



# az management

a publication of the *Arizona City/County Management Association*

December 2004

## 2005 ACMA Winter Conference Registration Now Available!

The 2005 ACMA Winter Conference is February 2-4, at the Hilton Sedona Resort and Spa in Sedona. The conference registration fee for ACMA members is \$295.

Registration materials for the conference were mailed to members this month and may also be downloaded from the ACMA web site, [www.azmanagement.org](http://www.azmanagement.org). **Please mail or fax registrations to ACMA no later than Thursday, January 27, 2005.** Room reservations at the group rate of \$110/night may be made by calling the Hilton Resort and Spa at 1-877-273-3762 or 1-928-284-4040. **Please note that the group rate is only guaranteed through Sunday, January 2, 2005.**

## Pre-Conference Workshop Provides Leadership Tips from Literature

The ICMA University Workshop "Leadership Lit from the Best Sellers List" is a new workshop presented by ICMA's Director of Professional Development, Felicia Logan. The workshop will be offered Wednesday, February 2, as the ACMA Winter pre-conference session. Join your colleagues for a fast-paced interactive session that explores leadership tips from the best-sellers list. Now, Discover Your Strengths will be included in the registration fee for the workshop. The strengthsfinder survey is based on 2 million interviews conducted by Gallup of those who are the best at what they do. The strengthsfinder survey will identify your 5 greatest strengths that will allow

you to go from good to great. Your results will be used as part of the workshop. **Members interested in this workshop are asked to register no later than January 14. Registrants will be e-mailed an access code to complete the strengthsfinder survey online prior to the conference.**

## ACMA offers Two Scholarships to Harvard Program

Through the commitment and generosity of APS and Greenberg Traurig; Peacock, Hislop, Staley & Given; PinnacleOne, and Shockey, Erley, and Company, ACMA will provide two scholarships to the 2005 Harvard University John F. Kennedy School of Government Senior Executives in State and Local Government Program. These full scholarships allow ACMA to send two members each year to represent Arizona in this program.

There are two program sessions available, June 12-July 1, 2005 and July 10-July 29, 2005. Tuition for each 2005 summer session is \$10,300 and includes room and board. The two scholarships offered to ACMA members cover the full cost of this tuition.

Additional information on the program is available at <http://www.execprog.com/programs.asp>. Scroll down and click on "Senior Executives in State and Local Government." Applications materials can also be downloaded at this location. Select "Apply Now" and choose the option to download an application (do not utilize the "apply on-line" feature if you are applying for the scholarship).

In order to be eligible for the two scholarships offered to ACMA members, please

return your completed application to ACMA, Attention: Wendy Kaserman, 1820 W. Washington St., Phoenix, AZ, 85007. **Applications must be received by ACMA by February 18, 2005 (disregard the May 1, 2005 deadline on the Harvard web site if you are applying for the ACMA scholarships).**

Should you have additional questions about this program, please contact Wendy Kaserman at 602-258-5786 or [wkaserma@mg.state.az.us](mailto:wkaserma@mg.state.az.us).

## Save the Date

### **January 2**

**Last Day the ACMA Group Rate is guaranteed at the Hilton Sedona Resort**

### **January 6**

**Deadline to RSVP for Cities & Towns Day at the Capitol**

### **January 14**

**ACMA Roundtable in Superior**

### **January 14**

**Deadline to Register for the ICMA University Workshop at the Winter Conference**

### **January 20**

**Cities & Towns Day at the Capitol**

### **January 27**

**Last Day to Register for the ACMA Winter Conference**

### **Feb. 2-4**

**ACMA Winter Conference  
Hilton Sedona Resort and Spa**



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## Fountain Hills Manager Reflects on the Harvard Experience

*Tim Pickering, Town Manager, Fountain Hills*

When I saw a fireman crying, a city manager reciting poetry, and a lobbyist lauding the acumen of public officials, I realized I was in a unique setting. I witnessed those activities on my final day of attending a three-week course that resembled more of an intellectual boot camp than a training program for senior executives in state and local government officials.

In July, I had the amazing opportunity to attend the Harvard Senior Executives in State and Local Government Program. This intensive program consisted of reading three case studies each night with class discussions the following day. My typical day began at 6:15 am, attending study groups from 8:00 to 9:00, classroom discussions through 3:30, and individual case studies until 5:30, followed by dinner with the class and returning to my three-person dorm room around 9:00 pm.

I return to Fountain Hills with new and refreshed ideas and principals such as:

- Before adding government programs, determine what public service will be added, if the organization has the capacity, and if the timing is right.
- Taking a few steps backwards is okay. Short term wins with short term deadlines improve morale.
- The time to fix the leaky roof is when the sun is shining.
- Leadership is about risk and that means upsetting people in your own group.
- Science only probes, it never proves, so always question scientists
- Post goals and measurements for all to see.
- If the horse is dead, dismount.
- KISS: Keep It Simple Stupid, when delivering a presentation.
- Every battle is won before it starts.
- Learn more about yourself by watching what you do, then what you say.

The most rewarding part of the program was the opportunity to build relationships with a wide-range of elected and public officials from across the U.S and three foreign countries.

These people became very special to me, not just because we have similar jobs, but also because they perform their roles with care and compassion, and intelligence. I feel fortunate to have been their classmate and colleague.

My time at Harvard has caused me to rethink how I manage and reason at a higher level, or as Harvard puts it, getting off of the dance floor and onto the balcony. I would like to thank Fountain Hills Mayor Nichols and our Town councilmembers for providing me with this once-in-a-lifetime opportunity that reminded me that I cannot solve adaptive problems by myself - it takes a community.

## Cities & Towns Day at the Capitol

The League of Arizona Cities and Towns will host its 4th Annual Cities & Towns Day at the Capitol on Thursday, January 20, 2005, from 10:30 a.m. until 1:00 p.m. All city and town elected officials and staff are invited to attend. The event is free for city and town officials and lunch will be provided. This is a great opportunity to gather with other city and town officials to inform our legislators about important issues impacting our communities.

To RSVP for this event, please download the form at [www.azleague.org](http://www.azleague.org). The deadline to RSVP is Thursday, January 6. If you have any questions regarding the event, please contact Marisa Hoskins at (602) 258-5786.

## ACMA Member Shares his Knowledge of Tribal Government

*Urban L. Giff, Community Manager, Gila River Indian Community*

*Many ACMA members are familiar with the similarities and differences between city and county management. However, you may not know as much about Tribal Government and the role of the Community Manager. In 2004, ACMA welcomed our first Tribal members, Mr. Urban Giff from the Gila River Indian Community and Mr. Jim Noe from the*

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*Yavapai-Prescott Indian Tribe. In the article below, Urban discusses the structure and services provided by the Gila River Indian Community and his role as Community Manager.*

The Gila River Indian Community is the largest Indian Community near the Phoenix metropolitan area encompassing nearly 600 square miles. With a population of nearly 17,000 members, the goal of the Community government is to provide quality services to residents living in each of the seven districts, and continue to develop economic diversity to build a strong future for the Community. Two Tribes comprise the Community; the Pima Tribe and the Maricopa Tribe, each Tribe distinct from the other in language and traditional customs.

The Community (Tribal) government has over 1,600 employees that provide services in health care, education, fire department, police department, emergency medical transportation (ambulances) social services, legal, land use planning, economic development, Community courts, adult and juvenile detention and rehabilitation facilities, programs for the elderly, youth council, gaming regulatory commission, planning, administration, public works, roads and streets planning and construction, vehicles and equipment management, building safety, finance and accounting, capital projects planning and construction, property and supply, procurement, contracting, residential housing planning, construction and management, a Tribal newspaper, cultural archeological excavations, water rights protection, insurance and employees benefits, and assistance services to the residents.

The Community Manager oversees and guides the activities of various departments and special projects to ensure they are in concert with the policies and goals of the Community Governor and Council (Tribal Council). The Community Manager's role includes some specific administrative and management responsibilities and also frequent involvement in the overall services operations. He represents the Community Governor in various meetings, assisting in input and guidance to achieve an outcome that is beneficial to the greater good of the organization, community and citizens. The Community Manager's knowledge of the

Pima Indian Tribal customs, practices, and values and fluency in the Pima language are significant attributes in interacting and communicating with elected and appointed officials, employees, and Community members.

## ACMA Associates' Committee Prepares to Kick Off 2005 Speaker Series

The ACMA Associates' Committee met recently to discuss topics for the 2005 Speaker Series Program. In 2005, the committee is experimenting with a new format for the luncheons. Instead of offering several different topics around the state, ACMA is going to partner with the League of Arizona Cities and Towns and the County Supervisors Association to offer three legislative updates. Events will be held in Phoenix, Tucson, and Flagstaff. In addition to a general legislative update, the speakers will also address regional issues. Legislators will also be invited to speak at the events. Below are the dates and general locations for these events. Registration forms and more specific location information will be available on the ACMA and League web sites in early January. All luncheons are scheduled from 11:30am- 1:00pm.

### February 24

Location: Phoenix

### March 4

Location: Tucson

### March 18

Location: Flagstaff

## ACMA Ethics Column- Ask the Expert

### Exercising Political Neutrality under the ICMA Code of Ethics

**Tenet 7.** Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

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## Member Profile

### John Kross

Assistant Town Manager  
Town of Queen Creek



#### Where are you originally from?

I am from Canton, Ohio.

#### Why did you decide to pursue a career in local government?

I have had a strong interest in public service probably starting in high school but the interest became stronger during my undergraduate experience where I became involved in downtown design and development for a non-profit agency in central Wisconsin. My father was also an influence in early career possibilities.

#### What do you like most about your job?

Probably the greatest thing I like about the job is its tremendous variety and intellectual stimulation. We are literally building a city from the ground up in Queen Creek so being a part of that is both incredibly challenging and exciting at the same time.

#### What other communities have you worked for?

Ripon Main Street Program in Ripon, Wisconsin; Town of Wickenburg, City of Phoenix and Town of Gilbert.

#### As a local government professional, what accomplishment are you most proud of?

Perhaps the accomplishments I am most proud of have to do with my last 9 years in Queen Creek. During that time period, there have been many policy initiatives adopted that have put in place a strong foundation for the community's future, such as its award winning General Plan and Adequate Public Facilities Ordinance. Both have been quite successful in balancing the fiscal and land use challenges associated with a fast-growing community.

#### What was the last book you read?

The mystery/thriller, *Chasing the Dime*, by Michael Connelly.

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## New members

### ACTIVE

**John Kross**, Assistant Town Manager,  
Town of Queen Creek

**James H. Noe**, Tribal Business Manager,  
Yavapai-Prescott Indian Tribe

### ASSOCIATE

**Jess Knudson**, Management Assistant,  
Town of Florence

**Ryan Judy**, Assistant to the Town Manager,  
Town of Prescott Valley

**Genevieve Siri**, Management Assistant II,  
City of Phoenix

**Marian Stanley**, Assistant to the City Manager,  
City of Chandler

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### Guidelines

**Elections.** Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues.

However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

### Just a Friendly Letter

**Scenario:** A longtime friend is running for the state legislature, and the assistant city manager wants to join with a group of friends in signing a letter to the editor in support of his friend's character. The assistant city manager notes that his relationship with his friend has nothing to do with his professional responsibilities; the two met when they were playing for the same touch-football league some years ago. The assistant, who is concerned that even a friendly letter like this one could have ethical implications, called for advice.

**Response:** Even though the assistant city manager intends this to be a personal letter and would not use his title or place of employment in signing the letter, it still could appear to be a political endorsement of a candidacy. Although assistant managers certainly occupy a less visible place in

the organization than the city manager, they do represent the city leadership and management in all their interactions with elected officials, the public and employees. Their conduct both on the job and afterwards reflects on the professionalism of the organization. For that reason, assistants should strive to maintain their political neutrality. When "average citizens" read such letters, they find it almost impossible to separate the personal association from the official position. If he signed such a letter, he could open himself up to criticism that he had played a role in this political campaign.

## New Staff

We would like to welcome Marisa Hoskins who has joined the League of Arizona Cities and Towns. Marisa is the Communication and Education Assistant and will work with ACMA to help coordinate conferences and speaker series events. She will also be taking over as Editor of *az management*. Marisa is a recent graduate of Grand Canyon University and has worked in both the City of Phoenix Community and Economic Development Department and with the City of Glendale. Marisa will be onsite at the Winter Conference, so please say hello and introduce yourself when you see her.



## Members in Transition

If you are an ACMA member in transition and would like your contact information featured in this section, please contact Marisa Hoskins at 602-258-5786 or mhoskins@mg.state.az.us. Membership dues for in-transition members are waived for one year and in-transition members receive complimentary registration to a summer and winter conference. ACMA members are encouraged to contact these individuals to offer support and/or information about employment opportunities.

David Evertsen, former Town Manager of Gila Bend  
P.O. Box 5038, Goodyear, AZ 85338  
(928) 220-2611  
devertsen@municipalsolutions.org

Roger Swenson, former City Manager of Kingman  
3785 Packsaddle Road, Kingman, AZ 86401  
(928) 753-9477  
rogers@redrivernet.com

## Member Profile

### Jess Knudson



Management Assistant  
Town of Florence

#### Where are you originally from?

I was born and raised in Bismarck, ND. The winters were definitely cold, the summers were humid, but it was a great place to grow up.

#### Why did you decide to pursue a career in local government?

It was a decision I made in my third year as an undergrad in college. I was a business administration major and was quickly becoming disinterested on the focus of profits and not people. I was introduced to the field of public administration by my college advisor and enrolled in graduate school at Northern Illinois University where I obtained my M.P.A., with an emphasis on city management. The M.P.A. degree has given me the opportunity to pursue a career in local government. It's one of the best decisions I have ever made.

#### What do you like most about your job?

I have worked for the Town of Florence for about two months now. What I enjoy most, so far, is the high degree of community spirit that is alive in the staff, elected officials and residents.

#### What other communities have you worked for?

I worked for the Village of Riverside, a suburb of Chicago, for two years under the village manager before moving down here to Arizona. It was a great experience. I worked for a fantastic village manager, Kathleen Rush, and was given the opportunity to work on a variety of projects.

#### As a local government professional, what accomplishment are you most proud of?

I secured a \$50,000 CDBG for the demolition of vacant water facility while working for the Village of Riverside. It was a very long and drawn out process, so I was thrilled to see the fruits of my labor reflected in a large explosion.

*az management* is a bi-monthly publication of the Arizona City/County Management Association.

Editor: Wendy Kaserman

Your comments, suggestions and news contributions are welcome. Email your contributions to:

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