



2012 Annual Awards Program

Program Excellence Awards Nomination Form

Deadline for Nominations: March 16, 2012

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- ☐ Community Health and Safety
- ☒ Community Partnership
- ☐ Community Sustainability
- ☐ Strategic Leadership and Governance

Name of program being nominated: Strategic Business Alliance and Mentoring Program

Jurisdiction(s) where program originated: City of Kennedale

Jurisdiction population(s): 6,800

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2011, to be eligible. The start date should not include the initial planning phase.)

Month: November Year: 2010

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Phoenix, Arizona, October 2012. (Each individual listed MUST be an ICMA member to be recognized.):

Name:	<u>Bob Hart</u>		
Title:	<u>City Manager</u>	Jurisdiction:	<u>City of Kennedale</u>
Name:	<u>David Coursey</u>		
Title:	<u>MPA Director</u>	Jurisdiction:	<u>UTA</u>
Name:	<u>Barbara Decker</u>		
Title:	<u>Dean</u>	Jurisdiction:	<u>UTA</u>

SECTION 2: Information About the Nominator/Primary Contact

Name of contact:	<u>Kelly Cooper</u>		
Title:	<u>Human Resources Director</u>	Jurisdiction:	<u>City of Kennedale</u>
Street address:	<u>405 Municipal Drive</u>		
City:	<u>Kennedale</u>	State/Province:	<u>TX</u>
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**Bob Hart, City Manager
City of Kennedale, Texas
Community Partnership Award – 9.999 and smaller**

In 2007, Bob Hart led the City of Kennedale to identify a strategic business objective of utilizing students and university classes, primarily through the School of Urban and Public Affairs at the University of Texas at Arlington, to achieve the city's goals. By incorporating students in this manner, city staff is given the opportunity to mentor and provide them with professional experience, while the city gains staff research and staff support. Moreover, engaging students on a regular basis has also enabled city employees to obtain professional growth opportunities and further develop their public administration knowledge and skills.

During the past four years, 190 students representing four universities have been involved with Kennedale. This includes close one-on-one interaction with both city staff and the city manager. Students are required to make presentations to the city council, staff, and/or appropriate advisory board members.

The following projects are provided to illustrate the breadth of the involvement by students and Kennedale staff members:

- The City engaged UTA to guide a strategic planning effort in 2008-09. Initial planning efforts were completed by multiple classes, which conducted a series of focus groups to identify issues of concern to Kennedale residents. A subsequent class conducted a citizen opinion survey. Upon completing the strategic plan: ***Imagine Kennedale 2015***,

the City created its first planning position and hired a UTA planning graduate involved in the strategic planning effort to fill the position.

- Texas Wesleyan University (TWU) students have surveyed city staff in 2008 and 2010 to measure Kennedale staff members' attitudes toward ethical decision-making. This measurement is considered critical to an effort to increase organizational capacity by aligning management practices with the desired organizational culture. The ethical climate dimensions are based on ethical analysis and ethical determinants. The supervising professor noted that this measurement is considered critical to an effort to increase organizational capacity by aligning management practices with the desired organizational culture. The ethical climate dimensions are based on ethical analysis and ethical determinants. The 2010 report concluded that the City is achieving its management and leadership goal of moving the ethical culture toward outcome consideration based on caring for those inside and outside the organization. The professor stated "he would consider the movement significant in the short time the city has been working on this effort."
- The city is now in its third year of working with the UTA ethics class. Each spring semester, two or three students are paired with a Kennedale employee. As a team, they review ethical related case studies, generate responses based on the cases, devise a personal ethical statement, and create an ethical decision making model based on the ethical triangle model (from *The Ethics Primer for Public Administrators in*

Government and Nonprofit Organizations – James Svara). To date, almost 50% of city employees have worked with 47 students. Bob is also a frequent speaker in the class.

- A UTA student team created recommendations for public outreach and citizen engagement as part of a community effort to create a bird habitat and sanctuary as part of the Urban Migratory Bird Treaty program.
- Several UTA classes and student teams have provided assistance in the city's economic development efforts. One class conducted an Economic Analysis and Planning Study that examined the city's current economic resources, analyzed trends, and developed a strategy to respond to opportunities. A student team developed a strategy for the creation of a reinvestment zone and accompanying incentives for development along US Business 287. Another student team prepared the base data for a potential tax increment financing (TIF) district to develop the southwest portion of Kennedale. A UTA student team is currently preparing a TIF plan to submit to Tarrant County using this data. Another student team identified property owners and opportunities for redevelopment of the north portion of city following the closure of a four sexually oriented businesses. This report was the basis for recommended changes during the recent comprehensive plan update and led to the Kennedale Economic Development Corporation's purchase of 3.2 acres for redevelopment and the extension of utility lines to secure a new business.

- A UTA student team developed a ***Board and Commission Handbook*** to help orient and train advisory board members.
- Two different UTA Strategic Planning classes guided the development of a strategic plan for the Kennedale Chamber of Commerce and the Keep Kennedale Beautiful (KKB) Board of Directors.
- A UTA student team researched desired website content and presentation styles. This information was used to create a new city website, launched in February 2012.
- Two architecture classes created design concepts for development of Kennedale based on the Comprehensive Plan Update Task Force discussion. The design concepts were the basis for two successful grant applications (Texas DOT Green Ribbon and CMAQ) to help beautify Kennedale.
- Two UTA student teams assisted the city's performance measurement efforts by focusing on Municipal Court, and the Fire Department.
- A UTA student team assisted the Parks Department through a resident survey and concept plans for a small neighborhood park.
- A UTA student team assisted the Police Department by analyzing the feasibility of converting from an 8-hours shift to a 12-hour shift.
- A UTA student team conducted a leadership survey and provided recommendations for officer development for the Fire Department.
- A public management class from the University of North Texas (UNT) worked with the Code Enforcement and Building Inspection Department to

identify property conditions and make recommendations for a code enforcement strategy along Kennedale Parkway.

- A UTA student team is currently conducting a compensation and classification plan for the Human Resources Department (Spring 2012).
- A UTA student team is currently working the Cities of Kennedale, Forest Hill, and Fort Worth to identify potential strategies to coordinate planning efforts and redevelopment standards (spring 2012).
- The city has utilized semester-long interns in a variety of areas, such as:
 - A Texas Christian University (TCU) geography student worked with the Planning Department and Fire Department to identify fire hydrants and create a GIS map for use by the Fire Department.
 - A UTA student assisted the Planning Department by identifying historic structures in the older part of Kennedale.
 - A second TCU geography student worked with the Planning Department to identify historic structures and generated a map from which an overlay district could be created and to provide a GIS map of the final work product.
 - A UTA student assisted the City Secretary in refining a records retention plan and organizing on-going work.
 - A UTA student served as a paid city management summer intern.

Bob Hart continues to work with students by supplying entry-level career guidance, and in many cases, serving as a reference. All of the aforementioned efforts with the students serves to strengthen city staff, cultivates hands-on and practical work experience for students, all of which improves the quality of life for residents of Kennedale. Finally, because of the extensive and positive relationships between UTA and the City of Kennedale, Bob was appointed as an adjunct faculty member to identify applied research projects and supervise student teams working with cities and non-profits throughout the Dallas-Fort Worth region.