



# az management

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

February/March 2006

## President's Message



Mary Jacobs  
ACMA President

Virtually every profession has an association in which someone can belong to, whether on a national, state, or local level. Some associations offer valuable information, opportunities for networking, mentoring, and training, and some simply offer a chance to

list a membership on a resume. We are fortunate in Arizona to have an association dedicated to the profession of city management that truly provides the kinds of valuable resources I and many people I know look for in a quality professional association.

The Arizona City/County Management Association boasts over 325 members of professional city or county managers, assistant managers, tribal managers, management assistants, department directors, and others dedicated to the professional delivery of local government services. Led by an elected Board of Directors, ACMA is continuously listening to the professional development needs of its members, and adding or improving programs accordingly. Just this past year, an executive leadership training program was added offering 8 and 12 hour intensive training programs on teambuilding and strategic planning. The winter and summer annual conferences are evaluated and improved, adding more and more quality speakers from both inside and outside our profession. The special training, development and mentoring needs of our associate members, particularly those just beginning their careers in city management, are given careful consideration in the line-up of programs and activities planned for our members.

ACMA continues to grow and expand its range of programs and services, based upon the interest and demands of our membership. To those of you who are members, I encourage you to con-

tinue to offer your input to me or any member of the Board. For those who have not yet joined, you are most welcome to apply so that you can start enjoying the wide range of programs, as well as the wonderful opportunity to meet high caliber professionals dedicated to the proud profession of local government management. I hope to welcome you to the membership of ACMA.

## ACMA Winter Conference Provides A Variety of Timely Topics

To download and view presentations from conference sessions, visit [www.azmanagement.org/resources/presentations](http://www.azmanagement.org/resources/presentations)

The 2006 Winter Conference proved to be another successful event. ACMA members from across the state converged on Sedona to share information and hear from speakers on a wide variety of topics.

The conference commenced with an Executive Training seminar led by Dr. Carol Nalbandian Ph.D. A trainer and consultant for over 25 years, Dr. Nalbandian provided seminar attendees a day-long session on Team Dynamics and Team Building. The session was well attended and received high praise.

The conference also offered sessions on leadership which were directed primarily to associate members. Felicia Logan of ICMA provided information concerning ICMA's Emerging Leaders Development Program and Lance Decker provided information about developing strategic direction to leadership.

Also featured were sessions concerning the generational shift occurring in the workplace both from a succession planning standpoint as well as understanding the values that drive different generations. Human resources experts from Arizona communities provided information about how they are approaching planning for the vast number of retirements they face in the

## Save the Date

### March 3

Deadline to apply for ACMA Harvard Scholarships

### March 30-31

ACMA Board Retreat

### July 25-28

ACMA Summer Conference

### September 10-13

2006 ICMA Annual Conference

coming years. Also, representatives from the military, universities and private sector presented the initiatives they have undertaken to attract and retain employees that are entering the workforce now, and how understanding their values and motivation increases employee satisfaction as well as higher recruitment and retention.

Conference attendees also had the opportunity to consider the state of "the profession" as presented by legendary figures in the field. Former city managers and ACMA life members, Dick Bowers, Lloyd Harrell, Roy Pederson, Marty Vanacour as well as ICMA Executive Director, Bob O'Neil, participated in an interactive session in which they related experiences and insights about trends in city management. The information and discussion generated by this session met with rave reviews.

Lattie Coor, President-Emeritus, Professor and Ernest W. McFarland, Chair in Leadership and Public Policy in the School of Public Affairs at Arizona State University, and Chairman and CEO of the Center for the Future of Arizona presented conference attendees with the Center's work on visioning for the state. The information on growth, education, workforce and development issues proved extremely enlightening.

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## ACMA Board

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*Town Manager  
Town of Marana*

**Lloyd Harrell**, ACMA/ICMA Range Rider  
*Retired City Manager  
City of Chandler*

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Once again, the conference featured "lightning sessions" which are concurrent sessions repeated for the convenience of attendees who may have difficulty choosing between the topics. This year's topics included Emergency Management: Communications, Interoperability and Budget, Conflict Management Skills and a session on the establishment of an International Program within ACMA which was led by Terry Zerkle, ACMA Life Member and member of the ICMA International Committee.

On the final day of the conference, attendees were treated to presentations by two people ending careers in public service to cities and towns in Arizona as well as two newcomers to the state. Mike Hutchinson, retired City Manager of Mesa, and winner of the 2006 John J. DeBolske Professional Excellence Award and Cathy Connolly, retired Executive Director of the League of Arizona Cities and Towns and new ACMA Life Member, provided insight about their leadership styles and what worked and didn't work for them over the course of their lengthy careers. The newly appointed Executive Director of the League of Arizona Cities and Towns, Ken Strobeck and the newly appointed Executive Director of the County Supervisors Association, Craig Sullivan along with the Director of Intergovernmental Affairs for the Governor's Office, Anna Chavez closed the conference with an overview of what was happening in the State Legislature and the current difficult atmosphere that exists there for local government.

As is evidenced by the depth and breadth of information available to conference participants, the conference was, once again, a huge success.

## ACMA Board Adopts New Dues Structure

Last year, a subcommittee of the ACMA Executive Board met to discuss how to structure dues in such a way as to have sufficient funds for the organization's needs while avoiding the necessity to come too regularly to the membership for dues increases. League staff provided the group with dues structures and amounts for seven other state associations. The subcommittee expressed a desire to build -in an automatic increase in dues on an annual

basis to avoid having to make large increases every few years, as well as help ACMA to have a balanced budget for FY '06. The subcommittee developed a structure that is similar to the majority of the other state associations that were researched.

The old structure was as follows:

Active Member:	\$150
Associate Member:	\$75
Retired Member:	\$50
Student Member:	\$20

The committee recommended the following structure that includes a minimum membership fee with an additional salary multiplier:

Active Member:	\$2.00 per \$1000 of annual salary with \$200 minimum
Associate Member:	\$1.75 per \$1000 of annual salary with \$125 minimum
Retired Member:	\$65
Student Member:	\$20

The new dues structure was voted in unanimously at the Annual Business Meeting at the 2006 Winter Conference in Sedona.

## Mike Hutchinson Honored with 2006 DeBolske Award

Mike Hutchinson was honored with the 2006 John J. DeBolske Professional Excellence Award at the winter conference in Sedona. Mike began his career with the City of Mesa in 1977 as an intern and retired as City Manager on December 31, 2005. During his tenure with Mesa, Mike was a leader, not only within the City he served, but in our profession as well.

Mike's leadership propelled Mesa through a period of rapid growth and through his dedication, he established and managed a number of award winning City services and programs. Charged with implementing the policies established by City Council, Mike was known by both city

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employees, elected officials as well as his peers, for his dedication and commitment to quality, openness, fairness and progress. Mike grew up with local government in Arizona. He received his Masters in Public Administration from Arizona State University when the MPA program was in its infancy and is continuing that dedication to education by fostering the next generation of public servants through his integral role in helping to establish the Marvin Andrews Graduate Program in Urban Management at Arizona State University.

The program, which will lead to the Masters of Public Administration degree, will admit up to six students each year, based on a search process designed to identify the country's most talented students aspiring to executive levels in local government. The Andrews Fellows will serve half-time internships in various city governments in the Phoenix metropolitan area while taking courses at ASU. Each of the students will also be assigned a top local government official in the state to serve as a personal mentor during the program and beyond. As part of their coursework, and in addition to their internships, the Andrews Fellows will also engage in course-related "real world" projects in urban management and urban policy in cooperation with other local governments in Arizona and the Southwest.

Mike has served on the ACMA Board and is Past President of ACMA. He is a credentialed manager for ICMA and in 2003 received the Workplace Diversity Professional Development Award from ICMA. In addition, Mike was inducted into the ASU Hall of Fame in 2003.

## ACMA Recognizes its newest Life Members


During the winter conference in Sedona, ACMA recognized two new life members into the organization, Cathy Connolly and George Flores. Cathy worked with the League of Arizona Cities and Towns for 34 years, a tenure that began in 1971 when she joined the organization as Staff Assistant. In 1998, Cathy was appointed Executive Director of League and served in that role until this past December 2005 when she retired.

Cathy began her career under the direction of Jack DeBolske, also an

ACMA Life Member, and was continually promoted until becoming Assistant Director in 1987. During her time at the League, Cathy witnessed the growth of the state from 65 incorporated cities and towns and a population of 1.7 million to 90 incorporated cities and towns and a population of almost 6 million. During her tenure, Cathy provided advocacy, support and guidance to the cities and towns in Arizona in countless ways.

George Flores was also welcomed on as a new Life Member. George began his career with the City of Phoenix in 1971 as a Management Aide Intern in the City Manager's Office. He was promoted to the position of Deputy City Manager in September of 1998. Prior to this appointment, he was the Director of the Development Services Department for eleven years. This Department is responsible for issuing building permits and inspecting all private development projects within Phoenix. In this capacity, he reorganized the City's development services from six departments into a single department in order to provide a more efficient and effective approval process. The Arizona Center, the Mercado, and the French Quarter were several of the downtown redevelopment projects that resulted from programs under George Flores' leadership. During his tenure with the City of Phoenix, George received the City Manager's Excellence Award three times for his various management innovations. George served as President of ACMA in 2001.

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New Office Location

## Member Profile

### Rick Buss

City Manager,  
City of Maricopa



#### *Where are you originally from?*

I was born in Detroit, Michigan, but I have lived in Arizona for roughly 36 years. I also lived in Ft. Lauderdale, Florida for about 1 ½ years.

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

Local government is the level of government that is closest to the people. It is the arena that enables one great opportunity to effect progress, and the fruits of those efforts are typically highly visible. That, in itself, is quite rewarding. Coming from the private sector, the main reason I made a mid-career change to local government was the opportunity to focus on serving people.

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

The opportunity to serve people is the most rewarding. Even on the difficult days, you can always find solace in knowing that you did your very best to serve others.

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

Most of my professional experience lies within the private sector and non-profit. On the public sector side, as a kid, I worked for the City of Tempe. Prior to working for the City of Maricopa, I worked for Arizona State University Economic Affairs.

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

Literally building a City from scratch during a period of unprecedented hypergrowth; When the City incorporated in October of 2003, the City had no funding, no facilities, no structure, and no employees. By July 1, 2004 (8 ½ months later), we had set up and staffed 12 departments. Today, we average 600-700 single family building permits per month.

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

On the fiction side: Demon and Angels by Dan Brown; On the non-fiction side: I've been doing casual "re-reads" of Local Government Planning (ICMA), Good to Great (Jim Collins), and the Art of Leadership (Max Dupree). Then, of course, there's the never ending stack of periodicals.....

## ACMA Honors Andrew and Esser Scholarship Recipients

During the Conference in Sedona, ACMA honored Stephanie Barnett as the 2006 Esser Scholarship winner. Stephanie is the Assistant to the City Manager in Sedona and is currently attending Graduate School at Northern Arizona University for her Masters in Public Administration. The Esser Scholarship is a \$1,000 award given to a student who is already working full time for a local government.

Courtney Kleinert was the recipient of the 2004 Andrews Scholar. Courtney attends Northern Arizona University and will graduate this May. She currently serves as the Management Intern with the City of Sedona. The Marvin A. Andrews Scholarship is awarded to a traditional full-time student who exhibits a strong interest in pursuing a career in local government. ACMA provides matching funds to a city or town with a population of less than 50,000 or a county under 100,000 in order to host the Andrews Scholar as an intern. ACMA congratulates both Courtney and Stephanie.

## New Scholarship to IG Transforming Local Government Conference Now Available

In 2004, ACMA entered into an agreement with the Innovation Groups (IG) West to provide supplemental services to ACMA's managers in-transition. As part of the agreement, ACMA provides IG with one complimentary registration to a winter and summer conference and in return, IG provides ACMA with one complimentary registration to its annual Transforming Local Government Conference.

The ACMA Board is offering the complimentary IG Conference registration to its members as a scholarship. This dynamic conference is focused on building trust within the organization, sustaining hope through the transformation process, and using the best tools to guide internal government groups and communities through powerful change initiatives. The conference is May 31-June 2, 2006 in Dayton, Ohio. For more information about the conference, please visit the Innovation Groups web site, [www.ig.org](http://www.ig.org). Members may also contact the IG West Representative, Pam Muse, at [pmuse@ig.org](mailto:pmuse@ig.org) or 480-231-3538.

All ACMA members are encouraged to apply for the scholarship. However, preference will be given to members working for cities and towns with populations under 50,000, counties with populations under 200,000, and tribal members. To apply for the

## New members

### ACTIVE

**Darol Cridlebaugh**, Manager, Willcox  
**Lisa Garcia**, Assistant County Manager, Pinal County  
**Boyd Kraemer**, Manager, Benson  
**Ellen Pence**, Assistant Town Manager, Fountain Hills  
**Ron Walker**, Manager, Mohave County  
**John F. Wenderski**, Deputy City Manager, Peoria

### ASSOCIATE

**Denise McClafferty**, Management Analyst, Phoenix  
**Marie Nemerguth**, Assistant to the City Manager, Tucson  
**Debi Willis**, Senior Management Assistant, Glendale

scholarship, please send a letter of interest indicating why you are interested in attending the conference and what you hope to learn and/or accomplish as a result of attending the conference. In addition, please describe your financial need and provide information about your involvement in ACMA activities. The letter should be sent to: Mary Jacobs, President; ACMA; 1820 W. Washington St.; Phoenix, AZ 85007. The application deadline is **Friday, March 24, 2005**.

More information about the conference may be found at [www.ig.org/conferences](http://www.ig.org/conferences).

## 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](mailto: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.

Lanny Sloan  
Formerly Town Manager of Parker Arizona  
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Your comments, suggestions and news contributions are welcome. Email your contributions to:

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Telephone: 602-258-5786

## Member Profile

### John Holmes

County Manager,  
Coconino County



#### *Where are you originally from?*

I was raised in Sandusky, Ohio, an industrial and resort community on Lake Erie. I am proud of the beautiful, older part of the city with its parks, gardens and historic structures, but the newer section of post WWII development with miles of strip commercial and a complete lack of aesthetic control is embarrassing!

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

My mother was a dedicated first grade school teacher and set in my mind a model of a caring and hard working public servant that I will never forget. I am sure I started thinking of public service because of her. In college, Robert Kipp, then City Manager of Fairborn, Ohio, and later, Kansas City, Missouri, spoke to my local government class and I decided it looked like a great career. I found the idea of working on the front line of the American democracy, with locally elected officials and making a visible difference for the community very appealing.

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

I enjoy a number of aspects of city and county management. Over the years, I have had the opportunity to meet and work with a number of very talented elected officials and employees to improve the community. This experience is one that private sector managers seldom have. Planning and implementing difficult projects is exciting as well as solving challenging problems facing the community. I especially enjoy working with the organization to become more productive by shifting to a more participative and engaging style from the traditional industrial model. Finally, I find that the daily work of a leader and manager engages all of one's skills and abilities to the max!

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

I have had the opportunity to work in Miami, Florida; Sandusky, Ohio; Scottsdale, Arizona; Casa Grande, Arizona; Redlands, California; Riverside, California and Coconino County, Arizona.

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

I am most proud of the two downtown revitalization projects I implemented in Redlands and Riverside, California. The individual project I am most proud of is the restoration of the A. K. Smiley Public Library in Redlands, California.

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

"Blink" and "Real Men Like Yoga."