



az management

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July 2005

ACMA Set to Offer Two Executive Seminars

The ACMA Board is very excited to offer Active members two additional professional development opportunities in 2005 and 2006. Since 2000, through the support and generosity of APS and Greenberg Traurig, Hutchinson, Shockey, Erley & Co, Peacock, Hislop, Staley & Given, PinnacleOne and RBC Dain Rauscher, ACMA has offered two scholarships to the Harvard Senior Executives in State and Local Government Program. While this is a tremendous learning opportunity for the scholarship recipients, the ACMA Board wanted to offer more members access to this type of executive level training. Earlier this year, ACMA went through an RFP process and recently finalized a contract for two executive seminars. Because the participants' professional expertise and experience is critical to the learning process, registration for the seminars will be limited to Active members.

The first seminar will be offered October 6 and 7 in the Phoenix area. The seminar will focus on strategic planning, it will be taught by John Bryson. John Bryson is Professor and Associate Dean for Research at the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota. Dr. Bryson publishes and consults widely in the areas of leadership, strategic management, and the design of organizational and community change.

Some of the topics Dr. Bryson will cover include: understanding the manager's role in the strategic planning process and the role of others within the organization,

identifying how to successfully lead a strategic planning effort either in-house or coordinating with a consultant, how to insure that the strategic plan and the planning process results in fundamental decisions and actions, understanding how to monitor and measure the overall success of a strategic plan, and how and when to update a plan. The instructor will also compare and contrast successful strategic planning efforts with those that are less successful.

The second seminar will be offered February 2, 2006. It will replace the pre-conference session at the ACMA Winter Conference. This seminar will be taught by Carol Nalbandian, Ph. D, and will focus on Team Dynamics/Team Building. Dr. Nalbandian has been a consultant and trainer for over twenty five years. She was a senior consultant and director of the Menniger Leadership Center in Topeka, where she worked with executives from both the private and public sectors.

Some of the topics Dr. Nalbandian will cover include: understanding the manager's role in facilitating and developing effective team relationships and the benefits of functioning in a team environment, understanding how to assess the level of functionality of a given team, including the manager's own style, how to identify and apply skills learned in the session to improve the team's overall dynamics, understanding how to pinpoint conflict within a team and learn strategies with which to resolve conflicts, and understanding how to increase morale within teams.

ACMA Hotel Information

Loews Ventana Canyon Resort is sold out for July 27 and 28. If you have not made your hotel reservations for the Summer Conference, please contact the Westin La Paloma Resort at (520) 742-6000. The Westin offers a government rate and is only six miles from Loews.

Save the Date

July 21

Deadline to Register for the ACMA Summer Conference

July 27-29

ACMA Summer Conference
Loews Ventana Canyon Resort
Tucson

September 13

Innovation Groups West
Balanced Scorecard Workshop
Scottsdale

September 25-28

ICMA Annual Conference
Minneapolis/Hennepin County, MN

October 6-7

ACMA Executive Seminar
Strategic Planning
Location: TBA

Registration material, as well as hotel information, for the first seminar will be available soon. The cost for the October seminar is \$200 and the February seminar is \$150.



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Congratulations to the following ACMA members.....

Ed Beasley, City Manager of Glendale, received the Roy Wilkins Award, the highest award given by the Maricopa County Branch of the National Association for the Advancement of Colored People (NAACP), at their Annual Freedom Fund Dinner on Friday, April 15. The prestigious award is given to those individuals who have shown outstanding leadership and have made positive achievements toward human and civil rights in the community. The City of Glendale was also named an official corporate member of the NAACP, only the second corporate member named in the last 10 years.

Carol Curtis, Director of the Coconino County Career Center, was selected as the recipient of the ACMA scholarship to the Innovation Groups Transforming Local Government Conference in Sarasota County, Florida.

Mike Hutchinson, the City Manager of Mesa, was awarded the 2005 Management Award by the Arizona Chapter of American Society for Public Administration.

Tami Ryall, the Deputy Town Manager of Gilbert, was awarded the 2005 Individual Contributor Award by the Arizona Chapter of the American Society for Public Administration.

If you or another ACMA member has been honored with an award or is serving their community or the profession is a unique capacity, we encourage you to use the ACMA newsletter to share that information with colleagues. Please send the information to Wendy Kaserma at wkaserma@mg.state.az.us.

ICMA Prepares for 91st Annual Conference

ICMA's 91st Annual Conference is September 25-28 in Minneapolis/Hennepin County, MN. Each year, through its highly praised Annual Conference, ICMA continues its tradition of offering an abundance of educational, information-sharing, and networking tools to help you manage your community in today's complex, challenging local government environment. This year is no exception.

In addition to the stimulating daily keynote sessions, there are more than 40 concurrent educational sessions, 30 afternoon roundtable discussions, 16 ICMA University workshops, 6 forums, and 5 field demonstrations - all of which participants have come to expect at ICMA's Annual Conference. They will offer attendees new opportunities to help fulfill their commitment to career-long learning. Of special note, there is a new Solutions Track of sessions in the exhibit hall. In Minneapolis/Hennepin County, attendees will learn about the innovative ideas and practical strategies necessary to deal with the challenges facing local governments. ICMA's Annual Conference is a learning and networking opportunity that you don't want to miss! Registration is available online at <http://icma.org/conference2005/>. If you are not currently an ICMA member, this is a great opportunity to join ICMA and receive a discount on conference registration. Visit the website for more information.

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ICMA's Voluntary Credentialing Program: What's New

In order to support ICMA's goal for building member capacity, in December 2004 the ICMA Executive Board expressed an interest in expanding eligibility for credentialing to members with less experience in local government but with significant senior executive experience in the private sector, the military, other levels of government, or as a department head. After study and discussion, the Credentialing Advisory Board recommended and in February 2005 the ICMA Executive Board approved, a policy change allowing specific types of previous experience to count on a two-for-one basis as long as the current position is at the executive level in local government and the member has held that position for at least three years (one year for Candidate status). This new policy allows managers and assistants with these backgrounds to participate in the program now instead of waiting several years.

Requirements for professional development plans also have changed. Since the beginning of the credentialing program, new applicants and ICMA Credentialed Managers and Candidates have been required to build an annual professional development plan that outlines 40 hours of professional development for the coming year. However, experience showed that it was difficult and sometimes impossible, for applicants to pre-

dict specific professional development activities very far in advance. In addition, the Credentialing Advisory Board decided its focus should be more on outcome rather than input.

As a result, the Credentialing Advisory Board will now ask for shorter, more general plans that focus on broader learning goals. Note that participants still will be required to submit an annual update at the end of each year that details what was learned through specific activities. Some members have asked why they cannot simply tell what they did and how many hours it took. The reason is because providing information on what was learned better demonstrates that the purpose of the Voluntary Credentialing Program is to recognize education, experience, high standards, and commitment to lifelong learning. The credentialing program requires completion of assessment instruments and provides a structured way to pursue professional development goals, but does not mandate certain courses or require testing, so the test of rigor is met through detailing what was learned.

For more information on the Voluntary Credentialing Program, including the full eligibility policy, sample professional development plans, and sample annual updates, visit the Professional Development section of icma.org

IG West Offers Balanced Scorecard Workshop in Scottsdale

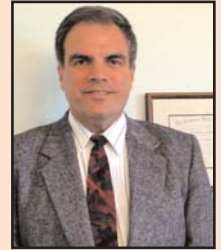
In this full-day session, the instructor will discuss how to create as well as maintain a balanced scorecard. Participants will experience taking a broad strategic plan/strategy map and refining it until you come up with metrics that are meaningful and measurable. Some of the topics will include: what are the components of the balanced scorecard, strategic plans, and strategy maps, how to define strategic plans, goals, objectives, strategies, and measures, how to create meaningful performance targets, where to find resources to help you implement the balanced scorecard, how to simplify your approach to measurement, and what a measurement system can and should do for your organization.

Instructor Leita Hart, CPA, CGFM will lead you through a step-by-step process for creating a bal-

Member Profile

Darryl Crossman

City Manager
Litchfield Park



Where are you originally from?

I am from Wickliffe, OH.

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

I get to play a role in a profession which affects each and every resident of the community on a daily basis.

What do you like most about your job?

Each day presents a new and different challenge.

What other communities have you worked for?

I worked for the City of Wickliffe for 28 years prior to moving to Arizona. While working for Wickliffe, I also earned a juris doctorate and began working on a part-time basis to represent many communities throughout the state on insurance defense claims.

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

Relocating from the snow belt to the Valley of the Sun, no seriously, I initiated an employee assistance program in the greater Cleveland area in the early 80's. Ten communities partnered on the program and more than 1,000 municipal employees participated. The program was instrumental in helping countless number of public sector employees and their families in a variety of life issues. Today the program has expanded ten fold, each city now has their own stand alone program. It was very rewarding to be part of program that has such a tremendous impact on the quality of life for so many people.

What was the last book you read?

The Purpose-Driven Life: What on Earth am I Here For? by Rick Warren

anced scorecard The cost for the workshop is \$99 for IG Members and \$149 for Non-members. To register, please contact Pamela Muse, IG West Regional Director @ 1-888-468-6450 or pmuse@ig.org.

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MEMBER MWSES/PC

Ask the Ethics Expert

Can the Retiring Manager Serve on the City Council?

Scenario: Shortly after the city manager announced his retirement after 30 years of service, a citizen group let him know that the group had endorsed him for a vacant seat on the city council. While serving in an elected position had not been part of his retirement plans, the manager finds he is intrigued with the idea. He did not attend any of the citizen group meetings nor did he ask for its endorsement. The seat is vacant due to the untimely death of a well-regarded councilmember, and the appointment would give him a year of experience as an elected official. The council makes the appointment, and it does not need to act until after the city manager retires. What ethical issues should the city manager consider in these circumstances.

Response: Until the city manager retires, he is expected to abide by Tenet 7 of the ICMA Code of Ethics and its restrictions on political activity. This means he should not actively seek this office or any endorsements. He cannot raise campaign funds, sign or circulate petitions, or any other prohibited activity.

Once he has left his city manager post, he can engage in political activity if he so chooses. As a retired city manager, he is required to support Tenets 1 and 3, which outline the members' responsibility to support democratic local government and to maintain the highest ideals of honor and integrity.

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Apply for the Innovations in American Government Award

Since its inception in 1986, Innovations in American Government has focused on

innovation in state, city, town, county, tribal, and territorial governments. Each year, the Innovations in American Government Awards Program offers \$100,000 grants to creative and effective government initiatives. Throughout its history, Innovations has accepted applications in all policy areas. Innovations applications reflect the full scope of government activity.

Innovations in American Government strives to identify and celebrate outstanding examples of creative problem solving in the public sector. All units of government - federal, state, local, tribal, and territorial - within the United States of America are eligible for recognition and awards under the following guidelines:

- 1) Programs must be administered under the authority of one or more governmental entities;
- 2) Program must have been implemented 12 months prior to the date of submission - e.g. for a 2006 Award, the program must have been launched prior to September 15, 2004; and
- 3) Programs must be currently in operation.

For more information or to apply, please visit www.innovationsaward.harvard.edu.

New members

ACTIVE

Kelly Udall, Town Manager
Pinetop-Lakeside
Mark Watson, City Administrator
Yuma

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

wkaserma@mg.state.az.us
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Member Profile

Teresa Franquiz

Human Services
Planner
Maricopa
Association of
Governments



Where are you originally from?

I am originally from West Palm Beach, Florida.

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

Because working for local governments and metropolitan planning organizations like MAG provide the most opportunities to communicate directly with the individuals who live and work in the communities that we are striving to impact in positive ways

What do you like most about your job?

Working in human services at a council of governments, I have the opportunity to work with a number of different people from various types of organizations - cities, state agencies, non-profit organizations, and private businesses. What they all have in common is their passion and dedication to improve the quality of life for all members of our community.

What other communities have you worked for?

None - this is my first job in the public sector!

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

Given that I am still at the beginning of my career, I am looking forward to what I can accomplish in the years to come. So far, I am the most proud of the projects that I have had the privilege to work on that involved the efforts of several co-workers and volunteers. These include: the 2004 homeless street count, the 2004 Domestic Violence Awareness Month Kick-Off press conference, and a 2004 focus group session with homeless veterans at the US Veteran's Initiative, which spawned a series of on-going focus groups with Maricopa County's homeless population.

What was the last book you read?

Women and Elective Office: Past, Present, & Future. Thomas & Wilcox eds.