

2001

ICMA ANNUAL & SERVICE AWARDS

CELEBRATING EXCELLENCE IN LOCAL GOVERNMENT

Presented at the
87th Annual Conference
of the International City/County
Management Association



Booklet
sponsored by





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An anonymous, 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 will depart the panel at the 87th ICMA Annual Conference:

R. Ben Bifoss

Former City Manager, Manistee, Michigan

Pamilla Brant

Former Assistant to the City Administrator, Ann Arbor, Michigan

John G. Campbell

Former City Manager, Johnson City, Tennessee (Retired)

Murray Douglas

General Manager, Sydney, NSW, Australia

Carol M. Granfield

Town Administrator, Derry, New Hampshire

Sam S. Gaston

City Manager, Mountain Brook, Alabama

Craig Malin

Administrative Coordinator, Douglas County, Wisconsin

James C. Rumpeltes

Assistant City Manager, Surprise, Arizona

David G. Timmons

City Manager, Port Townsend, Washington (1999-2000 Chairman)

Isaac Turner

City Manager, Ormond Beach, Florida

Fan Ventura

Administrative Analyst II, San Ramon Services District, Dublin, California

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Award for Excellence in Honor of Mark E. Keane



FRANK FAIRBANKS

Established in honor of former ICMA Executive Director Mark E. Keane, the Award for Excellence recognizes an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local government officials and by consistently initiating creative and successful programs. This year, ICMA presents the Mark E. Keane Award to Frank Fairbanks, city manager of Phoenix, Arizona.

When Frank Fairbanks was named manager of the city of Phoenix (pop. 1.2 million) 11 years ago, he inherited a city government that was already very good. Under the guidance of City Manager Marvin Andrews, ICMA's first recipient of the Mark E. Keane Award, Phoenix had established a national reputation for excellence. However, financial projections in 1991 revealed that Phoenix was heading into a recession, and that the budget was in need of radical surgery. But how

could one of the nation's fastest-growing cities reduce its annual budget without cutting essential services and laying off hundreds of employees?

Working closely with the city council, Mr. Fairbanks found a way. He implemented a city-wide hiring freeze and reprogrammed a \$1 billion bond program. To set an example for Phoenix's employees, he asked the council to reduce his paycheck. He also asked department managers to devise innovative methods to expand service levels with fewer dollars and laid out the bleak revenue projections to the city's five employee unions, asking for their help in getting Phoenix through the crisis.

As a result of this groundwork, when the crunch came, everyone marched together—elected officials, the management team, employees, the community, and even the unions, who had agreed to forego wage increases. Mr. Fairbanks and his team eliminated 500 positions without a single layoff and sliced \$45 million from the budget without compromising the city's high levels of service.

If Mr. Fairbanks is good in a crisis, he is great in the day-to-day management of Phoenix. Believing that the best ideas come from front-line employees, Mr. Fairbanks exercises "a steadying hand from behind the curtain," as described by *Governing* magazine. In the city of Phoenix, ideas percolate *up* from shop floors and cubicles, through focus groups and partnership circles. Employees submit an average of 400 improvement suggestions a year, saving the city millions of dollars. One recent idea alone, which involved the replacement of air filters at the airport, saved \$166,719.

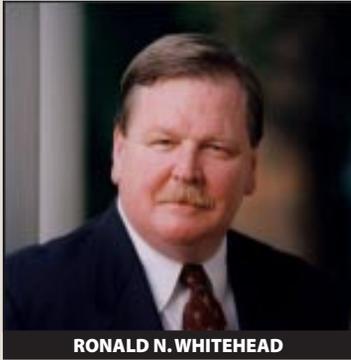
Consistently Mr. Fairbanks has been credited with fostering a risk-taking city environment that measures and rewards results. In 1998,

Phoenix became the first major U.S. city to implement the Systems Applications Procedures in Data Processing (SAP) financial management system, placing the power of purchasing, fixed-asset management, cost accounting, and accounts payable and receivable in the hands of more than 1,400 Phoenix employees. Through a unique labor-management partnership, the city re-engineered its water services and reduced operating costs by more than \$12 million annually, while improving water quality, the environment, and customer service.

Through all of the city's efforts to reduce costs, Mr. Fairbanks has maintained his commitment to the citizens he serves, constantly looking for better ways to provide the services they need. Under the city's new "Seamless Service Program," employees are trained to "own" a telephone call, staying on the line until the caller gets the right answer. Field workers are armed with pamphlets about the government so they will be able to answer common questions and direct citizens to the correct place for service. And, where it once took three to four weeks for the city to complete a plan review process, a new team permit process reduced that time to just two to four days.

The result is a satisfied workforce and content citizenry. In recent surveys administered by an outside research firm, 97 percent of Phoenix's employees called the city a good place to work, and 86 percent of residents said they are pleased with the city's performance—the highest rating Phoenix has ever received. Thanks to Mr. Fairbanks's leadership, employees of the city of Phoenix continue to live by the common values of the mission statement they developed in 1995: a dedication to customer service, team work, continuous improvement, integrity, and results. ♣

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



RONALD N. WHITEHEAD

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 Ronald N. Whitehead, city manager of Addison, Texas.

Local government managers work hard to improve the quality of life and service delivery in their communities. Sometimes their influence extends far beyond their tenure as managers and beyond the borders of the communities in which they serve.

During his 20 years with the city of Addison, Texas (pop. 9,000), Ron Whitehead has committed himself to providing the best management

and leadership he can, not only to the community, but also to the people who work there. The result has influenced the quality of local government throughout the Dallas/Fort Worth area and beyond.

Mr. Whitehead's tenacity for mentoring began when he was a local government human resources intern. Although he enjoyed his internship, he felt that he was poorly utilized. It was then that his firm commitment to providing internships that would include a strong mentoring component took hold. He envisioned an approach to internships that required a greater degree of contact and involvement between the intern and the city manager, and that challenged the intern to grow personally and professionally through the use of accountability, self-motivation, and professional mentoring.

Interns in Mr. Whitehead's mentoring program are given a firsthand look at the job of the city manager. They are often asked to prioritize the information on the city manager's desk and are given freedom and authority to attend most of the meetings on his calendar. "Many cities hire interns just to work on special projects, and they are out of sight and out of mind," says one former intern. "Not in Addison. Interns are welcome at all meetings and have a front-row seat to learn about the decision-making process and are encouraged to participate."

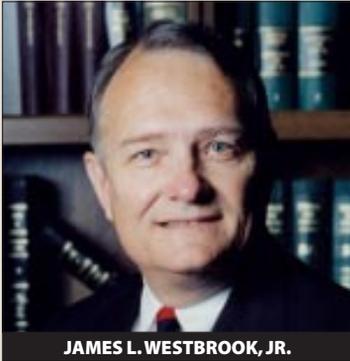
It is not uncommon for Mr. Whitehead to ask an intern what he or she thinks about a point of discussion or to defer decisions to the intern, pending his approval. He allows interns to grow professionally by giving them the necessary experience at the appropriate time—an art he has perfected over 20 years of dedication to career development and mentoring.

One previous Addison intern recounts how, when Mr. Whitehead was facing the strong possibility of getting fired, he continued to encourage enthusiasm for a local government career. "He took me aside and told me that I should not let his circumstance change my opinion of a career in local government," the former intern explains. "He said it was an honorable profession and that you should always do the best job you can, but never forget your moral and ethical standards....Here was Ron about to be fired, and he was more concerned about my attitude toward local government than he was about losing his own job!"

Mr. Whitehead's influence is not limited to the city's interns. He has grown professionals from within the city's ranks, encouraging employees at all levels to finish their education and to seek graduate degrees that will help them reach their career goals. He has also chaired the professional development committees for the Texas City Manager's Association, working with colleagues to create a regional mentoring program, and summarizing his mentoring philosophy for an MPA program.

Mr. Whitehead's mentoring of Addison's interns and employees extends well beyond their tenure with that city's government. Another former intern who is now an assistant city manager writes of Ron's profound impact upon his career: "I always try to emulate his approach with employees, his customer service focus, his vision, and his mentoring ability. When I am in a difficult situation, I often find myself asking, 'What would Ron do?'" There is probably no greater compliment to Mr. Whitehead as mentor or testimony to the confidence he instills in those who have worked with him. ♣

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



JAMES L. WESTBROOK, JR.

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 In-Service Training Award to James L. Westbrook, Jr., city manager of Asheville, North Carolina.

As communities and their organizations become increasingly culturally diverse, it is imperative that governmental workforces be prepared to meet the changing needs and demands of their constituency. Recognizing that a local government's success today depends on its ability to change, City Manager James Westbrook formed a task force to reinvent the professional development process in the city of Asheville, North Carolina (pop. 69,000).

The professional development task force was charged with devel-

oping a way to systematically provide organizational training and staff development for city employees. The group initially conducted an internal survey to determine needs and important issues within the organization. The findings revealed that front-line supervisors and mid-level managers felt unprepared to enforce city policies when they became supervisors and managers. A separate external benchmarking study that involved 13 other North Carolina cities indicated that the quality of service provided to citizens also should be improved.

The task force recommended that the city focus on becoming a learning organization, skilled at creating, acquiring, and transferring knowledge, as well as modifying behavior to reflect new knowledge and insight. The Corporate University was developed to serve as an organizational umbrella for the training and development of the city's 1,000 full- and part-time employees.

Through the Corporate University, Asheville provides ongoing training to mid-level managers and front-line supervisors and prepares employees for promotion. The university's curriculum was developed to address the management, ethics, and leadership skills deficiencies of internal candidates and to ensure that the city's employees were qualified to compete for professional positions.

Asheville's Corporate University comprises three progressive phases that focus on developing managerial and leadership skills. Department directors are required to complete several programs in an advanced curriculum designed specifically for their needs. Each class is tailored to accommodate participants' work assignments and general work environment. The city also has incorporated a "train the trainer" approach whereby selected employees train other employees.

Mr. Westbrook and then Assistant City Manager Stephen Douglas Spell developed the first class of the curriculum on leadership and ethics, and the former continues to teach the course and look for ways to improve the city's new professional development program. Among his accomplishments is a partnership with Western Carolina University (WCU) that encourages municipal employees to further their education through the use of transfer credits, a local government fellowship program, and a tuition reimbursement program, currently funded at \$35,000. Additionally, the MPA program at WCU holds classes in Asheville's municipal buildings, further promoting educational opportunities for city staff.

Although only two years old, Asheville's professional development initiatives have successfully provided many benefits to city employees. To date, 100 of the city's 280 managers and supervisors have graduated from the city's Corporate University. Some of these employees have become top candidates for promotions, and 18 supervisors and mid-level managers have successfully competed for higher level positions within the city. More than a dozen city employees are currently enrolled in WCU's MPA program.

The city's customized training approach works! New supervisors report that the training enables them to better carry out their responsibilities and enforce city policies, thus helping to decrease the number of formal grievances from 33 to 7 annually. As a result, the city's human resources staff has saved about 1,300 hours—or an estimated \$25,000. The city also credits the decrease in customer complaints to the facilitation and communication skills training employees received through the Corporate University. At just \$1,000 per year, the Corporate University may prove to be one of the most cost-effective investments Asheville has ever made. ♣

International Award in Memory of Orin F. Nolting



DOUGLAS J. WATSON

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 Douglas J. Watson, Ph.D., city manager of Auburn, Alabama.

In 1998, when City Manager Doug Watson received information from an employee about ICMA's International Resource Cities Program for Bulgarian cities, he jumped at the opportunity. Not only could he help a community that needed tech-

nical assistance, he believed the program would be an excellent learning opportunity for the employees of Auburn, Ala. (pop. 43,000). Two and a half years and several city staff exchanges later, Auburn's partnership experience with the city of Blagoevgrad has proved him right.

The first step was to determine the areas on which to focus. After several initial meetings, the two cities decided to focus on citizen participation, solid waste, and ecology. Strategic planning became the primary tool to get Blagoevgrad on the right path; a strategic plan would help establish goals, policies, and programs that could be used to guide the decisions of the municipality and influence positive change in the years to come.

The strategic planning process relied on a traditional approach, but with an emphasis on consensus building and citizen involvement. Blagoevgrad established four committees of volunteers, NGOs, elected officials, and city staff. These committees studied the areas of economic development, ecology and solid waste, and urbanization and infrastructure and issued reports outlining specific goals and strategies. The resulting plan became a consensus-building document designed to allow the entire community to come together to make Blagoevgrad a better place to live.

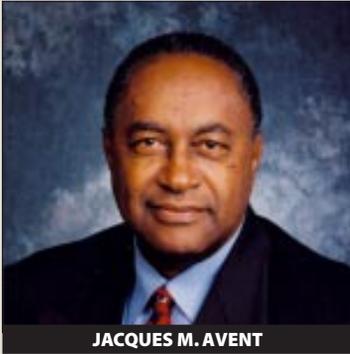
The strategic plan included long-, medium-, and short-term goals, and the community has already achieved many of its short-term goals. One of the first major accomplishments was to successfully address the problem of Blagoevgrad's landfill, which was at capacity and faced almost immediate closure. The committee's research into the problem and technical assistance from Auburn staff resulted in recommendations that are expected to extend the landfill's life for an additional ten years.

Dr. Watson also has encouraged Auburn's participation in several training sessions for other Bulgarian municipalities. In coordination with the Foundation for Local Government Reform in Sofia, Bulgaria, city employees made workshop presentations on strategic planning, marketing, economic development, and other topics. In the spring of 2000, Dr. Watson worked with two other staff members to teach a class on public administration, planning, and economic development through the American University of Bulgaria for students and administrators from Kosovo.

Dr. Watson has applied his leadership skills toward encouraging other types of linkages between Auburn and its partner city, resulting in the exchange of business delegations and the establishment of an ongoing relationship between Auburn University and Southwest University in Blagoevgrad. In December 1999, Auburn paid for a group of Bulgarian folk dancers to visit the U.S. to perform in local schools and the community theater. The following May, Blagoevgrad reciprocated by hosting a band of Auburn University students during Blagoevgrad's cultural festival.

Evaluations of the effectiveness of U.S. exchange programs generally center on the impact that they have had on foreign host cities. There can be no doubt that Blagoevgrad will reap the benefits of the technical assistance the city of Auburn has provided for many years to come. But Dr. Watson has made sure the exchange has had a positive impact on the Auburn local government and its citizenry as well. He has worked closely with the staff involved to make sure the experience is professionally and personally rewarding. By expanding beyond the city organization and involving a large number of citizens, the cultural exchange has strengthened ties between the cities and expanded the horizons of many people in both. ♣

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



JACQUES M. AVENT

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, Jacques M. Avent, former deputy city manager of Phoenix, Arizona, is one of two recipients of the Assistant Excellence in Leadership Award.

Jacques Avent was looking for an opportunity to get away from the fast-paced life of the East Coast and to use the skills he had honed in the areas of urban revitalization, housing development, and cultural diversity when he learned of a position with the city of Phoenix (pop. 1.2 million). Twelve years later, the ways that Phoenix has benefited from Mr. Avent's relocation are too numerous to count.

Mr. Avent joined the city government in 1989 as executive assistant to the city council and soon became executive assistant to the city manager. Just two years later, in 1992, he was promoted to deputy city manager—the first African American to serve in that position.

As a deputy city manager, Mr. Avent rose to the challenge of merging several city programs and staff into a new neighborhood services department. The city was looking for a way to have a strategic impact on the community's revitalization efforts by leveraging dwindling federal resources and enhancing the livability of many of Phoenix's most challenging neighborhoods. The department also needed to find a more comprehensive and inclusive approach to working with residents on neighborhood issues. Mr. Avent was the right man for the job. Using the skills and training he had acquired through his previous work experience, Mr. Avent provided the leadership and guidance necessary to make the transition as smooth as possible for staff, management, and the public. Nine years later, the department continues to receive high scores from the public and city council for its innovative programs, outstanding results, and customer satisfaction.

Mr. Avent also held primary responsibility for Phoenix's redevelopment and neighborhood revitalization programs through the city's Neighborhood Services Department. Under his leadership, the department leveraged scarce resources, completed existing commitments, and worked with interdepartmental teams to tap other city resources. The creation of the Neighborhood Initiative Area Program, a multi-year project that directs redevelopment resources to a designated area until complete revitalization is achieved, has led the department to successfully "close

out" one area revitalization project and nearly complete another.

Mr. Avent also takes the time to provide encouragement and mentoring for fellow employees. He has actively supported the development of young administrators in the city of Phoenix and surrounding communities. He has been a member of the National Forum for Black Public Administrators since it was founded in 1983 and was instrumental in reestablishing and building the Arizona chapter. He also serves in leadership positions in a number of community organizations.

Mr. Avent's professional and personal commitment to understanding and embracing the burden of being a "first;" his willingness to do what is right but not always popular; and his commitment to encouraging innovation, challenging the status quo, and improving the quality of life for all Phoenix residents exemplifies excellence in leadership.

As Phoenix's population has grown in size and diversity, Mr. Avent has routinely been asked to step into the leadership role, and he has shown courage and compassion through his quiet, yet forceful leadership style. Mr. Avent also has provided invaluable direction in developing programs to meet the changing needs of the city's residents. Regardless of the initiative, he takes care to include citizens and ensure fairness. Mr. Avent has a unique ability to bring together and build consensus among varied groups.

Shunning more lucrative offers from the private sector and even a call to serve the president of the United States, Mr. Avent has demonstrated a steadfast commitment to the community of Phoenix and to local government, continually asking it to become better and more responsive to the diverse population it serves. ♣

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



LAURA J. HUFFMAN

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. A second ICMA Assistant Excellence in Leadership Award goes to Laura J. Huffman, deputy city manager of San Marcos, Texas.

Deputy City Manager Laura Huffman has had a significant impact on the way the city of San Marcos, Tex. (pop. 29,000), does business. She has helped City Manager Larry D. Gilley enhance trust and leadership, proactively solve problems, and interact with the community. "Laura Huffman is creative, energetic, tough minded, and professional in the way she approaches every challenge," says Mr. Gilley. "She undertakes a full

range of management duties, promoting effective team building and support for both our city council and staff. In addition, she has engaged citizens and community groups in creative and positive ways to meet community goals."

Ms. Huffman works with 16 city directors who manage departments involved in a wide variety of services, including public safety, administration and finance, electric and water/wastewater utilities, natural resources protection, and community development and tourism. The weekly director meetings Ms. Huffman leads help provide an opportunity for directors to openly discuss issues and to offer honest feedback, enhancing communication among departments and building a network of support among directors.

Under Ms. Huffman's leadership, the directors formed committees to work on special projects. During 2000, the committees completed an important community survey, worked on citywide strategic planning, and prepared plans for technology advances for the city. Ms. Huffman also has helped establish staff committees to deal with a host of internal policy issues.

Laura Huffman is committed to building the skills of city employees. She has encouraged director training and team building, bringing in nationally recognized resources to help directors improve their presentation and community relations skills. Working with the city's human resources director, Ms. Huffman has been instrumental in implementing a "360-degree" evaluation program for directors that fosters honest feedback from employees.

Also under Laura Huffman's leadership, San Marcos became one of two small cities that led the way toward reducing their dependence on the Edwards Aquifer, the primary source of water for more than

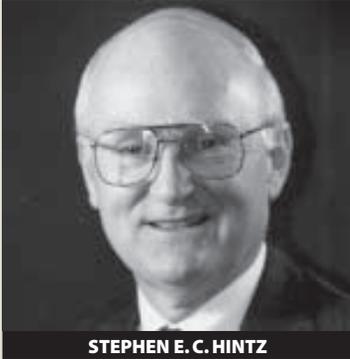
2 million Texans. She has been the city's primary negotiator for the San Marcos Regional Surface Water Project, a \$25 million program that has ensured a high-quality and reliable source of water. The new water treatment plant that Ms. Huffman negotiated provides a solution not only for the city of San Marcos, but for other small rural water supply companies in the area as well.

Ms. Huffman also has been instrumental in protecting green space within and around San Marcos. In addition to economic opportunities, the pressure for growth along I-35 threatened the loss of San Marcos' unique identity and natural heritage. Ms. Huffman chairs a committee that established a program to identify and acquire green space and wildlife habitat, and San Marcos participates fully in efforts to preserve a natural legacy for the future.

Laura Huffman has tackled several other difficult issues. She has played a key role in city-community partnerships addressing economic and tourism development, downtown redevelopment and revitalization, and the local transit program. She serves as staff liaison to the Citizen Review Commission, a seven-member board appointed by the city council to evaluate San Marcos' boards and commissions and make recommendations about whether they should be continued.

In these and countless other ways, Ms. Huffman has made a difference in San Marcos. She understands people, what they need, and how to engage them in positive solutions. She values community—whether it is within the city hall team or in the neighborhoods of San Marcos—and energizes those around her to achieve the vision of a better tomorrow within those communities. ♣

Academic Award in Memory of Stephen B. Sweeney



STEPHEN E. C. HINTZ

ICMA's Academic Award is presented to an academic leader or institution that has made a significant contribution to the formal education of students pursuing careers in local government. This year's award is presented to Stephen E. C. Hintz, Ph.D., retired professor of public administration at the University of Wisconsin-Oshkosh.

The University of Wisconsin-Oshkosh's Masters of Public Service Administration program, a nontraditional graduate program for adults employed full-time in public service, had yet to graduate its first student when Stephen Hintz became its director in 1979. In the 22 years since, the program has endowed a Master of Public Administration degree upon more than 300 students, has helped aspiring graduates develop hundreds of reports and proposals for city and village governments, and has built strong connections between the university and communities throughout—and beyond—the state of Wisconsin.

The success of the University of Wisconsin-Oshkosh's program is due largely to the commitment, energy, and leadership provided by Dr. Hintz. He has put his practical knowledge of public administration—budgeting, political organization, adult education, and governmental and bureaucratic processes—to use in shaping and forwarding the goals of the MPA program.

In 1981, Dr. Hintz also agreed to provide secretariat services for the Wisconsin City Management Association (WCMA) for a nominal fee of \$2,000 per year. Leading WCMA would be no small task. Wisconsin was saddled with unpopular state enabling legislation that affected the traditional council-manager form of government. In fact, in 1981, only 11 cities and villages in Wisconsin formally operated under this form of government, and only 40 entities of government were recognized as having professional administrators. The state had more municipalities that adopted council-manager government and then abandoned it by referendum than any other state. WCMA had so few members that it usually held joint meetings with the Illinois City/County Management Association.

One of Dr. Hintz's first priorities was to encourage more communities to adopt professional administration. He recommended the appointment of administrators by ordinance rather than by trying to amend the state enabling legislation, which might have put at risk the 11 cities already operating under the council-manager plan.

It soon became clear that there was a pent-up demand to learn more about professional municipal administration. Dr. Hintz quickly became the focus for inquiries about changing the form of government and served as a popular guest speaker on the subject, both to local

groups planning changes in their local government and to statewide groups encouraging professional management of municipalities. With no remuneration other than his own satisfaction, he spent many nights and weekends traveling throughout the state promoting professional administration.

As the number of municipalities adopting a professional administrator grew steadily over the years, Dr. Hintz continued to support these administrators and to advance the cause for professional management of Wisconsin cities and villages. He led WCMA's efforts in providing educational and meaningful statewide association meetings and collected and distributed salary surveys and other data about Wisconsin's local governments. In the early 1990s, WCMA decided to include counties and changed its name to the Wisconsin City/County Management Association.

Dr. Hintz's impact is evident in the sheer number of local governments currently enjoying the fruits of professional administration. Twenty years after his appointment as secretariat, the number of cities, villages, towns, and counties employing professional administrators has increased more than five-fold—from 40 to 216.

Through his actions, Dr. Hintz has demonstrated an admirable sense of the public weal and an unshakable belief that government has an obligation not only to serve its citizens, but also to educate them regarding their place in the political process. Few individuals have contributed as constantly and as effectively to government and public affairs as Dr. Hintz. Retired now from his position with the University of Wisconsin-Oshkosh, he can rest assured that his legacy will live on in the many Wisconsin communities that are today reaping the benefits of professional management. ♣

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF 50,000 AND UNDER



BRUCE E. CHANNING

ICMA's Excellence Award for Programs for the Disadvantaged, established in memory of Carolyn Keane, recognizes a local government that has enhanced the quality of life for the disadvantaged, including homeless citizens and people with AIDS. This year, ICMA presents the award in the 50,000-and-under category to the city of Laguna Hills, California, and City Manager Bruce E. Channing for their "Circle of Friends" Program.

In 1996 a group of parents approached the city of Laguna Hills, Calif. (pop. 31,000) to talk about the lack of recreational opportunities for their disabled teens. When their children were younger, they had participated in a host of social outings. As the children grew to become young adults, however, the opportunities for social and recreational activities all but vanished. The parents looked to the city for support in finding a solution to this challenge.

The city of Laguna Hills joined forces with the parents, developing

the "Circle of Friends" program. Thirty young adults attended the first event, a summer dance for people 13 to 22 years of age with disabilities. The monthly dances, movies, beach parties, park picnics, and softball games soon attracted as many as 90 participants.

Success was not without complications. The city quickly outgrew the facilities it used for the Circle of Friends program. Program leaders also recognized that the needs of the disabled did not stop when they reached 22 years old. To help it meet the growing demand, the city of Laguna Hills asked its neighbors to join in its effort. The city of Laguna Niguel quickly responded, enabling the Circle of Friends program to expand to include people up to 60 years of age.

The success of the Circle of Friends program is a testimony to the power of partnership. It is run by a board of two parent representatives, one representative from the Regional Center of Orange County, two representatives from the school district, two staff members from the city of Laguna Hills, and one staff member from the city of Laguna Niguel. Activities are financed through grants and city funds. The Safeco Insurance Company covers the costs to provide the monthly dances, while the combined efforts of the city of Laguna Hills and Laguna Niguel provide the staffing and facility needs. After the program had been in place for one year, participants voted to charge a small fee for the monthly dances. The

\$1.00 to \$3.00 admission is used to pay for special guests at functions, decorations, and the like.

Community residents and businesses have come forward to share their special talents and provide support. The city of Laguna Beach makes available beach access wheelchairs for beach excursions, a local restaurant has provided catering for the annual holiday dinner dance, the Westwind Sailing Club arranged for special boats for sailing classes, a local riding center arranged for trained personnel to provide horseback lessons, and a local dance instructor designed a new teaching method in an effort to offer line dancing at the yearly country dance. A carpooling program helps get people to and from functions. The number of participants and the enthusiasm for the program throughout the community continue to grow.

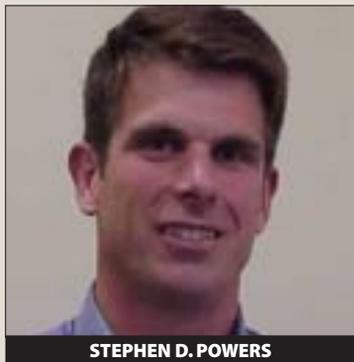
The benefits of the Circle of Friends program extend well beyond the local disabled population. The program also has enhanced group home programming. It helps parents and guardians of disabled persons not only to provide their loved ones with a range of activities, but also to meet others who are dealing with the special challenges of caring for a disabled person. By expanding awareness of the needs and unique abilities of disabled persons, the Circle of Friends program benefits the entire community, encouraging understanding and a tolerance of differences among the city's residents. ♣



Participants in Laguna Hills' "Circle of Friends" Program.

Award for Programs for the Disadvantaged in Memory of Carolyn Keane

POPULATIONS OF GREATER THAN 50,000



STEPHEN D. POWERS

This year, ICMA presents the Award for Programs for the Disadvantaged in Memory of Carolyn Keane in the greater-than-50,000 population category to the county of Marquette, Michigan, and County Administrator Stephen D. Powers for developing a dental health program for children of low-income families.

It is not always easy for people without insurance to get the dental care they need. In the county of Marquette, Mich. (pop. 65,442), several nursing homes had reported difficulty in finding dentists. Medicaid screening programs had trouble identifying dentists who were willing to see children with obvious

dental problems. The local Head Start program failed to meet federal standards because it couldn't arrange needed dental care. The local mental health agency was unable to obtain care for developmentally and mentally impaired clients. Many uninsured, low-income individuals who were not on Medicaid complained that they were unable to access dental care. But those with Medicaid did not fare much better: meetings with local dentists revealed that most had stopped seeing Medicaid clients because of low reimbursement rates, cumbersome prior approval requirements, billing difficulties, excessive payment delays, and high "no-show" rates.

Although such problems are not unique to the county of Marquette, its response may be. The county addressed the problem through a multi-agency collaborative effort, which was facilitated by a voluntary advisory board with representation from local dentists, human service agencies, and low-income families.

Initially, Marquette County's Dental Health Program focused on children. To meet the needs of Medicaid and low-income children, a new three-operatory dental clinic was put in place and staffed by a dentist, a hygienist, a dental assistant, and two clerical staff. Initial costs were partially offset by a grant from the W. H. Kellogg Foundation. No additional county general funds were needed.

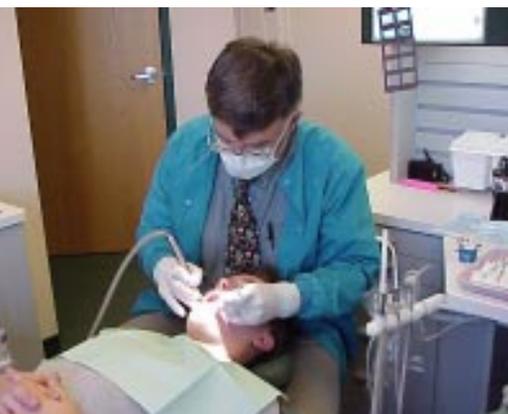
The program quickly expanded to meet additional needs. In 1998, a limited adult service component was added for residents of the county's long-term care unit and low-income uninsured parents of children already being served. Within a year, a second four-operatory clinic was established in the southern part of the county. With the second clinic, there was sufficient capacity to provide services to all low-income uninsured adults and children in the county.

But the effort didn't stop there. In March 2000, the state of Michigan awarded a grant to Marquette County to increase the number of Medicaid recipients it served, and the county expanded its clinics. Today, the program provides services for Medicaid recipients (children and adults) from several surrounding rural counties.

Program administrators emphasize the importance of bringing together various funding sources for such a program. Grants or donations can help subsidize dental care for children, but it is more difficult to raise funds for uninsured adults. In Marquette County, the board of commissioners re-prioritized funds that had been used to reimburse hospitals for uncompensated medical care to support dental care for low-income adults.

The investment has paid off. Since its inception in 1993, Marquette County's Dental Health Program has served more than 4,800 children and another 1,600 adults—all of whom might not have received the treatment they needed without the clinics. In addition to low-income and uninsured residents, beneficiaries of the program include residents of the county's long-term care unit, developmentally disabled and mentally ill individuals, physically handicapped children and adults, children in Head Start, and children with extensive dental disease requiring care in a hospital operating room.

Statistics demonstrate that Marquette County's dental health program has reduced the prevalence of untreated cavities in children using the clinics. Through a training relationship with the University of Michigan Dental School, future dentists are exposed to the advantages of rural-area practice and the significant needs of low-income and uninsured children and adults. And that is definitely something for the county to smile about! ♣



Dr. Jim Hayward performs services on a Marquette County patient.

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

POPULATIONS OF 50,000 AND UNDER



JOHN DEARDOFF

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 Dodge City, Kansas, and to City Manager John Deardoff for the city's Citizen-Assisted Policing Program.

In 1996, the 19-year-old son of a prominent businessman was standing in the parking lot of Boot Hill, a tourist attraction in Dodge City, Kans. (pop. 25,000), when he was struck and killed by a stray bullet—an innocent victim of gang-related activity. The citizens of Dodge City were outraged and demanded that the police department mobilize its resources to prevent other such incidents from taking place. But the police department was strapped. The city was in the middle of a search for a new chief of police, and the department was experiencing a

22 percent police officer vacancy rate.

Dodge City had just graduated its first 15 members from the Citizen Police Academy, and six of the graduates approached the interim police chief with an idea: Why not allow graduates of the academy to assist the police department by providing services that did not require a sworn officer? Relieving officers of some of their “non-police” responsibilities could provide them with more time to go on patrol and respond to priority calls.

The scope of services the citizens proposed went far beyond the filing and general office work normally attributed to volunteers. The citizens wanted to go out in their own personal vehicles, unarmed and in civilian attire, to handle any and every incident they could. The concept they proposed was untried, but after weighing the risks, City Manager John Deardoff decided not only to approve the creation of a new citizen patrol but also to become totally involved in the program's planning and implementation.

Just four years later, there are 25 Citizen-Assisted Policing Program members. Their mission is to provide administrative and patrol support to the Dodge City Police Department and community citizens. To be eligible, citizens must attend the ten-week Citizen Police Academy and must spend a minimum of 32 hours riding with an officer as an observer. Potential members are also subject to a background investigation, interview, and approval by current Citizen-Assisted Policing Program members and the chief of police. Each member is assigned to an experienced Citizen-Assisted Policing member for four to six weeks of field training before being allowed to operate on their own.

The cost of the program to the city is minimal. In 2001, the program's budget is \$6,000; members have raised an additional \$13,000 in contributions to purchase radios, clothing, and equipment. The city has provided two used police vehicles and issued to members soft body armor, handcuffs, OC spray, and special shoulder patches identifying them as members of the Citizen-Assisted Policing Program. As further identification, they also wear cranberry-colored polo shirts, sweatshirts, or windbreakers when serving as volunteers.

Since the program was implemented on January 1, 1997, its members have contributed more than 9,600 volunteer hours of police services that would otherwise have required a commissioned police officer to accomplish, saving the city approximately \$143,520. They have responded to more than 1,900 individual incidents.

The Citizen-Assisted Policing Program would not have been successful without the commitment of the citizen volunteers. But the vision, drive, and determination of the city's top management and the police department made the program a reality. By creating a strong partnership among police officers, non-sworn staff, command staff, and citizen volunteers, the Citizen-Assisted Policing Program has made the Dodge City police department more efficient and more effective and made the community a safer place to call home. ♣



Citizens Police Auxiliary member assists police officers during an investigation.

Program Excellence Award for Citizen Involvement

POPULATIONS OF GREATER THAN 50,000



FRANK FAIRBANKS

ICMA's Program Excellence Award for Citizen Involvement recognizes successful strategies designed to inform citizens about the local government services available to them and to include citizens in the process of community decision making. The award concentrates on such areas as community consensus building and adult (nonstudent) citizenship education. This year, ICMA presents the award in the greater-than-50,000 population category to the city of Phoenix, Arizona, and City Manager Frank Fairbanks for the city's Neighborhood College.

"To preserve and improve the physical, social, and economic health of Phoenix neighborhoods, support neighborhood self-reliance, and enhance the quality of life of residents through community-based problem-solving, neighborhood-oriented services, and public/private cooperation."

The mission statement above is a tall order; however, since its inception in 1992, the Neighborhood Services Department (NSD) of the city of Phoenix, Ariz. (pop. 1.2 million), has risen to the challenge.

In 1993, NSD held a series of meetings with the Phoenix College Neighborhood Association, the Maricopa County Community College District, Phoenix College, and the Community Forum to discuss how they could provide more support and training opportunities for neighborhood leaders. In response, the group introduced a series of four-hour Saturday morning classes offered semi-annually under the rubric of "Help! For Neighborhood Leaders." Each class focused on a different issue, from attracting and maintaining neighborhood activists, to enhancing communication, to preventing crime and urban blight. Between 1993 and 1997, seven classes were presented to the community under the "Help!" rubric.

But planning committee members wanted to do more, and they discussed ways to expand these training opportunities into a

"Neighborhood College" that offered a more sustained curriculum. The stated mission of the Neighborhood College was to "assist residents in gaining the skills, knowledge, and techniques necessary to create sustainable communities."

Beginning in the fall of 1996, the 90-minute Neighborhood College classes were held once a month on college campuses on weekday evenings each fall and spring semester, for a total of eight classes per year. The primary focus of the classes was to build community leadership skills.

After years of observing the interaction among the Phoenix residents who attended the classes, it became clear that Neighborhood College participants gained much from peer learning. In response, the Neighborhood College invited seasoned neighborhood leaders to join community development professionals in teaching the classes.

Based on feedback from course participants, in April 1999, the Neighborhood College planning team implemented a number of new changes to the college. They assembled panels of presenters that reflected a variety of backgrounds and perspectives to address course topics. They also returned to the original four-hour, Saturday-morning format to provide adequate time to cover the complex topics presented as part of the Neighborhood College curriculum. To serve a broader constituency, the planning team also recruited several community college partners to provide locations for the new "Help for Neighborhoods" classes.

More than 180 residents have participated in Neighborhood College classes in the past two years, and post-course surveys consistently show that the course participants acquire skills they feel will help them be better neighborhood leaders. Such skill-building programs are critical to providing local leaders with the tools they need to make their neighborhoods and the community as a whole a better place to live. ♣

Phoenix citizens participate in Neighborhood College classes.



Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



DANIEL W. FITZPATRICK

ICMA's Program Excellence Award for Innovations in Local Government Management recognizes one or more local governments that have successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tool. This year, the first of two awards in the 50,000-and-under population category goes to the city of Oak Park, Michigan, and City Manager Daniel W. Fitzpatrick for their successful program to improve the city's operations.

It was the dire straits of the city of Oak Park, Mich. (pop. 31,000), that attracted Daniel Fitzpatrick to the job as manager. When he arrived in January 1993, the city had suffered from years of neglect and abuse of power. Two city executive employees had been convicted of dishonesty and corruption, and city employees had been left to deal with the legacy of a highly centralized bureaucracy, a lack of administrative guidelines, and a deep mistrust of management among employees.

An outdated, centralized computing system kept employees ignorant of city finances, and few employees were allowed to use personal computers or trained to use management information systems. There were no employee recognition or training programs in place, and employees who suggested improvements or new programs were often shunned. Oak Park's citizens, who watched as programs were cut because of mismanagement or financial uncertainty, had little recourse for their complaints. Even the physical environment in which the city functioned showed signs of neglect.

When Mr. Fitzpatrick became manager, the city council charged him with revitalizing and reinventing the entire organization—an ambitious, if not impossible, mission. But Mr. Fitzpatrick went beyond his charge. He focused on several overlapping areas of con-

tinuous process improvement: management information systems, financial management, team management, and internal and external customer service.

Mr. Fitzpatrick reorganized the city's departments to provide more effective and responsive service to citizens. In the process, he shifted the responsibility for decisions downward, emphasizing participation, empowerment, and open communication among staff and management.

Teamwork became the name of the game. Weekly meetings helped directors discuss and share information. Teams of employees from all departments and organizational levels convened to address information management needs.

Oak Park employees received computers, and the city installed an integrated LAN system to help employees share information and communicate with one another. The organization also purchased an integrated financial package to provide information to department directors and others. Finally, city employees received the tools they needed to address the concerns of citizens.

Mr. Fitzpatrick also looked for opportunities to reward work well done. He established an employee suggestion program, an "Employee of the Year" recognition program, and a service awards dinner. Holiday parties and picnics were added as opportunities to thank employees for their contributions and to help build informal connections.

All of these efforts have enhanced the efficiency and effectiveness of city employees and city services. Through Mr. Fitzpatrick's unwavering commitment to continuous process improvement, the city of Oak Park is better able to achieve its fundamental mission of serving its citizens. Mr. Fitzpatrick not only succeeded in making Oak Park a better place to work and to live, he taught the city organization how to reinvent itself. ♣



Public Safety Officer James Luxton receives the 2000 Employee of the Year Award from Oak Park Mayor Gerald Naftaly.

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF 50,000 AND UNDER



SIMON FARBROTHER

A second Program Excellence Award for Innovations in Local Government Management in the 50,000-and-under population category is awarded to the city of Spruce Grove, Alberta, Canada, and City Manager Simon Farbrother for the city's success in changing the town council's role in governance and policy making.

Imagine a city where a secretary presents the city's new waste management initiatives to schools. Where staff create a model and plan to test flex-time scheduling. Where the public says "Yes!" to a raise in taxes to help build a new \$28 million tri-municipal recreation facility. This is the city of Spruce Grove, Canada (pop. 15,069) today.

Just a few years ago, Spruce Grove was limited in its ability to innovate or change. The corporate culture was unfocused and lacked leadership. The council relied on a large management team for advice. There was a strong focus on day-to-day activities but little thought was given to the organization's strategic direction.

With a new chief administrative officer at the helm in 1997 and a new management team appointed shortly thereafter, the city began to change its course. To meet the challenge of providing strategic leadership with a strong focus on governance, in October 1998, the council adopted as its vision "The Community of Choice." The vision was supported by public input through a community development plan and a three-year strategic business plan that focused on 11 key initiatives.

In parallel with "The Community of Choice" initiative, city employees focused on re-engineering the Spruce Grove organization into "The Organization of Choice." Employees focused on continuous improvement, long-term sustainability of initiatives, and processes rather than programs. The initiative involved all city employees and emphasized the translation of ideas and good intentions into observable, measurable actions, behaviors, and outcomes through performance management, skill development, and sustaining leadership.

Spruce Grove management recognized that achieving these goals would require teamwork and a

willingness to change. The city's management team first developed a series of leadership principles that could be translated into observable actions. Next, with council's endorsement, employees developed a vision of what the organization should look like and then created a set of organizational guiding principles to ensure that employees could work together to achieve that vision. Each work group ascertained which principles they were already demonstrating versus those that needed to be enhanced, and employees and work groups met regularly to share strategies and successes. The city provided specific skill-building sessions to work group leaders and employees. Finally, a cross-departmental advisory group was created to plan the ongoing process and serve as a link to employees.

The performance improvement system has had clear, measurable results. Rather than getting caught up in the day-to-day details of running the city, the council now provides strategic direction for the city. As a result, the budget development process has been shortened by two months, with a 50-percent reduction in the time spent by the council in deliberations. The city's administrators now receive clear direction from council, and business plans and strategies reflect organizational priorities.

Employees are empowered. Their input is solicited and valued, and they feel engaged enough in the process to celebrate successes along the way. In a 2000 employee survey, 93 percent of respondents indicated that they felt communication within the city had improved.

While Spruce Grove today is *still* not a perfect organization, the journey continues. By providing the city organization with the tools it needs to work through challenges and changes, the council, employees, and citizens of Spruce Grove move ever closer to realizing their vision. ♣



Employees and council members of the city of Spruce Grove.

Program Excellence Award for Innovations in Local Government Management

POPULATIONS OF GREATER THAN 50,000



MICHAEL T. UBERUAGA

ICMA's Program Excellence Award for Innovations in Local Government Management in the greater-than-50,000 population category goes to the city of San Diego, California, and City Manager Michael T. Uberuaga for the city's Public Contract Operations program.

To harness the two powerful concepts of competition and the ability and dedication of public employees to meet every challenge, in 1998, policy makers in the city of San Diego, Calif. (pop. 1.3 million), implemented an optimization strategy within its Metropolitan Wastewater Department to deliver wastewater treatment and disposal services.

The Public Contract Operations program was developed in response to growing demand for greater public sector accountability, as well as the need to contend with the rise of multi-national competitors for delivery of wastewater treatment and disposal. The program is a formal partnership that strengthens labor-management relations by spotlighting and nurturing the

ingenuity and determination of public employees as they strive to provide the most efficient results. Employees are actively involved in the process, and the city provides monetary incentives and team-based awards for excellence in service delivery. The program's goal is to provide the best results for its diverse stakeholders, who include rate payers, policy makers, regulators, environmentalists, employees, regional visitors, and future generations.

The strategy also addresses problems associated with change by harnessing the benefits of competitive pressures without employing costly bidding processes. The local government maintains complete control over public assets, preserves the flexibility to respond to change by directly managing employees, and reserves the right to solicit competitive bids if public employees fail to deliver. The strategy also involves adapting the process used by the private sector to create competitive government budgets without compromising public trust.

Under this strategy, employees participate in designing acceptable service levels and then enter into a contract-like agreement with strong accountability provisions. If the successful provision of services costs less than the benchmarked budget, the "additional savings" are shared between the Sewer Enterprise Fund and the Employee Assurance Program. The Assurance Program is available to fund team-based, gain-sharing awards and other employee recommendations for reinvestments linked to improved workforce productivity or professionalism. Cash

awards from the gain-sharing program have been paid to more than 300 employees, totaling approximately \$6,000 per employee during the past three years.

The first Public Contract Operations agreement, which involved more than 300 employees, was established in 1998 to provide six years of regional wastewater treatment and disposal for a budget reduction of 18 percent with no deterioration in service levels. The 18 percent reduction translated into cumulative projected savings of about \$78 million. Further incentives were incorporated into the agreement to encourage additional savings. To date, projected savings and prescribed service levels have been achieved, and validated savings have totaled approximately \$53 million, reflecting steady productivity improvements. All eligible facilities have enjoyed outstanding performance records and full regulatory compliance during the three-year period.

In an arrangement where management demonstrates its belief in the capabilities of employees, provides them with the tools they need to succeed, empowers them to make and implement decisions to improve work processes, and rewards successful results, the public workforce can achieve superior performance.

Implementing the new ideas involved in re-engineering a public program means that employees assume greater levels of responsibility and commit themselves to meeting raised expectations for continuous improvement. San Diego's Public Contract Operations program demonstrates the power of teamwork and employee empowerment in



A strategy meeting of the Labor-Management partnership.

Program Excellence Award for Partnerships: Intergovernmental Cooperation

POPULATIONS OF 50,000 AND UNDER



MARY L. STRENN

ICMA's Program Excellence Award for Intergovernmental Cooperation recognizes outstanding programs developed out of cooperative actions or strategic partnerships between at least two jurisdictions or between a jurisdiction and a nonprofit agency established by a jurisdiction. This year's award in the 50,000-and-under population category goes to the city of El Segundo, California, and City Manager Mary L. Strenn for the city's program to revitalize its library system.

In the summer of 1991, the El Segundo Unified School District asked the city of El Segundo (pop. 16,424) to take over the operation of its three school libraries. The city library staff quickly surmised that such a partnership could result in a number of benefits, including the elimination of duplicate materials and resource sharing through a joint database.

In December 1991, El Segundo's city council adopted a library system affiliation agreement, which

specified the responsibilities of the city's library department and the school system. The city agreed to administer and coordinate the purchase of materials for school libraries through school district funding; order, catalog, and process materials centrally; hire, schedule, and supervise library employees at each site; develop procedures and hours of operation; and provide all expendable and consumable library services supplies. The school district, in turn, was responsible for all building maintenance and improvements, including facility remodeling and capital equipment.

Once the city had established the appropriate policies and hired staff, it didn't take long for them to realize that the library materials were in need of improvement. In some schools, more than 80 percent of the books were 30 or more years old—many dated back to the 1950s. The card catalog was not current. None of the libraries had computers for students or staff to access books, magazines, audiovisual materials, or textbooks. The high school library even lacked a microfiche reader to research articles in newspapers or periodicals.

Inadequate staffing was also a problem. The libraries' limited hours made class visits difficult, and there were no instructions on how to use the library, no story times for younger children, and no visual displays to make visitors feel welcome.

El Segundo's library staff confronted another obstacle: the school district's purchase ordering system was very different from that of the city. Creating a manageable ordering process with new practices and

procedures so that books ordered and paid for by the school district could be delivered to the city's main library for cataloging and processing required several meetings and extensive team effort.

The partnership between El Segundo and its school district has produced measurable results: data show significant increases in the circulation of materials, the number of questions handled by staff, and the number of visitors. The new purchases made with city, school, and community funds have created library collections that are valuable supplements to the curriculum. Additional city funding at \$4,000 per school library has kept reference materials—such as encyclopedias, atlases, and dictionaries—current. And a yearly grant of \$77,000 from the California State Board of Education helped replace the fiction and nonfiction collections.

El Segundo's library development plan also resulted in a systematic approach to upgrading each school's computer technologies, and students now flock to the libraries to complete their homework assignments. The school libraries are now fully networked and connected to the Internet.

Thanks to the partnership between the city and its schools, El Segundo's school libraries provide better materials and services, stay open longer hours, offer a more comfortable learning environment, and provide professional staff to support students and teachers. The result is a better library system and a more pleasant place to learn and grow. ♣



A student takes advantage of the new computer system in an El Segundo library.

Program Excellence Award for Partnerships: Intergovernmental Cooperation

POPULATIONS OF GREATER THAN 50,000



JOHN F. SHIREY

This year's Program Excellence Award for Intergovernmental Cooperation in the greater-than-50,000 population category is awarded to the city of Cincinnati, Ohio, and City Manager John F. Shirey for the city's program to improve safety, traffic congestion, and access.

In 1995, the Fort Washington Way (FWW) was "spaghetti highway" that linked I-71, I-75, I-471, and U.S. 50. The highway cut through the city of Cincinnati (pop. 346,000), separating the downtown from the Ohio River, and the numerous on- and off-ramps and short acceleration and deceleration lanes were a hazard to motorists and pedestrians. When it opened in 1960, the highway had been designed to accommodate daily traffic of 90,000 vehicles. Thirty years later, the daily traffic count had grown to 150,000, and accidents were as commonplace as bumper-to-bumper traffic during rush hour.

In January 1997, the city of Cincinnati asked the Ohio-Kentucky-Indiana (OKI) Regional Council of

Governments to conduct a study to determine possible solutions to the traffic congestion along the I-71 corridor. Rather than merely resurfacing the road, as had been planned by the Ohio Department of Transportation (ODOT), the OKI proposed total reconstruction. As a result of the professional, cooperative, and trusting relationship that existed between ODOT and local authorities, for the first time in history, ODOT turned over control of an interstate project to a local agency, with limited oversight by ODOT.

Early on Cincinnati officials realized that the city could neither build nor financially support a project of this magnitude on its own, so they assembled a team of stakeholders to provide oversight as the FWW Project Board. The board included representatives from ODOT, Hamilton County, the Kentucky Transportation Cabinet, Southwestern Ohio Regional Transit Agency, the Federal Highway Administration (FHWA), and the OKI Regional Council of Governments.

Each of these organizations played a critical role in the process. ODOT expedited the project development process and approved the environmental document in record time. FHWA representatives championed the project's vision and spent hours in working meetings to develop an innovative design solution that conformed to the tight, urban constraints of the riverfront.

In all, the project partners contributed more than \$229 million to the \$330 million FWW project and provided the cooperation needed to achieve what seemed like an impossible task: the reconstruction of the city's major roadway in less than three years.

Today, traffic moves more smoothly and safely than ever. By removing many of the

hazardous entrance and exit ramps and creating a collector-distributor system served by two new interchanges, engineers not only made the highway safer but also used less overall space to rebuilt it, reclaiming prized riverfront property for future development and connecting the riverfront to the city's downtown. Strong urban design goals resulted in a highway that looks as good as it functions.

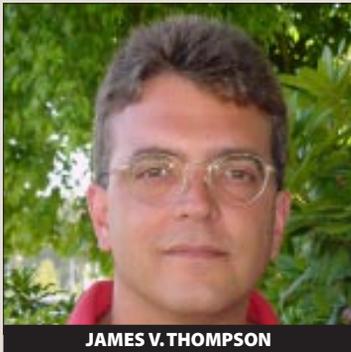
Local citizens and public officials cite the FWW reconstruction project as an example of how often-competing government entities and special interest groups can work together to deliver a regional improvement project in an efficient and thoughtful manner. The cooperative effort generated and funded other projects in its footprint, including a sewer overflow mitigation project that dramatically improved water quality in the Ohio River. The project also sparked the teamwork required during the long-haul effort to deliver two new sports stadiums, a new transit center, the National Underground Railroad Freedom Center, a riverfront park, a riverfront multi-use development area, and the revitalization of the southern edge of Cincinnati's central business district. And best of all, now you can get there! ♣



Fort Washington Way 2000 reconstruction project.

Program Excellence Awards for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS 50,000 AND UNDER



JAMES V. THOMPSON

ICMA's Award for Public-Private Partnerships recognizes a local government and its private-sector partner (including nongovernmental organizations) that have demonstrated the value of public-private partnerships as an effective technique for introducing greater efficiency, innovation, and civic awareness into a variety of local government services. The recipient of this year's award in the 50,000-and-under population category goes to the city of Bothell, Washington, and City Manager James V. Thompson for their success in providing activities for junior high students.

One day in 1996, Pete Anthony, owner of Little Caesar's Pizza in a strip mall in Bothell, Wash. (pop. 28,000), mentioned to the fire department's public information officer (PIO) that he had noticed a large number of junior high boys hanging around his establishment during the early evening hours. He noted that while the boys weren't

causing any trouble, they seemed to have no place to go—there wasn't anyplace within the area that offered after-school activities for carless young people. Mr. Anthony and the PIO agreed that scheduling some activities for the students once a week would help keep them out of trouble.

Together, Mr. Anthony and the PIO contacted the Northshore School District and obtained permission to use space in the nearby Frank Love Elementary school every Monday. Mr. Anthony offered to supply free pizza and drinks between 5:00 and 7:00 p.m.—which was enough to entice the boys to come to the school to hang out—and to serve as a mentor. In addition to Mr. Anthony, firefighters from the nearby fire station joined the teens each week to play basketball, demonstrate how the equipment on the fire engines works, or chat one on one. Thus, the Frank Love Junior High Gym Night was born.

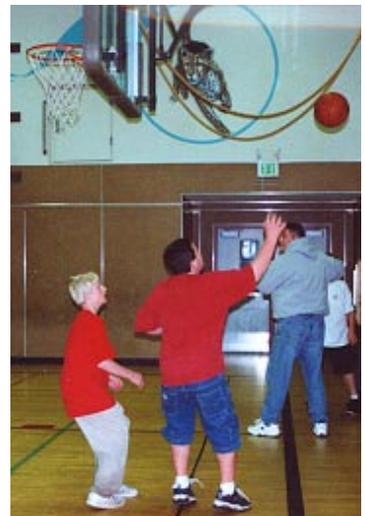
In 1998, the city of Bothell increased its involvement by assigning a staff member from its recreation division to lead the boys' activities. In addition to setting up basketball games, the staff member also brought board games and cards. On weeks when there are other activities taking place at the school, the fire department hosts the program at the local fire station, providing a movie and games for the students who attend. Because the fire station, the elementary school, and Little Caesar's Pizza are within an easy three-block walk of each other, students in the neighborhood can attend no matter where the program is offered without having to get a ride from their parents or someone else.

To get the word out about the Monday night activities, Bothell's recreation division advertises the program in its quarterly recreation brochure. In addition, the fire de-

partment PIO occasionally attends lunch at the junior high school to invite students personally. At the outset of the program, about 12 students came to the weekly sessions. Today the program attracts roughly 30 young people each week.

The Frank Love Junior High School Gym Night is simple in concept and inexpensive to manage, relying mainly on volunteers who are willing to spend a little time with a group of young people. The program not only provides teens with someplace to go and something to do, but it also offers them an opportunity to interact with role models and adults.

The success of the Frank Love Junior High Gym Night demonstrates that a lot can happen with very little money and a little initiative on the part of a single citizen and one city employee. For his part in the program, Mr. Anthony received the Alex Sidie Random Acts of Kindness Award in 1999. And for its part, the city of Bothell has received ICMA's Program Excellence Award for Outstanding Public-Private Partnerships. ♣



Junior high students enjoy pizza and shoot hoops as part of Bothell's Junior High Gym Night.

Program Excellence Awards for Outstanding Partnerships: Public- Private Partnerships

POPULATIONS OF GREATER THAN 50,000



JOHN C. MARTIN



JOHN L. MALTBIÉ

This year, ICMA's Excellence Award for Public-Private Partnerships in the greater-than-50,000 population category goes to the San Mateo (California) Pre-Hospital Emergency Medical Services Group for its success in developing a uniform and consistent pre-hospital advanced life support service for county residents. San Mateo County Manager John L. Maltbie; Daly City City Manager John C. Martin; and Program Administrator Lawrence G. Olson are accepting recognition on behalf of the joint powers authority.

Prior to December 1998, residents of San Mateo County, Calif. (pop. 701,000) could not assume that they would receive prompt medical help during an emergency. Only two of the 20 municipalities within the county provided fire department paramedic services; most of the other fire agencies had only emergency medical technicians. The county's ambulance provider had licensed paramedics, but response times were highly variable and erratic. Unincorporated and more remote areas of the county faced even greater obstacles.

Part of the problem was the independence of the cities and their emergency systems. Thirteen of the 20 cities within the county had their own fire departments and their own dispatch or communications centers. The remaining cities were served by fire protection districts, which also maintained their own communications systems. The result was 17 separate local agencies, each operating independently and providing its own pre-hospital, first-response medical services.

Save for state requirements, the cities had no uniform standards for training personnel, providing medical equipment and supplies, or establishing operational policies and procedures. Each had different budget priorities, and several could not fund an upgrade to the more costly paramedic level of service. The result was a fragmented system of pre-hospital care that varied widely from one community to another.

Recognizing that the existing pre-hospital care system was disparate and sometimes inadequate, the city managers of San Mateo County agreed to improve advanced life support (ALS) care for people in every part of the county. The cities and fire districts agreed to give up some of their local autonomy to work together and formed a joint powers authority (JPA) to oversee pre-hospital care.

The newly formed JPA entered into a contract with a private partner, American Medical Response (AMR) to provide supplies, training, equipment, clinical oversight, and monetary assistance. Under the agreement, the public fire agencies provide ALS first-response services, and AMR provides ALS transportation services. AMR makes monthly payments to the fire agencies to compensate for some of the costs of providing first responder paramedic service. This funding has made it possible for a number of departments to provide paramedics.

The partnership required the county's cities and their fire departments to relinquish their individual dispatch centers to form a single communications center under the direction of the county public safety communications division. They also agreed to ignore jurisdictional boundaries and allow the closest ALS fire engine to respond to a call.

Under the partnership agreement, both the JPA and AMR are subject to a performance-based agreement with the county. The partners pay fines to the county for late or delayed responses. As a result, first responders have increased their on-time response rates to 98 percent. Every medical call receives a fire department paramedic first responder, closely followed by a private paramedic staffed ambulance.

The San Mateo County JPA has enabled the region's cities to greatly improve the quality of the pre-hospital care they provide to county residents, regardless of location or socioeconomic status. Unexpectedly, property damage has been reduced as a result of an automatic and rapid multi-jurisdictional response to structure fires and other hazardous events. As a result of the partnership, in just two years, San Mateo County has increased the number of trained and equipped firefighter paramedics that operate within the county from about 60 to more than 220. And that saves lives. ♣

2001 ICMA 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 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 5-year increments. Awards for 25 years or more are recognized during a special ceremony, the Celebration of Service to the Profession, which takes place in conjunction with ICMA's annual conference.



40

YEARS

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ALFRED R. MOTT
GRAEME L. PEARCE

35

YEARS

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ROBERT J. BALL
KENNETH M. BONDER
CHARLES W. COATES
G. KENNETH DRIGGS
IRA C. FULLER
WILLIAM H. HAMMOND, JR.
LEROY J. JACKSON
JAMES S. LACAVA
EDGAR E. MARONEY
DON E. MCDANIEL, JR.
JOHN C. MUNN, JR.
WILLIAM L. SCHMITT
DENNIS W. STEPKE
EDWARD A. WYATT

30

YEARS

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ERIC A. ANDERSON
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GREGORY J. BIELAWSKI
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WILLIAM R. COMMENATOR
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THOMAS J. COURTNEY
COLIN L. COWAN
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DENNIS T. DAVIS
LARRY R. DAVIS
ULF C.G. DERMARK
KEVIN C. DUGGAN
D. JOHN EDWARDS
DAVID B. ELDER
JAMES R. ERICKSON
TIMOTHY J. ERWERT
RICHARD J. GAROFANO
ALFRED A. GATTA
DAVID E. HAMILTON
KENNETH R. HAMMONS
GARY H. HENSLEY
RICHARD F. HERBEK
DONNIE L. HILLIARD
ROBERT W. HOGUE
JOHN E. HOLMES
GEORGE E. HOWE
ROSS G. HUBBARD
GARRY G. HUNT
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THOMAS J. WONTOREK
FLOYD WOODS
TERRY L. ZERKLE

25

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FRANK V. CIACCIA
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KAY CLARKE
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F. WALLACE DOUTHWAITE
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BONNIE S. DYGA
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KAY WINER
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JOSEPH W. YARBROUGH
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20

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STEVEN WYLIE

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YEARS

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CAMERON D. BENSON
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