



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Excellence  
is presented to

*Phoenix, AZ*

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 103rd ICMA Annual Conference  
in San Antonio/Bexar County, Texas

23 October 2017

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

MARC A. OTT  
ICMA EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'Lee Feldman'.

LEE FELDMAN  
ICMA PRESIDENT