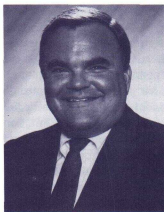


## In-Service Training Award in Memory of Clarence E. Ridley

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. The award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year ICMA presents this award jointly to Douglas K. Clark, city manager of Escondido, Calif., and to R. Michael Eastland, city manager of Carrollton, Texas.

The city of Escondido, Calif., has been growing by leaps and bounds. In 1972, the city's population hovered at 40,000. By 1990, its population surpassed 108,000, making it one of the fastest growing cities in the San Diego area. Such rapid growth created many challenges for Escondido's local government, ranging from need to provide additional public facilities and increased city services to environmental management concerns.

In response to these challenges, Mr. Clark initiated a customer service program that re-focused the concept of "I'M FIRST," an acronym for inter-



Douglas K. Clark

directed by a 20-member customer service committee that meets monthly and includes representatives from every city department. The committee



Through the I'M FIRST program, Escondido staff are empowered to cut through "bureaucratic red tape" to provide better service.

gration, mission, feedback, interviewing, reward, support, and training. The concept was developed by management consultant Linda Goldzimer of Yonkers, N.Y.

I'M FIRST encourages Escondido's employees to treat each customer as an individual with personal needs and to work smarter, not harder, to deliver better service. The program is

provides program direction, evaluates employee suggestions for service improvement, and maintains records.

The I'M FIRST training program provides Escondido employees with increased job awareness and inspires them to deliver the best in local government customer service. ★

Faced with a rapidly growing population, the city of Carrollton, Texas, needed to expand its local government services. At the same time, a slow economy and a declining tax base forced the city to try to do more with less. In addition to its economic woes, the city recognized that its training and personnel programs were either inconsistent or nonexistent.

To meet the challenge of balancing increased service demands against fewer available dollars, Mr. Eastland developed a comprehensive training program that encourages excellence in local government through training and professional development. The four-tiered program is administered through the human resources department by a trainer who is responsible for assessing organizational and training needs, as well as coordinating, developing, and implementing training programs to meet those needs.

An integral part of Mr. Eastland's training program is the Supervisory Training Series, which enables supervisors to develop fundamental management skills and presents a common management philosophy to local government managers. The Administrative Network is a series of monthly sessions designed to provide

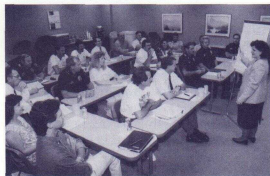


R. Michael Eastland

support staff with the skills and knowledge they need to respond to the challenges of today's workplace. Network sessions focus on human relations skills and the consistent application of procedures that directly affect administrative employees.

Carrollton's New Employee Orientation program provides vital information to new employees to enhance their understanding of local government. The city also offers employees the chance to participate in ongoing sessions that help participants develop positive discipline, resolve differences, and treat citizens as customers.

Mr. Eastland's in-service training programs provide employees with the increased job skills, personal growth, and inspiration they need to become participative and innovative members of the city's local government team. ★



Carrollton employees receive comprehensive training and professional development.