, and the things they learned. But it is the future cities, counties, and communities that are the real beneficiaries of the program. In educating future citizens about how government works and the critical role played by citizens, the Closest to the People curriculum and the Youth Leadership Program are helping to forge a better future. ♣

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



J. ROLANDO BONO

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. This year, J. Rolando Bono, deputy city manager of San Antonio, Texas, is one of two recipients of the Assistant Excellence in Leadership Award.

Every organization wants a “go to” person: someone with negotiating skills, an ability to troubleshoot, and a multidisciplinary approach to problem solving. Someone who appreciates technology and how it should—and should not—be used to enhance efficiency, productivity,

and effectiveness. Someone who has a sincere interest in the professional development of staff and the ability to motivate others.

Someone like J. Rolando Bono.

Since joining the city of San Antonio as assistant to the city manager in 1977, Mr. Bono has been promoted to assistant city manager in 1980 and to deputy city manager in 2001. There are few departments he hasn't supervised during his 24-year tenure. Between 1991 and 1998, he had day-to-day operational oversight over the entire city organization. He currently has direct or indirect oversight of a number of key departments, including police, fire/EMS, emergency management, parks and recreation, environmental services, and housing and community development. He also provides staff support for the city council and its committees, and serves as acting manager in the city manager's absence.

In August 2000, Mr. Bono began the process of developing the Council Action Team (CAT), a new program designed to address council members' concerns about service delivery and accountability. Made up of five talented individuals who had exhibited exceptional customer service skills and a broad knowledge of interdepartmental skills, CAT aims to facilitate communications between neighborhood groups and city departments. Team members respond to calls from citizens, attend neighborhood association meetings, and take proactive steps to anticipate and resolve problems.

Rather than holed up in a city office, CAT members spend most of their time in the neighborhoods they serve. Cruising the neighborhoods in city vehicles and armed with cell phones, wireless laptop computers, PDA's, alpha-pagers,

and digital cameras, the CAT team reports on problems regarding traffic signs and signals, graffiti, dead animals, potholes, code compliance, and a host of other issues that affect community quality of life.

Mr. Bono's accomplishments go beyond his work with the city government. His commitment to the community he serves translates into ongoing volunteer work with a number of community organizations. In 1979, he played a key role in establishing the Urban Management Assistants of South Texas (UMAST), which continues to provide educational opportunities for professionals in local government and to assist them in the pursuit of their career goals.

Mr. Bono also has served in a number of leadership positions at ICMA, the Texas City Management Association, and other professional associations.

Today, Mr. Bono continues to perform his duties with distinction and professionalism. When the federal government closed Kelly Air Force Base, Mr. Bono played a key role, successfully overseeing the transition of the base into a new, private-sector “multimodal” distribution and industrial center. He also has been instrumental in improving emergency preparedness and response, a particularly daunting responsibility in the aftermath of September 11 and subsequent reports about San Antonio's vulnerability to terrorism.

Mr. Bono has been recognized numerous times over the years for his achievements. Most notably, he has received the San Antonio Start Award for his dedication to customer service and the 1997 UMAST Public Service Award. The 2002 Assistant Excellence in Leadership Award can now be counted among his long list of honors. ♣

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



DEE F. BRUEMMER

ICMA's Assistant Excellence in Leadership Award, which commemorates former ICMA President Buford M. Watson, Jr., is presented to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head. Another Assistant Excellence in Leadership Award in Memory of Buford M. Watson, Jr., goes to Dee F. Bruemmer, assistant city administrator of Davenport, Iowa.

Mightier than the Mississippi. You would think that would be enough to secure the ICMA Assistant Excellence in Leadership Award for Dee Bruemmer. But holding back

the most powerful natural force on the continent in the spring of 2001 is just one of a myriad of reasons why Ms. Bruemmer deserves recognition. A mainstay of Davenport city government for 20 years, Ms. Bruemmer's stellar performance during the flood of 2001 was in reality a drop in a bucket overflowing with professional achievement.

Dee Bruemmer (then Fischer) joined the city of Davenport in 1981 as the administrative assistant to the city administrator. From the start, her extraordinary competency and personal commitment to the highest ideals of governance marked her for a distinguished record of public service.

Through her two decades with Davenport, Ms. Bruemmer rose through the ranks, serving as acting city administrator twice and acting in two positions at once several times. In January 1994, she was tasked with leading the consolidation of nine divisions into a reorganized department of public works, putting her at the helm of a 300+ person department even as she retained all her duties as assistant city administrator.

She was still serving in this dual role when one of the worst floods on record threatened the community of Davenport in May 2001. With a vacancy in the city administrator position, Ms. Bruemmer led Davenport's response. For 35 days, Ms. Bruemmer headed the city's emergency plan, coordinating work among the National Guard, the U.S. Army Corps of Engineers, and several city departments. Armed with years of experience and a purposeful style, she seemed always to be several steps ahead of the river to hold it at bay. She worked with

volunteers sandbagging at night and met with high-level federal officials during the day. One local newspaper account described her role: "She walked the dikes, logged long, weary days and served as the city's spokeswoman, both inside and out, appearing on all the major television networks and in major newspapers across the nation."¹

As the flood subsided, Ms. Bruemmer almost immediately began an extensive review of the city's preparedness and response in an effort to be even better prepared the next time the river rises.

During her 20 years with Davenport, Ms. Bruemmer has navigated the politics of the city and community through five city administrators, 57 aldermen and mayors, and hundreds of employees. Even while doing double duty, she has excelled. Knowledgeable; focused; determined; creative; energetic; visionary: Regardless of who is writing about her, these are the terms they use. "She is a public servant extraordinaire," says the former Davenport library director. "She's selfless. She puts herself out there, on the line. She has the good of the city of Davenport at heart."²

In 1981, in response to a questionnaire the city used as part of its recruitment process, Ms. Bruemmer wrote that she was interested in moving to Davenport because "it would be a place to be proud to be from." Through two decades of selfless dedication, Dee Bruemmer has made Davenport just that kind of place. ♣

¹ Alma Gaul, "Doing the Public's Work," *Quad City Times*, May 16, 2001

² Quoted in Alma Gaul, *ibid.*

Academic Award in Memory of Stephen B. Sweeney



DR. MICHAEL E. OROK

The Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year's award is presented to Dr. Michael E. Orok, chairman of the Department of History, Political Science and Public Administration, Albany State University, Albany, Georgia.

When Dr. Michael E. Orok accepted a job as associate professor of public administration at Albany State University in 1991, the MPA program had just two faculty members and fewer than 20 students. Furthermore, the entire state of Georgia had only two chapters of the American Society of Public Administration (ASPA). Believing

that such association was a critical element of effective education, Dr. Orok began making connections with others in the southwestern part of the state. Within a year, he had founded the Southwest Georgia Chapter of ASPA and has remained president since its inception.

Dr. Orok has played a critical role in expanding the size and stature of the Master of Public Administration program at Albany State University. In large part because of his commitment to public management and to the university, Albany State's MPA program today boasts six faculty members and nearly 130 students.

Dr. Orok gives the students in his classes an excellent springboard for positions in federal, state, and local government, as well as in the private sector. His effectiveness as a professor derives in part from his dual erudition in public administration (in which he holds a master's degree) and political science (in which he has a Ph.D.), as well as superb teaching skills. The courses he teaches—whether an advanced graduate course in budgeting and finance or an introductory American government class for undergraduates—are comprehensive in both content and approach.

Dr. Orok believes in the ability of each student to excel; he drives students to develop critical thinking skills by linking theory to real-world examples. To accomplish this, he makes extensive use of case studies and analysis and often seeks out the practitioner's point of view to shed light on controversial issues or bring added

depth to an otherwise dry discussion.

As part of this learning process, Dr. Orok encourages students to learn directly from practitioners by participating in professional development opportunities and attending conferences. His students are seen regularly at professional conferences, contributing to a renewed interest among Georgia students about careers in public administration and public service.

In an annual evaluation process in which students are asked to rate professors' performance according to their expertise, motivation of students, teaching techniques, relations with students, testing and grading, fulfillment of responsibilities, and overall effectiveness, students consistently rate Dr. Orok highly: His average overall rating by students on a scale of 1 to 5 is 4.9. In 1999 he was named Albany State University's Teacher of the Year.

Dr. Orok has also been recognized by his peers. He became director of the Master of Public Administration program in 1999 and chairman of the Department of History, Political Science and Public Administration the following year. In April 2000, ASPA admitted Dr. Orok into its Hall of Champions in recognition of his work.

Despite these accolades, Dr. Orok continues to look for ways to improve his courses and strengthen the learning experiences of students. This ongoing commitment to his students has enriched not only his students, but also the local government profession and the communities it serves. ♣

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



MICHAEL LLEWELLYN-SMITH

ICMA's Program Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the first of two awards in the 50,000-and-under population category to Prospect, South Australia, and City Manager Michael Llewellyn-Smith for the city's mental health program.

One in five Australians has a diagnosable disorder such as schizophrenia or depression, and this number doesn't account for the thousands more with minor mental health problems. This reality, coupled with

growing demand, limited resources, and the increasing difficulty for those who most need assistance to access the care they needed, was the hurdle facing the city of Prospect, South Australia. The city's mental health program aims to address this global issue at the local level.

From its inception in June 2000, Prospect's mental health program has garnered high praise as an innovative and effective means of addressing mental health issues in the community. Program participants, local businesses, government agencies, and community organizations have all embraced the program.

Prospect's mental health program targets *all* residents, not just those with previously recognized mental health issues. The program is designed to provide easy access to information about mental health issues and to prevent future problems. Program activities encourage and support social and recreational opportunities for socially isolated residents with mental health problems, thereby fostering self-confidence and a stronger sense of belonging to the community.

The elements of the program include: sessions and workshops on specific mental health issues, such as depression management, which are open to the community; health promotion activities and displays at the Prospect Library and a local shopping center; games night, a regular event targeted toward mentally ill and socially isolated residents, held in conjunction with the local community center; and "Living It Up!," a series of social and recreational activities targeted toward

residents with mental health problems.

All activities are free to participants, and transportation is provided for those who need it. Furthermore, program activities take place in conveniently located venues that are unconnected to clinically oriented services. This helps to overcome the stigma that is often associated with mental illness and helps people feel more comfortable in addressing issues.

During the six-month pilot in 2000, the program attracted more than 200 participants—three times more than the targeted number. To date, more than 750 residents have participated in the city's mental health activities, and attendance continues to grow. Additional residents have been reached through promotional materials and displays at local shops and facilities. Through exposure to those who have mental illnesses, the local community—including organizations and businesses located in the area—is more aware of mental health issues.

Most importantly, however, the program has helped local residents feel that they are a part of the community. It has provided them with the knowledge, skills, and opportunities to enhance their mental well-being. In providing an array of educational and social opportunities, Prospect's mental health program has reached out into the community to help not only those with a diagnosed mental health illness but those who are at risk of suffering from depression or isolation in the future. The city has succeeded in proving that old adage: an ounce of prevention is worth a pound of cure. ♣

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



ELLEN S. POSIVACH

ICMA's Program Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. Another award for Programs for the Disadvantaged in Memory of Carolyn Keane goes to Tarpon Springs, Florida, and City Manager Ellen S. Posivach for the Gro Group Project.

Over a decade ago, the Pinellas County Schools embarked on a concerted effort to teach basic life skills to its developmentally disabled students. It quickly became apparent, however, that these special students needed more to enrich their lives than the traditional life-skills training found in many communities. In an effort to expand the program and to ensure the skills taught were what was in fact needed, the school board partnered with the city of Tarpon

Springs, giving birth to Gro Group.

Gro Group works in conjunction with the Florida Native Plant Society to provide developmentally disabled adults with a unique opportunity to learn horticultural skills, as well as social and interpersonal skills.

The vocational curriculum provides hands-on training in propagation, landscape design, and nursery operations. The nursery and garden center is open to the public two afternoons a week. Gro Group strives to make the program an outdoor classroom, where children and adults from the community can get to know disabled people while they learn about horticulture. The student participants benefit from the unique opportunity for interaction with a wide range of people, building necessary socialization skills. As participants work as a team to complete landscaping projects and operate the nursery, they learn to take pride in themselves and their abilities.

The program serves approximately 20 students at a time, and the students move at their own pace based on their abilities. One of the program's goals is to increase the services of the nursery so that it can become a real employment setting for some of its students.

Gro Group succeeds, in part, through a combination of paid employees (provided by the school board) and volunteers. The city of Tarpon Springs provides the site for nursery operations and classroom space at its new community center and gymnasium. In addition, the city provides the telephone and utili-

ties, chemicals, pesticides, grounds and building maintenance, assistance from parks and maintenance personnel as needed, and a service and supply budget for horticultural materials. In return, the Gro Group students care for planting beds around public buildings and in public parks.

The Gro Group also works with "Cops & Kids," a city outreach program for disadvantaged youth. The two groups join forces each year to host a joint Christmas celebration for participants in both programs. A toy drive enables Santa to present personalized Christmas gifts to each of the 200 or so participants.

While legislative funding for similar programs has declined since the mid-1990s, the Gro Group has survived in large part due to its long-term partnership with the city government. The shared vision of the city and school district translates to a better life for Tarpon Springs's developmentally disabled residents. It goes beyond teaching basic life skills to enhancing quality of life for the developmentally disabled adults who live in the community. ♣

Participants in the city of Tarpon Springs
Gro Group Program



Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF GREATER THAN 50,000



MICHAEL WILKES

ICMA's Program Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the Award for Programs for the Disadvantaged in the greater-than-50,000 category to Olathe, Kansas, and City Manager Michael Wilkes for Camp Rolling Along.

Children with significant disabilities are often limited when it comes to social and recreational opportunities, forcing them to stay at home when they are not in school. Olathe, Kansas's Camp Rolling Along was designed to

expand the world of these children, providing them with an opportunity to participate in a day camp like their peers and offering parents and other caretakers a much-needed respite.

In implementing this vision, the city faced several major obstacles. Perhaps most obvious was the need to find a campsite that was fully accessible to people in wheelchairs. The city also needed specialized transportation to get children to and from camp and off-site activities, equipment such as lifts to move campers in and out of the pool, and other specially adapted equipment. In addition, the city needed to gain the trust of parents whose children often have "high-risk" medical conditions and who are unaccustomed to having their children participate in activities outside of school.

The city, the Olathe District Schools, various community agencies, and parents of potential campers met for over a year to work on a plan to overcome these challenges. The Olathe School District agreed to provide the Hartland Learning Center as a site for the camp and waived building rental fees. The center had some of the necessary equipment, and the school district agreed to provide the rest, giving city staff access to such equipment as needed. Social workers from the Olathe School District and city recreation staff held meetings throughout the school year with prospective parents to answer their questions and address their concerns. As parents expressed concerns about their children's medical conditions, the city of Olathe agreed to hire a registered nurse for all camp sessions.

Both the city and the school district recruited camp staff. The city then engaged the American Red Cross, local physical and occupational therapists, and behavior management specialists to train the new hires on feeding procedures, lifting, use of adaptive devices, and related issues. In addition, local junior high and high school youths were recruited as "inclusion companions" for the campers. Their role was to participate in activities with the campers and to be positive role models.

The city of Olathe uses Community Development Block Grants (CDBG) to make recreation programs available to low- and moderate-income families. CDBG covers up to 75 percent of the program fees for qualifying individuals. Additional funds were raised for campers who cannot afford the remaining cost.

Camp Rolling Along opened its doors in June 2000. Two sessions are scheduled for each summer. Campers enjoy swimming, gym activities, bowling, cooking, t-shirt design, and holiday crafts. The sessions have been filled to capacity, and parents have requested increased hours, additional camp days, and more sessions.

Program evaluations from campers and parents have documented the success of the program. Noting the goal of providing parents with relief from the time-consuming job as primary caregivers, one parent wrote, "This is the first time in as long as I can remember that I have had some time for myself." Another parent wrote, "This is the first time my son has ever been able to go to camp like his sisters. Camp Rolling Along has been one of his best experiences, ever." ♣

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

POPULATIONS OF 50,000 AND UNDER



GERALD S. KEMPEN

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the award in the 50,000-and-under population category to Orono, Maine, and Town Manager Gerald S. Kempen for the Green Halloween House of Safety.

Nationally, the number of fatal accidents and injuries to children increases on Halloween. What once was a night where children dressed in costume to surprise their neighbors, has grown into a national night where millions of children with masks covering their faces, hurry from house to house, often forgetting what they have learned about crossing streets or talking to strangers. Halloween has become a parent's nightmare.

In an effort to reduce the number of accident victims, communities have encouraged children to go trick or treating earlier in the evening when it is still light or focus on teaching them safety measures. While this has worked in some communities, the town of Orono, Maine, wanted to take a different approach: it decided to bring the children to a central location where they could enjoy Halloween in a safe environment. The Orono Halloween House of Safety was born.

On Halloween, the town reserves the high school auditorium, and 16 different town agencies and community nonprofit organizations construct booths in the gymnasium. Children participating in the Halloween festivities are given a card with 16 squares and told to visit each of the booths. At each booth the children are asked two safety-related questions. Children who answer correctly receive a treat; those who don't are helped by the person staffing the booth in working out the answer. Each booth is unique, all the questions are different, and treats and candies are plentiful.

The person staffing the booth also stamps the child's card. When the card has all 16 stamps, the child puts his or her name on it and enters into a drawing. As children who have completed the tour

of booths wait for the drawing to take place, they can play games, ride on several amusement rides, or watch the clowns and other entertainers.

The Halloween House of Safety has been in operation for 10 years. At first, it attracted just a couple of hundred parents and children. Today, it has grown to an event that attracts over 1,300 people from Orono and surrounding communities. The program costs little to implement, with most of the work done by volunteers, and the prizes for the drawing and amusement rides are donated by local businesses.

In the Halloween House of Safety, the town of Orono has found a way for children to celebrate Halloween in a fun, safe way. Hundreds of children are kept off the streets, and there have been no Halloween-related accidents since the inception of the program. Moreover, participating children learn valuable safety tips that carry on beyond Halloween night.

The exact number of children who have been kept safe through the program's efforts will probably never be known. But the fact that there have been no Halloween-related injuries or deaths since the program began makes the time spent by the dozens of volunteers who make the program work worthwhile. ♣

Kids and adults in Orono, Maine, enjoy a safe Halloween at the High School Gym.



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

POPULATIONS OF GREATER THAN 50,000



MELVIN L. WALDROP

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents two Public Safety Program Excellence Awards in the greater-than-50,000 population category. The first goes to the city of Macon, Georgia, and City Administrator Melvin L. Waldrop for its innovative door-to-door smoke detector program.

The dramatic and often tragic results of a fire are felt throughout an entire community. The loss and devastation are represented not only in dollars, but also in the eyes of those who have lost a loved one. Too often, a nonfunctioning smoke detector or the complete lack of a smoke detector is to blame for

death or injury. The elderly, children, and low-income families are among the populations most at risk.

In just three years, several deaths and numerous injuries occurred due to fire in the city of Macon and in Macon and Bibb counties in Georgia. The Macon-Bibb Fire Department vowed to do whatever it could to reduce these numbers. Recognizing the role that working smoke detectors play in saving lives, the department wanted to ensure that every person in the community had access to working smoke detectors and knew how to use them.

In the fall of 2000, the Macon-Bibb Fire Department implemented the "Wake Up Call" campaign. Firefighters from all 18 fire stations systematically went door to door in the neighborhoods of their districts, visiting residents to share fire prevention literature, and offering to install the smoke detectors. In addition, residents were given the option of having the fire department paint their house number on their house, making it easier to see for emergency personnel in times of emergency.

In today's tight financial climate, including free smoke detectors in the fire department's operating budget would be hard to defend, even given the past injuries and deaths. After purchasing uniforms, supplies, and half-a-million-dollar fire trucks, there isn't much money left for fire departments to purchase anything else. However, through extensive fund-raising efforts, from a "Peanuts for Smoke Detectors" sale to the Miss Fire Safety Pageant for sixth-grade students, the program raises about \$8,000 annually. The program is also the beneficiary of a number of private donations and grants from a variety of local and national organizations. As a result, the depart-

ment has been able to pay for smoke detectors without having to divert any money from its own budget.

But the main element that led to the program's success is the commitment of sworn and non-sworn personnel at all levels of the fire department, and the support of the mayor of Macon and the city administrator. Since the program began in late 2000, firefighters have shared fire safety information with more 20,000 residences, installed more than 2,000 smoke detectors, and painted house numbers on more than 100 residences. Although the most important figure—the number of lives saved—will never be known, city and county officials and firefighters know that such benefits can never be quantified. ♣

Firefighters from the Macon-Bibb Fire Department stress the importance of fire safety.



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

POPULATIONS OF GREATER THAN 50,000



MICHAEL T. HUTCHINSON

ICMA's Public Safety Program Excellence Award, established in memory of Philadelphia firefighter William H. Hansell, Sr., and his wife Alice, is awarded to a local government and its chief administrator for the most creative public safety program. This year, ICMA presents the Public Safety Program Excellence Award in the greater-than-50,000 population category to Mesa, Arizona, and City Manager Michael T. Hutchinson for Mesa's Center Against Family Violence.

Over the last 25 years, the problems of child, spouse, and elder abuse have emerged as major social issues, adversely impacting millions of Americans. According to national statistics, violence occurs in 25–60 percent of all families. Often those suffering abuse are “revictimized” by an investigative process that has little regard for the emotional toll such abuse takes. Victims are typically interviewed by several different agencies, at several

different times and many have to submit to more than one medical exam because the first is inadequate. Some victims wait for hours for interviews and exams in unfriendly, “suspect-oriented” police interrogation rooms. In many communities, weeks go by before the county attorney’s office is able to review the case, which seems like years to those who are directly affected.

In an effort to address these problems, the city of Mesa, Arizona, established the Center Against Family Violence in the fall of 1994. The city leased a 14,000-square-foot office building in the downtown area, just four blocks from the main police station. The center brought together, under one roof, city, county, state, and non-profit agencies to provide medical examination, prosecutors, and social services. The Center’s collaborative venture allows it to provide coordinated investigative methods and intervention treatment to victims of sexual abuse, domestic violence, child abuse, and other forms of family violence.

This collaborative, insightful, “victim-friendly” approach aims to make the process of reporting abuse as comfortable as possible. The Center also addresses the low conviction rates associated with domestic crimes, thwarting acceptance of family violence as a community norm.

Since the Center opened, the turndown rate of requests for prosecution has dropped from nearly 57 percent to 18 percent. The Center also has contributed to a shorter investigative process—from an average of 12 hours over many days and weeks to just 4 or 5 hours. Statistics indicate that the Mesa Police Department is experiencing a reduction in domestic violence calls even as the population is growing, and city officials give much of the credit to the work of the Center Against Family Violence.

While these results are impressive, the Center has continued to look for opportunities to improve service delivery. It has added new services for victims, offering advocacy with mental health professionals, legal advocates, crisis and short-term counseling, victim notification services, and support groups. The Center also has expanded to provide services to several neighboring communities. As a result, the number of case-loads handled by the Center has increased from 1,460 in 1997 to over 2,800 per year today.

The Center has become known for its cooperative funding of services, grant collaborations, and the reduction of duplicative efforts in programs. Saving public funds through efficiencies brought about by coordinating staff time, travel, equipment, and office space is one of the things good government is all about. Protecting and improving the quality of life for its citizens—including victims of family violence—is another. The city of Mesa’s Center Against Family Violence simultaneously accomplishes these critical objectives. ✦

Inside the city of Mesa’s Center Against Family Violence.



Program Excellence Award for Citizen Involvement

POPULATIONS OF 50,000 AND UNDER



MICHAEL A. SCHOEDEL

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (non-student) citizenship education. This year, ICMA presents the award in the 50,000-and-under population category to Richmond Heights, Missouri, and City Manager Michael A. Schoedel for the city's parks and recreation program.

The quality of housing, schools, and critical services that are provided by a municipal government are important to citizens, but easily accessible and comprehensive recreational facilities and programs often makes the difference between a livable community and a truly great place to call home. Richmond

Heights, Missouri, took a survey of its citizens and found a desire for more parks and recreational programs. The city responded to its citizens through a program called THE HEIGHTS: the Richmond Heights Community Center and Memorial Library.

The project began in early 1997 with the formation of the Citizens for Recreation Committee, which worked to inform the citizens of Richmond Heights about the benefits of the proposed programs. Consequently, when it came time to vote on a sales tax increase that would go directly to the program's development, voters approved the measure by an overwhelming 85 percent.

After the funding was approved, the process included many opportunities to gather citizen input. Supporters were often seen sporting bright-red lapel buttons that read "Meet me at the community center."

Council members also hosted informal meetings in their respective districts where they answered questions and solicited input through a "sticky dot" exercise. In this exercise, a collection of photos was used to illustrate various styles of architecture, amenities, and activities. Residents were given an envelope containing various colors and sizes of self-adhesive dots which they used to show the options they supported. The results of the sticky-dot exercise and ongoing information articles were shared with residents in the city's newsletter.

Residents were also asked questions about facility operations—most specifically, whether or not they supported allowing nonresidents to use the facility and what rate structures they believed would be fair to apply to them. This later became a key part of the success of THE HEIGHTS, as the city worked out mutually beneficial rate agreements with several neighboring communities.

As the grand opening date neared, the city asked residents to select from one of three designs for the facility's logo. To encourage participation, residents who responded were automatically entered into a drawing for three unique opportunities: (1) to be the first person to dribble a ball on the new basketball court, (2) to be the first to use the waterslide in the new pool, and (3) to receive the first library card bearing the new logo. The recipients were introduced at the ribbon-cutting ceremony and received commemorative gifts before going to take advantage of the opportunities they had won.

The city's outreach to the community has ensured that the completed facility meets the needs and preferences of Richmond Heights residents. THE HEIGHTS has a colorful water park, sauna, and steam room; a two-court gymnasium surrounded by a suspended jogging track; and a 64,000-square-foot fitness area. The 73,000-square-foot structure houses a lounge for seniors and four multipurpose rooms that can be used individually or in combinations for banquets, receptions, classes, health fairs, and other gatherings. As part of the complex, the Richmond Heights Memorial Library has a 13,000-square-foot, state-of-the-art facility.

Could the city's leaders have done this without input from residents? Probably. But it is highly unlikely that their efforts would have been able to replicate the sense of ownership and pride that residents have for their new facility. ♣

The grand-opening of the Richmond Heights Community Center and Memorial Library.



Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



REGINA V. K. WILLIAMS

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (non-student) citizenship education. This year, ICMA awards two Program Excellence Awards for Citizen Involvement in the greater-than-50,000 population category. The first goes to Norfolk, Virginia, and City Manager Regina V. K. Williams for the Neighborhood Leadership Institute.

As the new millennium beckoned, the city of Norfolk, Virginia, was grappling with a difficult issue: citizen apathy. How could it better engage residents in city governance? What could be done to equip citizens with the tools they need to change their neighbor-

hoods? What could the city do to help build leadership within the community?

In 1999, the Norfolk Neighborhood Leadership Institute was started to create opportunities for citizens to learn the skills they need to bring about change in their neighborhoods. It is founded on the principle that one of the best ways to bring about change is to empower neighborhoods to solve problems on their own and to work together to solve problems in the larger community.

The Neighborhood Leadership Institute was one of the first components of the Department of Neighborhood and Leisure Services' Neighborhood University, a series of classes and programs designed to provide top-quality training to local residents to improve the condition of neighborhood housing, the vitality of neighborhood organizations, and overall quality of life.

The Neighborhood Leadership Institute is held each spring and fall and over the 11 weeks of the program, participants learn about a range of issues, from the history of Norfolk's neighborhoods, to how the city budget is prepared, to neighborhood planning. To give participants insight into the local governing process, the class also requires each participant to attend at least one city council, board, or commission meeting. Participants receive a certificate of completion and continuing education credits from Tidewater Community College.

The Institute's sessions are free and open to all Norfolk residents. The highly interactive sessions are limited to 30 participants each and are designed to build the leadership skills necessary to effect change in Norfolk's neighborhoods. City leaders and staff are present at each session to help facilitate.

Since its inception, the Institute has graduated 158 residents repre-

senting 74 neighborhoods. As a result, the city has a talented pool of residents who are eager to become more involved with governance. Graduates have built a strong network, forming an association to continue to foster ideas for resident involvement and solutions to common problems. They have also taken back to their neighborhoods the knowledge and skills they've learned, extending the citizen outreach process even further. As more and more citizens are showing an interest in the Leadership Institute, the city is planning to expand the program by offering new courses and topics.

Norfolk's Neighborhood Leadership Institute has shown that it is possible to build bridges with citizens in an effort to effect change. As one participant stated, "We have to come together and work with the city. Change is successful only when we work together." ♣

Neighborhood Leadership Institute participants meet to work through an issue in their community.



Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



GAIL STEPHENS

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (non-student) citizenship education. A second Program Excellence Award for Citizen Involvement in the greater-than-50,000 population category is awarded to Winnipeg, Manitoba, Canada, and Chief Administrative Officer Gail Stephens for the Provencher Bridges Project.

better project for the citizens served.

The project originated when the city determined that it needed to replace the Provencher Bridge, a bridge located in downtown Winnipeg that was built in 1918. In 1998, a project advisory committee (PAC), made up of representatives of various sectors of the community that would be affected by the bridge was formed and asked to maintain communication with their constituencies to disseminate project information and bring forward their views. The public consultation process was then launched publicly with media releases and a newsletter.

In the fall of 1998, the collaborative planning process began, focusing on developing a common knowledge base regarding issues such as the bridge's structural condition and historical value, surrounding land use and development plans, traffic planning data, and special interest needs.

Once the groundwork was laid, PAC next focused on developing broad-ranging project goals. After consulting with their constituencies, PAC members generated eight possible bridge alternatives that could be divided into three categories: (1) restoring the old bridge; (2) restoring the old bridge and building a new span; or (3) replacing the old bridge with a new one. After a technical analysis of these alternatives was conducted, the PAC evaluated the strengths and weaknesses of each

option by comparing them to the project goals.

The four bridge alternatives that the PAC decided were most viable were then presented to the general public for input. From this, a comprehensive public-opinion survey collected and analyzed preferences among different sectors of the community and the reasons for these preferences.

The PAC considered the feedback and reached consensus on an alternative: to replace the old bridge with two "paired bridges," one primarily for vehicles and commuter cyclists and another exclusively for pedestrian and recreational users.

At the outset of the Provencher Bridges public consultation process, there was significant uneasiness among stakeholders about whether the process would work. Could such diverse groups come to a consensus regarding the bridge?

In the end, the stakeholders most directly affected by and interested in the project succeeded in reaching unanimous agreement on the future of the bridge. Several elements contributed to this success, including the inclusive manner in which the process was handled, that each of the affected parties had representation, that communication was consistent and ongoing, and, above all, the city trusted that the public consultation process, although it might not be easy, was the best way to ensure that the bridge would reflect the needs and desires of citizens. ♣

The city of Winnipeg's Provencher Bridges.

A comprehensive public consultation process does not make planning a project any easier. Nor does it make it less expensive. Yet, as Winnipeg, Manitoba's experience in planning and building the Provencher Bridges demonstrates, public consultation does result in a



Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



BRADFORD J. TOWNSEND

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes a local government that has successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year, the award in the 50,000-and-under population category goes to the city of Wood Dale, Illinois, and City Manager Bradford J. Townsend for the city's strategic planning and management initiative.

In the mid-1990s, the city of Wood Dale, Illinois, was in a state of near chaos. The council had hired and fired two city managers in less than three years, and the search for a new manager was put on hold as a bitter election for mayor, city clerk, and several aldermen heated up. When the election resulted in an alderman with only two years of experience on the council beating out the 20-year incumbent mayor, a legal dispute ensued over when the

incumbent would turn over the office to the new mayor. There was still further disagreement over who would fill the new mayor's former seat on the council. All the upheaval and gridlock created a tense, disruptive work environment for city staff. However, it also provided an opportunity for a new beginning.

When the city council resumed looking for a new manager, it reached consensus on two basic issues: First, the council expressed its commitment to the council-manager plan. Second, it committed itself to a more deliberative and participative way of doing business—one that it promised would lead to improvements within the community. With help from a search consultant, the council looked for a manager who would be able to help the council implement strategic planning and strategic management processes.

Upon taking over as city manager, Bradford J. Townsend set strategic planning as his top priority and asked the council to commit to the process for at least two years. The manager and the council worked together to define and prioritize the city's needs. To help guide the decision-making process, they also developed vision, values, council mission, and management mission statements. The council and manager used this information to develop a three-year strategic plan, covering 1997 to 1999.

Over the three years, the council and manager met three times a year to review policy issues and administrative actions. The strategic plan made it possible to review results by level or year, the policy priority success rate, and the administrative policy success rate. Mr. Townsend worked with staff to align departmental goals with the strategic plan and implemented an employee appraisal system that included assessment categories and objectives that were consistent

with departmental goals and the strategic plan.

In 1999, the council and staff developed a second, bolder strategic plan for 2000–2002, one that took into account citizen input. Where the first strategic plan primarily addressed basic operational issues and infrastructure needs, the 2000–2002 plan called for community enhancements that would require major state and federal funding. The strategic plan called for a new town center, a bicycle/pedestrian trail system, landscape beautification, and preliminary community redevelopment planning.

The city's strategic planning process has become the new way of doing business in Wood Dale. The government continues to look for opportunities to build on its positive experience. In 2002, for example, participants at the strategic planning sessions expanded beyond the council and staff to include plan commissioners and the general public. The strategic planning process and the resulting plans have given community leaders a powerful tool for determining priorities and evaluating progress toward stated goals. ♣

One of the many meetings that helped Wood Dale, Illinois, get its strategic planning and management initiative off the ground.



Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF GREATER THAN 50,000



GEORGE E. WALLACE

The Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category goes to the city of Hampton, Virginia, and City Manager George E. Wallace for the city's 311 Customer Call Center.

In a world where business can be conducted 24 hours a day, local governments continue to operate primarily on a 9 to 5 schedule. As a result, citizens often have to take time off from work to access services or do business with the city. Moreover, in many communities, residents have to search the phone book to try to find the number for the right department, only to be transferred several times before reaching someone who can assist them. When residents of Hampton, Virginia, expressed their dissatisfaction with such issues, the city found an innovative way to respond: a 311 Customer Call Center.

The 311 Customer Call Center provides one easy-to-remember telephone number that Hampton residents can call to find answers to their questions. It is staffed 24 hours a day, seven days a week. Residents simply dial 3-1-1 to reach a friendly, helpful city employee who is charged with meeting their (non-emergency) needs, from reporting a missed trash collection to answering questions about the city budget. The 311 slogan, "Just one call does it all," greatly enhances perceptions of customer convenience and the city's responsiveness to residents. The goal is to break down traditional boundaries between governmental units, departments, and agencies to provide "seamless government" to all residents.

The 311 Customer Call Center is vital to the city's overall strategy to provide a comprehensive, integrated approach to customer service. In addition to increasing customer satisfaction with the convenience and ease of interacting with city services, the call center is charged with decreasing the amount of time it takes to complete transactions for each process or service.

In 2000—its first year of operations—the call center responded to over 221,000 calls; the next year the number had increased to over 237,000 calls. Approximately 17–20 percent of the calls occur on evenings and weekends, confirming the need to provide service at these times. In ongoing satisfaction surveys of callers, 93 percent of people report that the service they had received to be *very good* or *excellent*, and over 72 percent reported that their impression of city services had improved.

The 311 Call Center has also had a positive impact on the government organization. It has improved emergency communications by reducing by 98 percent the number of public works emergency

calls to 911. Furthermore, a 911 operator no longer needs to spend time researching where a misdirected informational call needs to go; the operator immediately connects the caller to 311 and goes back to what he or she does best—handling public safety emergencies.

Everyone wants to provide better customer service to residents. The question becomes how to do so without adding dozens of staff or tremendous expense. The city of Hampton has shown that even in today's fiscally limited world, it is not only possible; it is a reality. ♣

Staff members of the city of Hampton serving city residents at the 311 Call Center.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF 50,000 AND UNDER



JOHN E. MOORE



ROBERT A. STALZER

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year's award in the 50,000-and-under category goes to Herndon, Virginia, and Town Manager John E. Moore, as well as former Town Manager Robert A. Stalzer (now Deputy County Executive, Fairfax County), for Herndon's Neighborhood Resource Center.

Encompassing less than five square miles, the town of Herndon, Virginia, is the fifth most densely populated community in the state. A variety of residential properties were built in the 1970s to accommodate the town's tremendous growth but 30 years later, these once-modern housing units began showing significant physical deterioration. The town also faced increasing language barriers with new residents, many of whom were recent immigrants. Knowing that these neighborhoods provided most of Herndon's moderately priced housing, the town decided that improvements needed to be made.

In addition to deteriorating neighborhoods, access to social services was also a problem for Herndon residents. Few affordable social services were available, and a lack of transportation made it almost impossible for families to take advantage of services in other parts of Fairfax County.

To address the problem, then-Town Manager Robert A. Stalzer worked with the council to create a new Neighborhood Resources Office (NRO). The office was charged with the tasks of improving the structures in residential neighborhoods and enhancing levels of trust, communication, and leadership.

The town of Herndon had too few resources to meet all of the challenges, so Mr. Stalzer forged a partnership with Fairfax County and the county offered to help fund a new community-based center in Herndon.

In 1998, the town of Herndon and Fairfax County found 6,750 square feet of available retail space within walking distance of most of the target neighborhoods. The space required a significant build-out of the interior and the county agreed to pay \$75,000 toward these costs, as well as \$74,000 towards annual operating expenses.

The Herndon Neighborhood Resource Center (NRC) opened its

doors in July 1999. Today the program is overseen by current Town Manager John E. Moore, and boasts numerous programs from Head Start, to GED classes, to computer literacy. Fairfax County services provided at the NRC include child-care and parenting classes, nutrition education, health screening, mental health counseling, summer youth recreational activities, and vocational rehabilitation. Local non-profit organizations provide job and social service referrals, housing counseling, pro-bono legal services, homework assistance, mentoring, and an adult literacy program.

To complement the human-service aspect of the NRO, the town of Herndon hired neighborhood improvement and housing rehabilitation specialists to assist residents in improving the physical condition of their neighborhoods. These employees help residents understand and comply with zoning and property maintenance policies.

Through its continuum-of-care approach to addressing the complex issues in Herndon—one that bridges the needs in the physical environment to those in the human service sector—the partnership between Fairfax County and the town of Herndon has made it possible for residents of a small community to have access to a wealth of services at one location. In doing so, it has also strengthened and improved the neighborhoods in which people reside. ♣

A class for adults taking place at the Herndon Neighborhood Resource Center.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



GREG D. SCOLES

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. This year, ICMA awards the first of two Program Excellence Awards for Intergovernmental Cooperation in the greater-than-50,000 population category to the city of Ashland, Oregon, and City Administrator Greg D. Scoles for the Rogue Valley Public Service Academy Program.

Like elsewhere in the country, local governments in Southern Oregon have faced significant budget cuts in recent years. However, there are ever-increasing needs for effective leadership and efficient quality services. Training is a key component of organizational effectiveness, but training budgets are often sacrificed to prevent deeper cuts in services.

Oregon's Rogue Valley is located 300 miles from the nearest metro-

politan area and many of the smaller rural communities in the valley have minimal training budgets (or none at all). In addition, some of these smaller town governments rely solely on the knowledge that volunteer mayors, council members, and appointed board members bring to government. Local training to provide the technical knowledge and specialized skills they need did not exist. The Rogue Valley Public Service Academy was created to fill this void.

Six years ago, a group of city and county managers discussed the idea of pooling the limited training resources from their jurisdictions. They held a meeting to solicit ideas from local agencies and interested citizens about developing a local public academy. The 80 people who attended this first meeting helped scope training needs and a mission: "to improve our communities by enhancing the professional skills of those who serve the public."

The Academy is governed by a board of directors with representatives from six jurisdictions: the cities of Ashland, Central Pointe, Grants Pass, and Medford and the counties of Jackson and Josephine, as well as two nonprofits. Operating under the umbrella of the Rogue Valley Council of Governments, the board spearheads the development and operations of the Academy. The board meets monthly to review previous sessions and strategize on future courses, using participant evaluations and other means to get input from people throughout the region.

The Academy launched its operations with grants from the U.S. Forest Service, the

Carpenter Foundation, and the Rural Investment Fund, as well as seed money from six jurisdictions, one nonprofit, and one private business. Although tuition fees have made the Academy self-supporting, they are intentionally kept low to allow broad participation (from \$25 per person to \$450 for multisession courses). The Academy also has received grants to provide scholarships for jurisdictions that need financial assistance.

Since its inception, the Academy has provided training for over 2,200 people. A variety of training courses have been offered, from public budgeting, to public speaking, to supervisory training, to Oregon ethics laws. Seminars, satellite downlinks, and cosponsored programs with jurisdictions are just a few of the ways that the Academy expands the training opportunities for public servants in Rogue Valley.

The Academy's success is due to a hands-on and committed board of directors, the dedication of public employees and elected officials to seek greater knowledge and skills, and the quality of the training programs themselves. Above all, however, the Academy's success is credited to the willingness of government agencies and others to work together to address needs. The success of the Academy demonstrates that a collaborative approach can help small organizations reach big goals. ♣

Staffers from the jurisdictions that make up the Rogue Valley Public Service Academy meet for training.



Program Excellence Award for Outstanding Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



EDWARD P. EVERETT

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between government organizations. ICMA also gives a Program Excellence Award for Intergovernmental Cooperation to Redwood City, California, and City Manager Edward P. Everett for the Family Centers Program.

Prevention almost always costs less than rehabilitation. "Boot camps" for troubled youths cost an estimated \$5,500 per participant; family foster care, \$7,700 per year; probation, \$8,900; group home foster care, \$35,500; and prison, \$57,000. Yet, many cities and counties struggle with *how*. The need is too wide-reaching for a single agency to adequately address the needs of at-risk children and their families.

The city of Redwood, California, found a solution: the Redwood City Family Centers (RCFC). The RCFC provides com-

prehensive, integrated family support services at underperforming schools in low-income neighborhoods. The schools have a high percentage of non-English speaking students, many of whom are unfamiliar with the educational and health care system. The area also has a high degree of gang activity and the highest reported rate of child abuse in San Mateo County. This unfortunate combination of poverty, violence, low educational levels, language and cultural barriers, and risk to physical safety, pointed to an immediate need for youth development and prevention services. "RCFC's annual costs (\$1,380 annually per child) are minimal compared to the cost of potential alternatives," writes Beth Ross, the executive director of Redwood City 2020.

Four basic goals have been established for RCFC: (1) to increase the academic achievement of students; (2) to improve the sense of well-being among children and families; (3) to improve the physical health of the school communities; and (4) to increase community-member involvement in the lives of children and youth in their neighborhoods. To achieve these goals, the RCFC provides a range of programs and activities, including mental health services, tutoring, parent education, adult education, basic health services, community involvement, cultural activities, home visitation, and basic needs assistance.

Since the program was initiated in September 2000, the numbers of people served support the need for the program. Hundreds of families have taken advantage of the drop-in support services, health screenings and immunizations, and intake assistance for county benefits that are available at the Family Centers. Hundreds of adults have participated in ESL, parenting, and literacy classes.

Studies show that the RCFC also is already making a difference in the lives of young people and their parents. Children are better prepared for kindergarten, and test scores among older children have improved. Teachers also report improvements in the classroom behavior of students.

The Redwood City Family Centers are sustained by an unprecedented interagency agreement of the city of Redwood City, the Redwood City School District, and San Mateo County. Seeded with grant funding, three of the four centers are sustained by interagency funding from 16 agency partners, totaling \$25,000 annually. Today, RCFC partners are working to expand services to four additional schools. The success of the RCFC proves the adage that an ounce of prevention is worth a pound of cure. ✦

The Redwood City Family Centers Program offers a variety of services to meet community needs.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



JOHN D. BERCHTOLD

ICMA's Program Excellence Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The award in the 50,000-and-under population category goes to the city of Charlotte, Michigan, and City Manager John D. Berchtold for the Charlotte's Can Do! program and process.

The city of Charlotte, Michigan, has no local radio or daily newspaper, so in 1998 the city took it upon itself to make sure that citizens were kept informed about local issues and opportunities. But the Charlotte Area Networking for Development and Opportunity (Can Do!) goes beyond traditional

one-way communication to gather input from residents as well. Can Do! is a clearinghouse of local information *and* an incubator for ideas and proposals.

Under the auspices of Can Do!, local leaders, volunteers, business owners, and local activists meet monthly to share information, meet people, and learn about local issues in a nonconfrontational format. Now in its fifth year, Can Do! continues to attract dozens of community leaders. The organization has become well known for its diverse members, inclusive atmosphere, and ability to produce results.

Can Do! is nonpartisan and nonpolitical. It is both a noun and a verb—an organization and a process. As an organization, Can Do! includes city, township, and county government, local schools, industry retailers, churches, and nonprofit organizations, along with individual residents. It is an open-ended discussion that can nurture an idea and see it come to fruition.

Can Do! provides people with a place to test ideas before putting them into action. In the past, decisions were often made in a vacuum, without due consideration for their peripheral effects. Through Can Do!, a new idea is bandied about ahead of time, and others who might be affected are able to identify problems that could result. Prior to its inception, each agency, government, and business in Charlotte existed independently of one another. Can Do! has improved the effectiveness of organizations throughout the community by giving them the information they need to target their efforts and avoid duplication, by anticipating their needs and securing volunteer

assistance and community approval. Whereas a person seeking information once drifted from one service provider to another, guided only by their intuition and the agencies' short-sighted understanding of what other services were available, today they are usually able to quickly find the help they need because of the networking opportunities Can Do! provides. This not only makes service providers more efficient, lowering costs, it also enables them to provide better service to residents.

Can Do! works diligently to ensure that the ownership of ideas and projects remains with the person who brought them to the table. It seeks to empower by supporting ideas and the people who have them with knowledge and understanding. Those who come to Can Do! are given tools to better shape their ideas.

Can Do! is credited with a number of successes. It has generated more than \$100 million in local economic development and facilitated the completion of dozens of local initiatives. With only a \$10,000 budget and no staff, the members of Can Do! have found a way to make things happen, from printing fliers, to organizing town hall meetings, to sharing ideas about how to address community problems. The success of the forum proves that open and honest communication is a critical step toward any community project. ♣

Participants of Charlotte, Michigan's Can Do! program meet to discuss a proposal for a new program.



Program Excellence Award for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS GREATER THAN 50,000



WANDA S. GREENE

ICMA's Program Excellence Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. This year, the Program Excellence Award for Public-Private Partnerships in the greater-than-50,000 population category is awarded to Buncombe County, North Carolina, and County Manager Wanda S. Greene for the county's commitment to making health care accessible to all residents.

In the mid-1990s, Buncombe County, North Carolina, like counties all across America, had an overwhelming number of uninsured and underinsured residents who

had limited access to medical care. Uninsured residents often delayed seeking needed health care due to financial concerns. This resulted in an inefficient, costly health care system in which patients with recurring health care problems received "band-aid" care, without resolving their health needs. Buncombe County Health Center was struggling under the weight of an overwhelming primary care caseload with nowhere to send patients who needed specialty care. Project Access was established to address these problems. The primary goal of Project Access is to provide appropriate access to the full continuum of health care services for uninsured people who cannot afford medical care.

Project Access is a cooperative effort of the Health Center, the county, and the Buncombe County Medical Society (BCMS), a nonprofit professional association of physicians. Area hospitals, indigent care clinics, and pharmacies are additional partners directly involved in providing health care for those who would not otherwise be able to afford it. Buncombe County provided seed money and has continued to allocate funds to cover administrative costs. About 85 percent of all doctors in the county agreed to support the initiative by seeing 10 to 20 patients a year free of charge. This has allowed the Buncombe County Health Center to greatly expand its role in providing primary care to the indigent population.

The Buncombe County Medical Society provides program oversight, physician recruitment and retention, coordination and tracking of patient referrals and services, and management of medication assistance. BCMS effectively fosters the enthusiastic support of numerous government, nonprofit, and for-profit organizations. As a result of the spirit of cooperation, BCMS Project Access provides compre-

hensive free physician care, medications, in-patient and outpatient hospital services, patient referral, and coordination of these medical services to 13,000 of the county's estimated 15,000 uninsured low-income citizens. The program even includes a patient reminder service that helps patients keep their appointments and assure that they understand and comply with their treatment plans.

Even as a growing number of people lack health care coverage (18.5 percent in 2000, up from 10.8 percent in 1995), there are fewer reports of problems accessing health care services. A 2000 study revealed that 93 percent of residents indicate they have a regular physician, clinic, or health center, up from 78.7 percent in 1995. Since Project Access was started in 1996, every patient who has attempted to access primary and/or specialty care has received it. This has reduced the number of times patients are seen for unresolved medical problems in local nonprofit clinics or the County Health Department primary care clinics, allowing more patients to receive primary care services at a lower cost to the county. Project Access has leveraged and documented over \$3.5 million in free care, including physician volunteer time, hospital services, and pharmacy medication discounts.

Nonprofit indigent care clinics are common; what makes Project Access unique is that it is integrated with or supported by the local government. The creative approach in Buncombe allows Project Access to sustain the multiple public/private partnerships necessary to efficiently provide systematic access to health care for the entire indigent population. It demonstrates the belief of county commissioners, doctors and other health care professionals, that every person—regardless of his or her ability to pay—deserves quality health care. ♣

CELEBRATION OF SERVICE

2002 Service Award Recipients

ICMA Service Awards recognize and celebrate members' dedication to public service and professional management at the local level. Awards are based on the number of years of full-time, paid employment in a local government. They are granted at 10 years and 20 years of local government service. After 20 years, awards are given in five-year increments. Members receiving awards for 25 years or more of service are recognized during the Celebration of Service to the Profession, which takes place at the ICMA Annual Conference.

55 YEARS

ADELINE BROWN

45 YEARS

COLIN J.B. DALE
L. A. PATTERSON
R. MARVIN TOWNSEND

40 YEARS

THEODORE K. CLAUSEN
ROBERT A. ERICKSON
RONALD C. FENNELL
EVELYN M. HAINES
ROBERT M. HOPKINS
PETER S. MARSHALL
GRAHAM D. PARTRIDGE
CHARLES B. TYSON
CARLISLE M. WILLIAMS, JR.

35 YEARS

ROSS MICHAEL AMYX
JAMES P. BERZINA
DONALD E. BRADLEY
EDWIN H. BRAUNER, JR.
KENT BRISTOL
ROBERT R. CANTINE
JAMES E. CHANDLER
DENNIS COURTEMARCHE
COLIN L. COWAN
LARRY CRUISE
LARRY J. CUNNINGHAM
ROBERT D'AMATO
JOSEPH O. D'ARCO
RONALD U. DeMAAGD
GEORGE D. DI CIERO
MAJARITA DOHERTY
WILLIAM R. DRENNEN
R. MICHAEL EASTLAND
THOMAS W. FINNIE
COLIN J. GRIFFITH

MICHAEL D. KADLECIC, JR.
MICHAEL A. KELLY
RONALD L. KIEDROWSKI
GLYNN J. KNIGHT
RONALD A. LACOUTURE
A. ROBERT LINNER
THOMAS M. MARTINSEN, JR.
THOMAS G. MAUK
JERRY S. MCGUIRE
OLIVER S. MERRIAM
JAMES H. MILLER
J. A. OJEDA, JR.
BRUCE ROMER
STEPHEN J. ROSS
HAROLD L. SCHILLING
PAUL D. SHARON
JACK A. SIMPSON
MICHAEL G. STEARMAN
STEVEN L. WALTERS

30 YEARS

MICHAEL L. ADAMS
ALEX R. ALLIE
D. KELLY ALMOND
HAROLD A. ANDERSON
CHARLES W. BALDWIN
WALTER G. BECKHAM
PAUL V. BERLANT
STEPHEN J. BLACKADDER
ROBERT C. BOBB
ALBERT C. BRADLEY
JOHN M. BRAMBLE
ROGER H. BREKKO
EDWARD BROOKSHIER
LARRY J. BROWN
BRIAN J. BULLOCK
STEPHEN R. BURRELL
JOHNNY CARLINE
CY CARNEY, III
TIMOTHY J. CASEY
MICHAEL J. CECKA
RICHARD W. CISAR
BERNARD COOPER
RAY E. CORPUZ, JR.
RONALD V. CRABTREE
WILLIAM P. CRAIG
H. RUSSELL CRIDER
JOHN C. DARRINGTON
BARRY L. DEL CASTILHO
CHARLES F. DODGE
DONALD R. DUCKWORTH
T. JON ELLESTAD
TERRENCE L. ELLIS
LEE C. ERDMANN
MANUEL A. ESQUIBEL
JACK B. ETHREDGE, JR.
FRANK FAIRBANKS
BARRY M. FELDMAN
MICHAEL W. FENN
THOMAS W. FREDERICKS
CURTIS B. FREELAND
MICHAEL FUSON
J. RONALD GEORGE
JAMES M. GIBSON
JOSEPH M. GOEDEN
DARRYL C. GRIFFIN
DAVID T. HARDEN

THOMAS R. HARDY
CHARLES W. HARGETT, JR.
KATHLEEN JENKS HARM
BRENT PHILLIP HARRINGTON
VIRGIL R. HAZELETT
THOMAS L. HEDGES
STEPHEN W. HELVEY
JAMES B. HENDRICKSON
LARRY W. HENSLEY
RANDY W. HILDEBRANDT
PHILIP L. HINELY
JAMES W. HOLCOMBE
JOHN M. HOLPE
ROBERT C. HOMAN
LAWRENCE D. HUGHES
RODNEY H. IRWIN
BARRY P. JOHNSON
MICHAEL D. JOHNSON
RICHARD M. KELTON
BERTRAND N. KENDALL
ROBERT E. KOCH
CRAIG G. KOCIAN
JAMES K. KOSHIDER
MATTHEW L. LACY, III
DONNA C. LANDEROS
TOM LANDO
MITCH LANSDELL
ROBERT S. LASALA
FREDERICK W. LATHAM
CHRISTOPHER LEAR
RICHARD A. LINN
MICHAEL JOHN LLEWELLYN-SMITH
ERIC W. LUMSDEN
J. THOMAS LUNDY
JAMES G. MARSHALL
CHARLES B. MARTIN
RICHARD E. MASLOWSKI
GEORGE P. MCCONNAUGHEY
DEBORAH ACOSTA MCKEEHAN
DANIEL E. MCKEEVER
MICHAEL D. MCKNIGHT
FLORENTINE MILLER
JACK E. MILLER
M. SUSAN MILLER
GARY KEVIN MONTAGUE
CHESTER R. NOLEN
KEVIN B. NORTHCRAFT
JAMES B. O'GRADY
ROBERT L. OLANDER

DAVID R. ORNDUFF
CARLOS L. ORTEGA
PAUL L. PARKER
HOWARD L. PENROD
JOHN F. PERRY
WILLIAM C. PHIPPS
JAMES W. PIPER
J. DELTON PLANK
LEONA K. PLAUGH
PAUL PRESEALT
GARY A. PRICE
BRENDA RAY
DAVID L. RUDAT
PAUL A. SASSE
PHILIP K. SCHENCK, JR.
DANIEL S. SCHMIDT
TIMOTHY W. SCHUENKE
WILLIAM SEQUINO, JR.
STEVEN E. SHEIFFER
JAMES W. SIGWORTH
ROGER L. STANCL
CARL J. STEPHANI
RODNEY STORM
DENNIS R. STUCKEY
THOMAS L. SWANSON
PAMELA A. SYFERT
KENT L. TAYLOR
ROBERT E. TAYLOR
J. EDWARD TEWES
NORMAN E. THIDEMANN
KENNETH R. THOMPSON
STEVEN L. THOMPSON
JOHN W. THORNTON, JR.
J. EDWARD TODD
CHARLES A. TURPIN
WILLIAM R. WAGNER
DALE M. WALKER
RONALD LEE WALLER
MICHAEL D. WARREN
DANIEL C. WENNERHOLM
DANIEL LEE WENTZLOFF
MICHAEL WIESNER
GLEN TRACY WILLIAMS
PETER J. WITSCHEN
MARK WOLLENWEBER
MICHAEL J. WRIGHT
JAMES W. ZUMWALT
KENNETH PAUL ZURBY

(continued)

25 YEARS

STEPHEN V. ALTIERI
JERRY A. ANDREE
AARON ANTHONY
JAMES W. ANTONEN
JAMES L. ARMSTRONG
JERRY L. AYSUE
ROGER L. BAGLEY
DUNCAN BALLANTYNE
SCOTT J. BARBER
WOLFGANG BAUER
JAMES B. BAUGH
BARBARA L. BECKETT
LYNN P. BEHRNS
ROBERT M. BELMORE
PAUL J. BENEDETTO
ROBERT L. BENNETT, JR.
MICHAEL C. BESTOR
JOHN M. BINGHAM
HOMER L. BLUDAU
CORNELIUS L. BOGANEY
ALLEN BOGARD
THOMAS J. BONFIELD
J. ROLANDO BONO
CHARLES R. BOSWELL
JAMES M. BOUREY
RALPH O. BOWERS
RICHARD L. BRAY
ROBERT W. BRUSCHI
MICHAEL G. BRYANT
CHARLES W. BURGESS, JR.
GERALD A. BURGESS
WILLIAM W. BURNS
CHARLES D. CAMERON
JAMES D. CAMPBELL
STEVE DAVID CARPENTER
CAROLYN H. CARTER
JONATHAN L. CARTER
GERALD M. CATON
LOUIE CHAPMAN, JR.
CHRISTOPHER W. CHINAULT
RALPH CLARK
DAVID O. COLE
WILLIAM B. COLEMAN, JR.
MICHAEL A. CONDUFF
JOSEPH L. CONE
CARY K. CONKLIN

PAUL M. CONNOLLY
JAMES D. CORL, III
CYNTHIA A. COTO
RICHARD J. CRAYNE
RONALD A. CRISP
MICHAEL P. CROTTY
MARIA E. DADIAN
DARYL J. DELABBO
ROBERT C. DOMINGUEZ
ROBERT C. DOWNEY
KATHY DUBOSE
MICHAEL DULA
PATRICIA A. DUNLAP
WILLIAM EISEN
DAVID B. FARBER
TERRY S. FEDORCHAK
RICHARD M. FINN
THOMAS O. FORSLUND
RODNEY FRANZ
J. WEBB FULLER
JERRY B. FULWOOD
E. WILLIAM GABRYS
WILLIAM A. GAITHER
RICHARD D. GALE
JOHN J. GALLAGHER
JESSE A. GARCIA
ANDRES GARZA, JR.
EUGENE L. GOLDFEDER
DAVID L. GREENE
LAWRENCE J. GREGAN
J. MICHAEL GRUBBS
PAUL J. GUIDA
JERRY L. GWALTNEY
J. JEFF HANCOCK
JAMES R. HANSON
THOMAS E. HARRIS
RODNEY P. HAWTHORNE
BERNIE N. HAYEN
JAMES HAYNER
JILL M. HEROLD
ROBERT M. HERR
MICHAEL G. HERRING
JAMES N. HOLGERSSON
RICHARD P. HOLMER
GORD HOWIE
GARY A. HUFF
ROBERT W. JASPER
ALLEN E. JOHNSON
DANIEL A. JOHNSON

SANFORD A. KAPLAN
WILLIAM A. KEFFLER
DAVID E. KELLER
DENNIS W. KELLY
JOAN M. KENT
JEFFREY W. KILLIAN
A. RANDALL KIMLER
RICHARD KIRKWOOD
J. EDWARD KITCHEN
PATRICK D. KLAERS
LEON KOS
GARY KRATZ
DIANNE KROGH
ROGER L. KROH
STEVEN L. LEDOUX
JAMES E. LEIDLIN
ROBERT A. LEVY
DAVID M. LIMARDI
LEWIS R. LOEBE, JR.
JOSEPH C. LOGUIDICE, JR.
BONNIE J. LONG
CRAIG LONON
N. ENRIQUE MARTINEZ
CHARLES S. MASHBURN
MICHAEL J. McCAULEY
ROBERT F. McCONKIE
LEANN J. McELROY
ROBERT K. McFALL
ALLAN R. MCGILL
MARION D. MCGINNIS
ROBERT W. McLAURIN
ERNE B. McNEELY
THOMAS M. MELENA
RALPH S. MESSERA
PETER J. MILLER
STEPHEN F. MILLER
LARRY R. MORLEY
JAMES R. MURRAY
NED C. MUSE
ANN M. W. NEGENDANK
GARY H. NEUMANN
SAMUEL W. NOBLE, JR.
THOMAS P. O'CONNOR
KEVIN O'DONNELL
DALE C. OLMSTEAD, JR.
RONALD L. OLSON
D. WAYNE O'NEAL
JOHN R. OPENLANDER
KEVIN O'ROURKE

LAWRENCE R. PAINE
JOHNNY B. PARKER
RONALD L. PAYNE
ROBERT M. PELLEGRINO
LEONARD T. PERRONE
JAMES B. PERRY
PAUL J. PHILIPS
RONDALL PHILLIPS
RONALD PICKMAN
ALLAN D. PIETREFESA
DAVID POKORNEY
GEORGE A. PUREFOY
SAM J. RACADIO
CARL E. RAMEY
LANE RAMSEY
F. ETHAN REPP
GLEN C. ROBERTSON
W. CRAIG ROBINSON
D. SCOTT ROHLFS
PHILIP E. ROSE
STEVEN L. ROUTH
MICHAEL M. RUFFIN
JAMES C. RUMPELTES
MARK K. RYAN
GEORGE E. SCARBOROUGH
ROBERT A. SCHAUMLEFFEL
RICHARD C. SCHNAEDTER
JOHN F. SHERMAN
O. PAUL SHEW
PAUL J. SHIVES
EDWARD J. SHUKLE, JR.
LYLE W. SMITH
EDMUND F. SOTELO
DAVID L. SPINNEY
REGINALD S. STAPCZYNSKI
STAN B. STEWART
STEVEN B. STILWELL
JOHN W. STINSON
ROBERT L. STULL
MICHAEL B. SULLIVAN
JODI S. SYENS
ALAN M. TAYLOR
IRL W. TESSENDORF
JAMES R. THOMSON
DON THORNTON
C. TALMADGE TOBIAS, JR.
JACKSON C. TUTTLE, II
MICHAEL C. VAN MILLIGEN
NORBERT VANWYK

PHILLIP S. VAWTER
PAUL S. VAYER
GREGORY T. VICK
DAVID W. WAIND
BRUCE K. WALDEN
MICHAEL W. WALKER
RODNEY W. WATKINS
MARK S. WATSON
W. ALLAN WEEGAR
GREGORY B. WELLMAN
PAUL A. WENBERT
STEVEN R. WERNER
J. PAUL WETZEL
PETER J. WHIPPLE
WILLIAM H. WHITLEY
JOHN T. WIELAND
WILLIAM F. WILLIAMS
PETER K. WILSON
JAMES C. WOODS

20 YEARS

GORDON R. ANDERSON
STEPHEN L. ANDERSON
CHARLES B. ARCHER
JOHN L. ARNTZ
JON R. AUSTIN
JAMES F. AZUMANO
JAMES M. BAGDONAS
LOUIS J. BALTZ, III
RICK B. BEASLEY, JR.
GERALD D. BERRY
MICHAEL S. BLAU
BARBARA S. BLUMENFIELD
JEAN A. BONANDER
MICHAEL P. BONFIELD
CHARLES V. BOWMAN
CHERYL A. BOWMAN-LOWE
JOAN F. BOYER
THOMAS G. BRADFORD, III
KATHY B. BRANNON
TERRANCE L. BURGHARD
KRIS M. BUSSE
PATRICK G. CASEY
RALPH E. COGLIANESE
ROBERT L. COLLINS
WILLIAM N. COOPER
RICHARD E. COTTON

STEPHEN J. COTTRELL
STEVEN S. CROWELL, JR.
JAMES H. CRUMLEY
RICHARD J. CUMMINS
MARGARET A. CURRAN
DENNIS W. DARE
JAN R. DELL
MICHAEL S. DELONG
GREGORY C. DEVEREAUX
PASQUALE DIGIOVANNI
G. GEOFFREY DOLAN
BRIAN D. DONOVAN
JIM D. DUNAWAY
JEFFREY S. EARLYWINE
BELINDA B. ESPINOSA
BARBARA G. EVANS
DAVID W. FAIRMAN
DOUGLAS G. FASELER
RON R. FEHR
STEPHEN M. FELLER
RONALD M. FERRIS
DEBRA B. FORTE
MICHAEL J. FRASER
PETER J. FREEMAN
WILLIAM T. FRIEL
KEN J. FRITZ
TOD FRYER
RICHARD L. GILMOUR
GARY W. GODDARD
RONALD GRAHAM
CEDRIC S. GRANT
STEPHEN C. HAINS
LLOYD HALVERSON
EMILY C. HARRISON
JEFFREY S. HATCHER
DAVID A. HAWKER
MICHAEL E. HAYS
CHERYL A. HILVERT
TOM B. HUDSON
VAN JAMES
ANTHONY JOHNSON
FLOYD T. JOHNSON
JEFFREY D. JOHNSON
L. BOYD JOHNSON
MICHAEL J. JOHNSON
DAVID C. JOHNSTONE
GARY J. KOEHLER
ROBERT W. KONCAR

(continued)

MARK M. KRANE
DAVID G. KRAYNIK
THOMAS D. LAVORINI
MURRAY A. LEVISON
WILLIAM E. LEWIS
WILLIAM H. LINDLEY
SAM A. LISTI
DAVID M. MANSFIELD
JOHN D. MARQUART
KATHLEEN A. MATHIAS
THOMAS L. MATTIS
J. THOMAS McCARTY
JAMES F. McEWEN
RITA C. McMAHON
JOHN J. McNALLY
ROBERT MELLOR
MITCHELL B. MOORE
ROBERT A. MORRIS
JOAN M. MOWER
KELLI D. NARDE
CRAIG R. NEALIS
SPENCER R. NEBEL
DALE W. NEIMAN
JON S. NELSON
LINDA H. NORRIS
NANCY E. NOVAK
CATHERINE R. O'CONNOR
CHERIE L. ORTH
DAVID M. OSBERG
ALAN M. OURS
W. RUSSELL OVERMAN
KEVIN PAICOS
JOHN W. PARK
JOHN PAZOUR
TAMMY J. PERKINS
PETER A. PLANTE
MICHAEL P. POUNDS
DOUGLAS R. PRICHARD
MICHAEL RAMSEY
MARK R. RANDALL
JAMES A. REAMS
BRIAN J. REDSHAW
LOIS M. REYNOLDS
DAVID L. RICH
GERALD J. RICHARDS
BRANDT RICHARDSON
HUNTER F. RIESEBERG
DAVID C. RITZ
TOBY A. ROSS

JOHN L. ROWE, JR.
DONALD L. SANDOR
EDWARD G. SCHILLING
JOHN R. SEARLES
SCOTT W. SEAVER
DANIEL K. SHAW
WILLIAM A. SHEPELAK
VICTOR D. SINGH
KEITH E. STAHLEY
ROBERT A. STALZER
JAMES J.L. STEGMAIER
THOMAS E. STEIDEL
GENE H. STINCHCOMB
GEORGE J. STRAND
GARY T. SUITER
LORRI K. SWAN
MICHAEL H. TALBOT
EDWIN J. THORNE
STEPHEN D. TINDALE
DEAN TORRESON
ALFRED J. TREPPEA
JEROME L. TROJAN
JANE M. TURNER
JAMES M. TWOMBLY
DAVID J. UNMACHT
ERNEST W. WARD
H. WILLIAM WATKINS
MATTHEW U. WATKINS
PAUL M. WATSON
JAY A. WEISKIRCHER
MARK A. WEISS
PAMELA WINDSOR
MICHAEL V. YANEZ

10 YEARS

BARRY R. ALEXANDER
DOUGLAS M. ANDERSON
JULIO AVAEL
CHARLES P. BARNETT
JAMES H. BENNETT
MICK W. BERRY
DAVID A. BLACKBURN
NANCY J. BOYER
TERRY M. BRECHTEL
MARY JO BRIGGS
DONALD G. BURNETTE
TROY L. BUTZLAFF

JOHN L. CARDER
THOMAS F. CHRISTIE
MARY M. CLUMPNER
THOMAS R. COE
PRENTICE D. DEADRICK
DEBORA P. DIAZ
CHARLES T. DOWNHAM
MONA GILLIS EDWARDS
ROBERT C. ENGLISH
RYAN S. EVANS
STEVEN B. FALK
DEBORAH A. FELDMAN
JAMES L. FISHER
MARK J. FITZGERALD
HAROLD D. FLYNN
KELLY P. FRAWLEY
OTTO WM. GIULIANI
YOCELYN G. GOMEZ
KATHLEEN GOTCH
JOHN C. GREINER
ROBERT P. GRIFFIN, JR.
STEPHEN J. GUNTY
MICHAEL L. GUTTMAN
TIMOTHY R. HACKER
THOMAS J. HAGLUND
STEPHEN G. HARDING
WILLIAM H. HASTON, JR.
CARTER R. HAWLEY
DUANE A. HEBERT
STEVE HERBERT
JULIE C. T. HERNANDEZ
MICHAEL T. HINNENKAMP
LISA K. HITCHCOCK
DANIEL C. HOLLER
TIM H. HOLLOMAN
ANITA FAIN HOLLOWAY
JAY D. HOLMAN
STEPHEN A. HOUSER
KENNETH K. HOWARD
DANIEL D. HUDSON
GARY W. HUFF
SCOTT A. HUGILL
VANCE C. ISHLER
JAMES R. JARBOE
LINDA K. JOHNSON
J. MICHAEL JOYAL, JR.
ALAN C. KAPANICAS
WILLIAM G. KEEGAN, JR.
GEORGE A. LEWIS

HERBERT E. LLEWELLYN, JR.
DAVID B. LOCK
MARCELO A. LOPEZ
JOHN B. LYNCH
JEFFERY N. MARK
DIANNE MCWETHY
BRADLEY J. MEARS
RICHARD MENDES
CHRISTOPHER R. MILLER
SUSAN MCCALLUM MILLER
SAMUEL W. MISENHEIMER
KEITH G. MOODY
JEFFREY MOON
TERRENCE R. MOORE
DAVID V. MOORMAN
LANCE E. MUSGRAVE
RON W. NALLEY
RICHARD C. OAKLEY
JOSEPH F. PANTANO
RON K. PATTERSON, JR.

ERIC M. PEARSON
ANTHONY A. PIASECKI
DONALD L. PICKARD
JOY M. PIERSON
JOHN C. PRESCOTT
GARY J. RIEDNER
ANTHONY D. ROACH
JOHNNA L. ROGERS
TIMOTHY J. ROGERS
ANTHONY J. ROMANELLO
TERESA M. ROTSCHAER
ROBERT J. SABATINI, JR.
EDWARD M. SASDELLI
SCOTT K. SCHRADER
SUSAN E. SHERMAN
GERALD C. SPRECHER
DAVID L. STACK
JOSEPH F. STEFANOV
PETER L. STRUTYNSKI

JOHN L. SULLIVAN, JR.
THOMAS W. TOLLAKSEN
LENORE K. TOSER-ALDAZ
BARBARA E. TREGO
BRENT D. TROUT
TIM S. VAGLE
MARIA E. VANDERKOLK
INGRID S. VELKME
JAMES E. VOETBERG
PETER F. WAGLAND
KERRY S. WALDRON
SANFORD B. WANNER
MARK T. WENDLING
JOHN A. WHITSON
BRUCE E. WILLIAMS
PEGGY A. WOODY
PATRICK D. WUSSOW
CARL L. YEATS
TREY YELVERTON



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