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Forest Park Issues Moratorium on Internet Sweepstakes Establishments

submitted by Ray Hodges, City Manager, Forest Park

Forest Park, Ohio has become one of a growing number of communities who are starting to address the growing trend of Internet Sweepstakes Establishments. Earlier this year, we became concerned about this relatively new digital twist to the age-old problem of gambling. There are variations concerning how Internet sweepstakes establishments operate, but they can first appear so inconspicuous, in terms of gambling, that they may have already crept into a few communities. It has been reported that one variation of the Internet sweepstakes establishment (or café as they often refer to themselves) is where customers purchase pre-paid phone cards at the café which provide them with Internet access time on computer terminals at the café to play cards, horse races, slot machines, or other games over the Internet. Winning or qualifying in these games then allows the player to win additional minutes or points that in turn may give them chances in a sweepstake where they could actually win money or other prizes of greater value. The bottom line is that these Internet sweepstakes concepts and related Internet gaming offshoots appear to be just a creative form of gambling. In most cases, operators come into a community and open up shop with a bunch of computer games that allow “winners” to acquire prizes that could be as innocuous as telephone airtime. The concern of public officials is that it would not take much effort to convert these airtime prizes by reselling them, trading them in lieu of cash or leveraging them to participate in a larger “sweepstakes” type of Internet drawing where participants could actually win money or other prizes of greater value. According to Chris Anderson, Forest Park’s Community Development and Zoning Director, “What seems innocuous on the surface could quickly snowball into a full-blown gambling parlor.”

In March of this year, Forest Park’s administrators discussed various Internet gambling concepts with its City Council with the initial idea of adopting legislation to regulate it using communities such as Liberty Township, Butler County as models. We understood at that time that we must be proactive to make sure that we understand and prevent what appears to be a growing trend to circumvent laws that are designed to prohibit gambling and other illegal activity. We also determined that we needed to spend more time just studying and better understanding the concept. Consequently, in March Council passed a resolution to establish a six months moratorium for use and occupancy applications and permits for such operations.

Since the moratorium has been in place we have received at least two inquiries about operating Internet sweepstake cafés. By mid-September we were prepared to present a code amendment to address the concept of Internet sweepstakes games and establishments at the end of the initial six months moratorium.

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It now appears, or is at least anticipated that, with House Bill 195, the State will take action and perhaps pass a bill within the next few months. We want to see exactly what the State passes and know what they are covering on the state level and what they are leaving for the local jurisdictions. Consequently, we have extended the current moratorium for an additional six months with plans that we will work off of what the State develops. Even if the State fails to address it all then, by the end of the year, we will tailor the models adopted by other communities to best fit our community need. We are very interested in knowing and reviewing the experience and legislation that other communities may have with the concept of Internet sweepstakes cafes.

Who's Who -- Who's Where

Management Partners is pleased to announce that **Cecil Osborn**, formerly City Administrator of Springdale, Ohio, has joined the firm as a Senior Manager. He will be focusing on providing assistance to Ohio managers. His expertise lends itself to providing executive coaching, executive search, and other organizational improvement projects. Cecil can be reached at 513 861-5400 or cosborn@managementpartners.com

Upper Arlington Deputy Director of Economic Development **Matt Shad** is leaving the city to take the position of vice president of development and new initiatives of the Economic and Community Institute-- an intermediary microlender in Central Ohio. Shad will be responsible for internal operations and will work to develop new programming opportu-



Oberlin Recognized as One of Ohio's Best Hometowns

In the November issue of Ohio Magazine, Oberlin will be recognized as one of five BEST hometowns in the publication's sixth annual Ohio's Best Hometowns issue. Ohio Magazine editors selected Oberlin because this city embodies all of the qualities and characteristics that make Ohio hometowns so special: historic landmarks and architecture, quaint shopping and galleries as well as an amazing sense of community. "The quintessential college town, Oberlin hosts a variety of arts and culture activities, and is home to many eclectic shops and restaurants." In this special collector's issue, Ohio Magazine also recognizes four other communities as 2012 Ohio's Best Hometowns: Archbold, Lebanon, Nelsonville and Hilliard. The issue will hit the newsstand on October 26, 2011.

To determine the honorees, Ohio Magazine solicited nominations and conducted site visits across the state. The editors evaluated the nominees in six categories — Community Spirit, Education, Entertainment, Health and Safety, Business Environment and Culture and Heritage — to help finalize their selections. Each of the Ohio Magazine's Best Hometowns will be featured on the program Discover Ohio which will be airing on ONN throughout the month of November. Each hometown will also mark this special honor with celebrations throughout the year.

Innovation Edge: The Value of Public Service

by Randy Reid, County Manager, Alachua County, FL



We find ourselves today as public sector leaders working in an era of dynamic global economics, stormy political discourse and facing yet another crisis in confidence in our public institutions. Memories of 9-11 sacrifices of public servants have faded as we debate the causes of our national afflictions, diminished financial security and face the current rhetoric frequently condemning the public sector. That said, I continue to feel an undiminished pride in working as a professional in local government. I know my jurisdiction, like the ones many of you work for, have a brighter economic future and

are kinder and gentler places because of the personal investment and labor of public employees.

My jurisdiction, perhaps like yours, is blessed with innovative, dedicated and creative public employees and our community is recognized by the innovation in our programs and excellence of our public academic and healthcare institutions. Thanks to the actions of our citizens through public programs, the natural beauty of our countryside remains intact and protected and our economy is rebounding. The collaboration and work of many people makes these community achievements possible: people in both the private and public sectors. It is folly to think that only the private sector strives for obtainment of excellence or causes our communities to achieve it. The role of public employees and the value of public service is vital to our republic and the success of our communities.

Public sector employees are not the "non producers" of the currently popular Ayn Rand's "Atlas Shrugged" worldview. The public sector serves a three-fold vital role as the provider of public goods, guardians of the commons and promoters of a civic life essential to our communities. Private sector organizations while effective community partners, can be trusted to desire to do so only to the extent they can commercialize it for profit or create positive branding through their actions.

Early in my career as a manager I was influenced by a book, "Reinventing Government," not with just the examples of change oriented, transformational management I had learned under my first boss and coauthor, Ted Gaebler, but most of all by five principles outlined in the preface of the book. This book, critical of government bureaucracies, stated that first, as practitioners, we must strive to preserve in this era our fundamental belief in democratic government. Secondly, we must believe that a civilized society cannot function effectively without "effective" government and we make that effectiveness a reality each day to the degree we can attain it. Thirdly, we must believe that those dedicated employees around us working in government are not the problem as much as the bureaucratic systems in which we are to this day forced to work in that are the principle problem with government. Fourthly, we must believe that neither traditional liberalism nor conservatism has much relevance to the problems that our governments face today and there exists a need for pragmatic and non ideological solutions. Finally we must commit to provide equal opportunity for all of our citizens to prosper and reach their potential. These thoughts continue to serve me now in this time of public criticism of local government and continue to motivate me through periods of frustration in my public service.

Response to public sector critics must be viewed as a teachable moment and a time for civic education. In our comments and speeches, we need to recognize with humility our organizational shortcomings and explain those essential inefficiencies within public processes that represent the conflicting yet important values we adhere to as a democracy. Most importantly we must boldly and unabashedly defend the public sector's role in defending the "commons" and the competency and value of those individuals employed or called to public service. I suggest that public employees, whether as a Commissioner sitting at the dais or a member of a road construction crew, devote their lives to making local places better places for all our citizens. They are not nameless, faceless bureaucrats living in faraway places. They are your neighbors, and your friends. They sit next to you in your place of worship. They have families. They pay taxes. They are the customers in your businesses and the volunteers in your favorite organizations. They are fellow citizens of our community and it is their honor and passion to serve you. They do not grow rich in doing so, as a narrowing minority continues to do in the private sector, but they serve you well and deserve your respect.

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In my experience, our public sector peers start off each morning with a totally different set of fundamental questions in their minds than our private sector counterparts in community life, who must measure their profit margins and commercial viability. Many of our public employees start every day with the well-being of the entire community in mind and specific issues essential to community prosperity and health they must grapple. Sometimes these seem like Don Quixote assaults on society's broken institutions. They ask important questions and develop strategies to solve increasingly complex community problems. Questions considered by the private sector are tangential or seek a nexus to community problems only if they can commercialize the opportunity, profit off the commons or assist their corporate branding by association to community building efforts. Corporate loyalty to a specific place is a dying value in today's global or absentee businesses ownership.

Public employees ask humane questions such as if anyone is going hungry today? Are citizens in danger because of temperature extremes? How can we help keep citizens healthy? Is someone in despair because of illness but unable to afford treatment? Is a veteran feeling lost and isolated? Does a victim of violent crime need assistance? Can a non-profit organization help tend to those in need? Did a person's race prevent them from renting a home?

Public employees plan for a better future for their communities. They plan for the benefits of their citizens and preservation of historical places while balancing the impact of new development. We ask what our communities will look like in fifty years. Are we building safe structures? Can we grow in a way that creates a sustainable future? What will transportation look like as gasoline costs increase? Can we use energy more wisely? Will there be farms here in the future or only houses? Will future generations have access to our beautiful wild spaces?

Public employees ask if precious natural systems and our environment that undergirds our communities are safe. Are our water supplies and air quality healthy? Are we safe from exposure to dangerous toxins? How do we dispose of dangerous chemicals? How can we assist parents prevent childhood obesity?

Public employees ask questions out of concern for our citizen's quality of life and public safety. This quality of life focus is a clear responsibility of the public realm and makes for sustainable and resilient businesses and neighborhoods. How can we improve our transportation infrastructure? How can we pay for a park or fire station? How can we encourage business retention? Can we recycle more and limit non renewable resource use? How do we best respond to the devastation of a fire, a hurricane, a medical emergency? How do we make our neighborhoods safe? Are there safe alternatives to jail and long term incarceration?

Public employees ask if we have responsibly enhanced our democratic ideals and sufficiently gathered citizen concerns on important issues. Have we made our government more accessible to all people? Have we responded to citizen questions in a helpful and timely way? Are we providing civic education opportunities and forums for civic conversations, as well as formal public hearings and processes? Do we properly engage citizens in problem solving or have we made them only consumers of our services?

As ethical public managers and employees we need to listen to our critics closely and respectfully as citizens and concentrate on fiscal accountability, effective governance and outstanding performance at each of our public tasks and responsibilities. We must, however, never dismiss the fact that what we do as public employees is essential to the functioning of our communities and the welfare of our citizenry. If we work hard, treat our elected officials, peers and our citizens with respect and civility, we can answer any question and respond to any challenge our communities face. We can bring honor back to public service and attract a new generation to public service.

About

Ohio City/County Management Association and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of Ohio local governments. The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the new joint Alliance and ICMA Knowledge Network at www.transformgov.org or contact our Regional Director, Greg Stopka at gstopka@transformgov.org.

Making People Aware of Water

In the US public agencies inadvertently keep important issues of future water supply, distribution and quality out of the public's view. When we turn on the faucet, plenty of clean, cheap water comes out. "We haven't done ourselves any favors being as good at water production and management as we are!", said one retiring water-buffalo (an old-timer in the water business). "If people realized how important water really is to human existence they'd treat it with the respect it deserves." While we don't want to create an unnecessary crisis, there's benefit in keeping important water issues salient to the public.



LL Decker and Associates's annual newsletter on water features links to water-related podcasts and articles that should be of interest to you, your staff and your policy makers. To access the newsletter visit: www.ldecker.com. In addition, below is a link to an interview and book summary explaining...in terms the general public can understand... the impacts of our current long-term water policy.

An interview with Charles Fishman, author of *The Big Thirst. The Secret Life and Turbulent Future of Water*, 2011. <http://www.npr.org/2011/04/11/135241362/the-worldwide-thirst-for-cleandrinking-water>.

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WOMEN IN PUBLIC FINANCE
OHIO CHAPTER

Women in Public Finance Launches Ohio Chapter

Ohio Women in Public Finance is a new professional organization dedicated to connecting women involved in the public finance industry. Eleven women representing government issuers, bond counsel, finance authorities, underwriters, financial advisers, bankers, and water and sewer districts from around the state serve as the organization's founding board members.

The organization is an affiliate chapter of Women in Public Finance, headquartered in Chicago. Ohio Founder and Board President Megan Kilgore said, "The purpose of Ohio Women in Public Finance is to provide relevant educational and networking events to our membership. My goal for OWPF is to build a platform for women in the public finance industry to share and exchange ideas in a way that expands opportunity for everyone."

"I want this to be a resource for women," Vice President Amber Burke said, "We're planning quarterly educational forums and networking events for after work. I also look forward to the Ohio Chapter growing its mentoring program." Membership, which does not have an annual fee, is available on the website at www.ohiowpf.org. A statewide tour of networking events has been established to kickoff the organization's membership. Event details can be found on the website.

For questions regarding Ohio Women in Public Finance, contact Megan Kilgore, President, OWPF, City Auditor's Office, City of Columbus Ph. (614) 645-8249.

Beavercreek Dedicates New 9/11 Memorial

The City of Beavercreek obtained a steel beam from the World Trade Center in September of 2010 and on September 11th of 2011 a ceremony was held commemorating the tenth anniversary of the September 11th attacks and dedicating the new 9/11 Memorial which is nearing completion. Colonel Amanda Gladney, the 88th Air Base Wing and Installation Commander at Wright-Patterson Air Force Base as well as Dan Marderosian, a resident of NYC who helped Beavercreek secure the piece of the World Trade Center, both gave heartfelt speeches at the ceremony. The steel which was erected at the center of the memorial weighs nearly three tons and projects over 25 feet into the sky. The piece came from between the 101st and the 104th floors of the north tower of the World Trade Center.



The memorial is located near the intersection of US Route 35 and North Fairfield Road, next to the Beavercreek Station and the Creekside Trail. Visitors are always welcome and the memorial is open 24 hours a day, seven days a week.



Career Compass No. 20: They've Oversized My Job!

by Dr. Frank Benest

In this issue of Career Compass, Dr. Benest reviews some steps you can take to handle additional work that's landed on your desk during periods of economic belt-tightening.

I work as one of two purchasing agents in the Finance Department of a medium sized city. I have enjoyed my position and am committed to the organization. However, as part of recent budget cuts, the Finance Director has eliminated one of the purchasing agent positions and now I am doing the work of two people. Expectations have not diminished; I feel that I am always behind; and I am stressed to the max. They've oversized my job. What can I do?

With several straight years of budget and staffing cuts, most local government employees have taken on more work. Our jobs are much more demanding and we all feel stressed. However, I can suggest a few approaches to make your situation more tolerable or better yet to use the situation to your career advantage.

Before I explore potential strategies, you must understand that you are in a position of strength as you take on addition work and duties. Management cannot get out the work with fewer resources without skilled and committed people like you. Therefore, you need to leverage this opportunity.

Ten Strategies

STRATEGY 1: IDENTIFY PRIORITIES

As a first step, you should meet with your manager, acknowledge together that your workload has dramatically increased, and mutually agree on some priority projects or assignments. It is also important that you discuss these priorities with the departments that you serve and the your larger Finance Department team. Based on these discussions, you and your manager may decide on tweaking the priorities.

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STRATEGY 2: NEGOTIATE TIMELINES

In conjunction with your manager and your customer departments, it is imperative that you negotiate and agree upon some realistic timelines for both priority and non-priority assignments.

STRATEGY 3: REDESIGN THE SERVICE

Since management has oversized your job and the same service delivered with fewer staffing resources may be untenable, you need to redesign how you do the job. For instance, is some self-service a realistic option? With some training and technical support, can smaller purchases or contracts be handled by the staff in the customer departments? Can the departments handle several steps in the process? Can you and the departments eliminate a few steps and streamline the process to make some self-service a viable alternative?

STRATEGY 4: SECURE ADDITIONAL ADMINISTRATIVE SUPPORT AND COACHING

In the discussions with your manager, you should request more administrative support from other Finance Department staff in order to handle some of your lower-level tasks. It is also legitimate to request coaching for any challenging tasks or assignments.

STRATEGY 5: SUBTRACT

As you add more work to your plate, you have the opportunity to take some work off as well. When you review your additional assignments with your boss, you should come prepared to discuss what you can subtract or shift to someone else, especially if the delegated assignment is a development opportunity for the other person. Delegating may include some reporting or other administrative work. Subtracting could focus on ritualistic non-value-added work that can be totally eliminated.

STRATEGY 6: ADD

To complement your subtraction efforts, you may seek ways to add. Could you add resources from another department, a part-time employee, an intern or even a volunteer?

STRATEGY 7: KNOW YOUR LIMITS

Once you have explored priorities, reasonable timelines, opportunities to redesign the work, subtracting work and adding resources, you must identify your limits and stand firm on what you can accomplish and what you cannot. Of course, you want to help your agency and support other team members as much as possible in dire times. However, you have a responsibility to yourself and to others to insist on a doable workload. You are not doing anyone a favor if you are overwhelmed and therefore ineffectual. Assert yourself!

STRATEGY 8: NEGOTIATE MORE CONTROL OVER YOUR WORK

While you may wish some assistance in one area or another, including help from your boss, you may also relish less over-the-shoulder supervision. If so, you can agree with your boss when it is reasonable to check in and report progress and any problems but basically you can handle your job without daily or weekly supervision. In other words, you can use the oversizing situation to create less reporting and more freedom in how you do your job.

STRATEGY 9: SECURE HIGHER-LEVEL ASSIGNMENTS OR MORE ENJOYABLE TASKS

Amidst all the new work, you need to identify some higher-level "stretch" assignments that would provide new experiences, promote learning and new skills, and create new relationships. As you accept more tasks, you must ensure that a few are developmental opportunities. Likewise, you can negotiate a few more enjoyable tasks to be included in your expanded portfolio.

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STRATEGY 10: NEGOTIATE SOME KEY BENEFITS

After acknowledging with your manager that the organization is making many more demands on you and significantly increasing your workload, you can legitimately negotiate some important benefits. For instance, how about a better working title that would help you secure a higher-level position in the future?

Or, after you have demonstrated that you have risen to the challenge, how about negotiating a promotion? The organization is still saving a substantial amount of money by eliminating the other purchasing agent position even after giving you a raise. Another option is negotiating a flex schedule or working from home one day per week where you can do more work in an uninterrupted environment. At the very least, you should indicate that you would like some more visibility in the organization as you seek advancement. You may agree with your boss that you will make some presentations to the City Council or Department Head team or serve on a high-visibility taskforce representing the Finance Department.

Whatever agreements you make with your boss or others, it is a good idea to make them as explicit as possible and put them in writing.

Take Care of Yourself

As you undergo more stress, you need to take care of yourself. Some suggestions include:

- Eat well
- Exercise on a regular basis
- Take a weight control class
- Walk at mid-day or after work
- Take a yoga or meditation class
- Avoid self-medication through drinking or drugs
- Get adequate sleep
- Don't neglect your hobbies or friends
- Avoid isolation; connect with others
- Have a good laugh and blow off steam with co-workers (for example, joke about whose jobs got oversized the most)

To get some advice or guidance on employer-sponsored wellness programs, you can visit your HR Department. Your agency may also provide an Employee Assistance Program which can identify available wellness programs. Your health care provider is another source of prevention and wellness resources.

Use Your Leverage

Again, if your local government agency is oversizing your job, you have leverage. You should neither over-reach ("I want a promotion and more money or I won't take on the additional work") nor underestimate the opportunity. You can use your legitimate leverage in negotiating priorities, timelines, administrative support, coaching, and learning and development opportunities as well as other benefits

Career Compass is a monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA's JOB newsletter and online. Dr. Frank Benest is ICMA's senior advisor for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.



How to Handle Divisive Land Use Projects

By Avakian Consulting

Unfavorable land use projects can derail the good feelings and politics of a community quickly and easily. Not everyone wants a landfill, a rock quarry, a wind farm, an asphalt plant or even a Wal-Mart Supercenter in his or her back yard. It takes only one disgruntled landowner to quickly become a major campaign with a ground swell of support that could derail an entire project instantly and quickly. How a city handles such a controversial project coming into their community under protest and how they react can make all the difference in the world.

If this is your situation, first and foremost de-personalize the attacks and deal with the angered community. This is when the engagement process becomes a powerful strategic tool. By putting in place a community-engagement process that is specifically designed to deal constructively with community anger and campaigning when it emerges, you are ahead of the game when problems arise – as they always do.

Proper engagement will deliver better, positive long-term relationships, reduce project costs brought about through delays and appeals and can improve the project through creative problem solving. And, it's the right thing to do.

1. Become proactive – Get out and engage the stakeholders. Getting out there and talking early is essential for staying in control and for controlling the rumors, misinformation and fear.



2. Prepare for conflict –

- Speak... everyone deserves a chance to have their say.
- Listen to the community...their view and ideas count.
- Talk...start the conversation and open up the dialogue.
- Negotiate solutions start to emerge naturally once people talk.

3. Talk open and often – People need to know not only what the project involves, but how they can be involved. Talking about the process helps them to feel that they have some control, and avoids tension. Trust will be built through reporting openly the issues and concerns raised during the engagement process. Reports from meetings and public forums should be made readily available so that people can see that their issues have been noted, and where appropriate and possible, acted upon.

4. Embrace the power of the opposition group – Bringing together a group of potentially angry people is not something for everyone. Many proponents actively avoid them and it is often only through local government or through the community's own efforts that a public meeting or similar forum occurs. These group forums are important tools for venting frustrations, and letting the community sort out its views. A well-run public meeting, which doesn't mean there won't be plenty of shouting, can be very influential at positively shaping community opinion.

Finally...bring it all together. Unfavorable land use projects and community opposition can be frustrating and it is an increasingly prevalent element of our ever-changing landscape. The use of the techniques and processes designed to handle conflict and build trust can minimize public outcry and deal effectively with it when it does arise.

Nominate an Individual or Program for a 2012 OCMA Award

OCMA's Annual Awards Program honors communities and their administrators for their creative contributions to professional local government management. The program also strives to increase public awareness of the value of professional local government management. Each year, a panel selects the award recipients from among those nominated by the OCMA membership. In this way, the association recognizes the outstanding work performed by elected officials, appointed managers, local government staff, educators, and citizens who work together to address the most pressing issues facing today's communities.



The OCMA Annual Awards recognize individual achievement by chief administrative officers or assistant administrators who are in positions of overall management responsibility, and/or local governments and their chief administrators in recognition of their creative and successful programs.

NOMINATION PROCESS

For each individual or program nomination, nominators must develop a brief narrative and complete an award nomination cover sheet.

EVALUATION CRITERIA

In addition to an individual's body of work or a program's overall creativity and/or innovation, OCMA's Awards Panel evaluates each nomination using the following criteria as presented in the nomination narrative:

1. Scope, Importance, and Value of Activity/Contribution

How has each nominee enhanced or made an outstanding contribution to the specific award topic area for which he/she is being nominated? How important are the services? Who benefited from the services provided? How has the activity affected the lives of the service recipients? The programs nominated must have been in effect for a minimum of one full year (not including the planning phase) and must have demonstrated tangible results.

2. Effectiveness Measures

Narrative must describe dollar savings, discuss how productivity increased, and/or summarize program results/impacts (e.g., lives saved, number of citizens served, or how a council or commission enhanced their effectiveness). Notable improvements are often described in "before/after" terms.

3. Quality of Performance

This criterion recognizes level of effort, sacrifice, and innovation as ingredients for merit. (Note: Be sure to recognize the "behind-the-scenes" achievers who made the project work.)

DEADLINE FOR NOMINATIONS

Nominations must be received at OCMA by December 1. Nominations should be mailed to: OCMA Annual Awards Program, c/o John Glenn School of Public Affairs, The Ohio State University, 150 Page Hall, 1810 College Rd., Columbus OH 43210. Alternatively, nominations can be emailed to Holodnak.1@osu.edu.

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RECIPIENT RECOGNITION

Recipients (both individuals and community programs) of all OCMA Excellence Awards will be recognized in conjunction with the annual OCMA Winter Conference.

AWARD CATEGORIES AND ELIGIBILITY

Career Achievement Award

Recognizes an outstanding local government administrator who has:

- fostered representative democracy by enhancing the effectiveness of local elected officials and by consistently initiating creative and successful programs and
- demonstrated a commitment to the development of the profession, especially through involvement in ICMA/OCMA.

Eligibility: OCMA Membership, a minimum of 10 years of senior-level service to the profession within the state of Ohio.

Career Development / Mentoring Award

Each year, OCMA presents The Career Development/Mentoring award goes to a member who has made a significant contribution to the development of new talent in professional local government management. Eligibility: OCMA Membership

Citizen Participation Award

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.

Innovation in Local Government Award

Recognizes one or more local governments that have successfully applied the concepts of reinvention, reengineering, TQM, customization, or other cutting-edge organizational tools in the delivery of public services.

Intergovernmental Cooperation Award

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.

Profiles in Courage Award

This award recognizes truly effective leadership in unusual circumstances. Examples include:

- 1) a community devastated by a natural disaster and through truly effective leadership by the manager, the community is able to rebound effectively;
- 2) an unusual personal tragedy that a manager is able to overcome and still provide effective leadership and service to the community.

For a nomination form visit www.ocamohio.org and click on documents.



City of Montgomery Recognized by ICMA for Innovation and Commitment to Continuous Improvement

The International City/County Management Association (ICMA) recognized the City of Montgomery's superior performance management efforts with a Certificate of Achievement from the ICMA Center for Performance Measurement (CPM). Montgomery is among seven jurisdictions receiving the honor this year.

"The certificate program is one of the pillars of CPM," says Michael Lawson, director of CPM. "Through our certificate program, local governments are recognized for their exceptional commitment to continuous learning and improvement. The criteria on which the certificates are based serve as a checklist of effective, results-oriented management practices." ICMA CPM assessed the City's performance management program against the following criteria:

- Analysis of results by comparing to peers and gauging performance over time
- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials
- Data verification efforts to ensure reliability
- Staff training

Performance management aids in cost reduction, program prioritization, and quality improvement. It also encourages accountability and transparency. "I'm proud of the City being recognized for its efforts with continuous improvement. Given the current economic conditions it is important that we always strive to provide quality services in an efficient and cost effective manner," says Matthew Vanderhorst, Customer Service Director.

The City of Montgomery has also recently been awarded with the 2011 Strategic Leadership and Governance Program Excellence Award from the ICMA. This annual award recognizes innovative and successful local government management programs or processes that significantly affect a local government's culture or strategic direction.

The City was selected for this award from submissions from local governments throughout the world based upon a nomination entitled, "Changing the Public (and Internal) Perspective of Local Government through a Quality Work Culture, High Levels of Employee Ownership and Great Service Delivery."

This nomination highlighted the City's efforts over the past 10 years to become a "higher performing local government organization." These efforts have focused on developing the skills and contributions of employees through emphasis on leadership, management, technical and team skills; establishing a strategic vision for the City and the local government organization; and, enhancing the "culture" of the workplace and services provided to citizens through an emphasis on values and professionalism in service delivery. The City's accomplishments will be featured in a commemorative awards section of Public Management Magazine this fall.