



# az management

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

November 2005

## Final Executive Seminar is Coming Up!

The second and final executive seminar will be offered February 1, 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, and 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.
- Understanding how to increase morale and improve motivation and productivity within teams.

Registration material will be available soon. The registration cost of the seminar is \$150.

The first executive seminar was held on October 6 and 7 in Mesa. The seminar focused on strategic planning, and was 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. Each participant was given a copy of Dr. Bryson's best-selling book, *Strategic Planning for Public and Nonprofit Organizations* as well as the workbook.

Some of the topics Dr. Bryson covered included:

- Understanding the importance of having a strategic plan in local government and the steps involved in developing a successful strategic plan.
- Understanding the manager's role in the 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.
- Linking the strategic plan to your organization's fundamental decisions.
- 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.

**When the registration material is sent out for the February seminar, the first ten Active members to register will be given a free copy of Dr. Bryson's textbook.**

## Board Nominations

In 2006, there will be seven seats open on the ACMA Board. If you are an Active member interested in serving on the Executive Board, please write a letter of intent to Mike Hutchinson, c/o Tom Belshe, Member Services Director, 1820 W. Washington Phoenix, AZ 85007 or email it to [tbelshe@mg.state.az.us](mailto:tbelshe@mg.state.az.us). Letters must be received by Friday, December 2, 2005.

## Save the Date

**November 15**  
ICMA Eminent Domain Webcast

**January 9**  
Deadline to make Hotel Reservations for Winter Conference

**January 20**  
Associate Speaker Series  
Queen Creek

**January 31**  
ACMA Winter Conference Golf Tournament  
Hilton Sedona Golf Course

**February 1**  
Executive Seminar - Team Building and Team Dynamics  
Hilton Sedona Resort and Spa

**February 1-3**  
ACMA Winter Conference  
Hilton Sedona Resort and Spa



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## ACMA Board

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**Mary Jacobs**, President-Elect  
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**Benny Young**, Director  
*Assistant City Manager  
 City of Tucson*

## ICMA Concludes 91st Annual Conference

ICMA's 91st Annual Conference was held September 25-28 in Minneapolis/Hennepin County, MN. Arizona had over 70 people attend this year's conference.

In addition to the stimulating daily keynote sessions, there were more than 40 concurrent educational sessions, 30 afternoon roundtable discussions, 16 ICMA University workshops, 6 forums, and 5 field demonstrations. The association was represented at several different functions throughout the week.

Brent Stoddard and Tom Belshe attended a roundtable discussion with other state associations to discuss future programs, ideas and other ways to strengthen our associations. The other state associations were particularly interested in the new executive seminars that ACMA is doing for the first time.

ICMA's 92nd Annual Conference will be held September 10 - 13, 2006, in culturally rich San Antonio/Bexar County, Texas. Now the eighth largest city in the United States, San Antonio blends a rich sense of history with the benefits of a modern city.

## 2 Arizona Members Chosen for ICMA Annual Conference Planning Committee

Andrea Costello, assistant to the city manager, Sedona and George Hoffman, city manager, Apache Junction have been appointed by ICMA President Michael Willis to serve on the 2006 ICMA conference planning committee. We are excited to have these ACMA members represent the association on the committee. ACMA members are encouraged to contact Andrea or George with suggestions for the 2006 ICMA conference.

## The League is Hosting an ICMA Eminent Domain Webcast

On November 15, 2005, at 12:00 noon the Arizona City County Management Association and the League of Arizona Cities and Towns will host a 90-minute webcast sponsored by the International City/County Management Association, Eminent Domain: Implications from the Kelo v. City of New London Case.

The webcast will explore the major implications for local governments of the Supreme Court's decision, highlight how local governments have successfully used eminent domain in the past, and examine what actions Congress and the state legislatures are likely to take to curb local government powers.

Following the Webcast, Kevin Adam, the League's Legislative Director will discuss eminent domain issues with regards to the 2006 legislative session.

When: November 15, 2005 12:00 noon  
 Where: League of Arizona Cities and Towns Office, Room 101  
 Cost: Free to city and town elected officials and staff

To register or for more information please visit the League or ACMA website.

If you have any questions, please contact Brent Stoddard at (602) 258-5786.

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## Managers Who Teach or Would Like to Teach

Arizona's Dr. Martin Vanacour and Dr. Denhardt had an article featured in the October 2005 ICMA Public Management (PM) magazine. Dr. Vanacour is a former city manager of Glendale, AZ and Dr. Denhardt is Director of the MPA program at ASU. The following is an excerpt from that article:

When you think about it, teaching should come naturally to managers. Although it is not written into their job descriptions or performance contracts, managers constantly teach. A manager teaches when writing reports, explaining complex issues to elected officials, helping the staff become politically savvy on issues, familiarizing newly elected officials with the budget and council protocols, or giving them the history of a project and discussing the best alternatives for them to consider.

Most elected officials at the local government level serve part-time in their positions, and their expertise comes at least in part from the manager's reviews of what has happened in the past, explanations of currently acceptable practices, and knowledge of which innovations are on the horizon. Elected officials look to managers for advice and guidance.

Other examples of where, how, and when managers "teach" include working with neighborhoods and community leaders, speaking before the local chamber of commerce or civic organi-

zations to clarify policy issues, and answering questions about local projects and programs. As Mark Levin, city administrator of Maryland Heights, Missouri, noted, "Many city managers frequently serve as trainers of elected officials, staff, and other professionals. Explaining the city's approach to zoning or budgeting to a citizens' committee requires many of the same skills as those needed in today's classroom." These teaching opportunities can be a natural progression toward teaching part-time at a college or university or thinking about full-time teaching after retirement.

In this article, we would like to review some of the reasons that city and county managers give for wanting to teach formally at colleges and universities, and then suggest some ways managers who are thinking about teaching can get started.

Teaching at college or university level offers ample benefits to local government managers, as some administrators have reported:

- It is enjoyable.
- You are returning something of value to the profession and to the community at large.
- It is intellectually stimulating.
- You can further assist in training the next generation of local government administrators, a noble and worthwhile activity.
- It can help you build bridges with local educational institutions.
- You have the opportunity to supplement the knowledge of students by bringing real-world experience into the classroom.
- Teaching part-time as a manager will give you the experience and training to possibly continue with this activity after retirement, as many managers have done.
- There is, of course, also the factor of the extra financial compensation. While the range of pay varies greatly, the difference may mean having enough extra money to do something special for yourself, your family, or someone else that you might not otherwise be able to justify, like taking a long-deserved vacation, buying a new car, or making contributions to charities and community organizations.

Lloyd Harrell, retired city manager of Chandler,

## ACMA Winter Conference

The 2006 Winter Conference is quickly approaching. This year we will return to the Hilton Sedona Resort and Spa in Sedona, AZ. The Conference sessions will be Feb 1-3 with the Golf Tournament taking place in the afternoon of Tuesday January 31 at 12:30 PM.

The 2006 Winter Conference Planning Committee has put together a fantastic conference including sessions on: Becoming a Strategic Leader, Emerging Leaders, The State of the Profession, Succession Planning, Emergency Management, ICMA International Program, Developing Leadership Style, The Changing Workforce, Legislative Update, in addition to many other courses, receptions, banquets, and activities. The first day of the conference will also feature the last executive seminar program on Team Building and Team Dynamics.

Registration materials will be mailed and posted to the website in early December. You can make your hotel reservation now by calling the hotel's toll free number (877) 273-3762, callers must identify themselves as attendees of the 2006 ACMA Winter Conference. Hotel reservations are \$110/night.

**The deadline for reservations is Monday January 9th.** In November the ACMA website will also feature a link allowing you to make online hotel reservations!

Arizona, told us that he teaches for two reasons: "First, teaching allows me to give back to the profession. The opportunities to transmit information to young professionals and, in some cases, influence their career aspirations are very rewarding. Second, the opportunity to interact with students is extremely exciting and stimulating. I find this is a great way to keep me current with professional developments and expand my knowledge base."

To read the rest of the article including the seven practical pointers of how to go about teaching visit the Public Management magazines website at <http://www2.icma.org/pm/8709/index.cfm>.

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## Is It Time To Update Your Resume?

The motto “Be prepared,” isn’t just great advice for Boy Scouts; it’s also great career advice. You never know when the perfect career opportunity will present itself. If a recruiter called you today with your dream job, would you be prepared to send out an up-to-date resume right away?

There are four critical times to update your resume:

### 1. Update your resume every year.

This is where many people fall short. When that recruiter calls with the perfect job, you may suddenly find your resume is years out of date, and you’ll have to scramble to catch up. Keep your resume current by including your best accomplishments each year. Don’t count on your memory to recall everything you achieved in years past! You are likely to overlook critical achievements and contributions.

### 2. Update your resume when your career focus changes.

If you want to change your career path, then you also need to change your resume. There are several ways to shift the focus away from your current job and toward your new career.

By focusing on the skills that will be useful in your new career, you can position yourself as a stronger candidate for the job. Highlight those transferable skills in your new resume, bringing them front and center. In addition to highlighting your transferable skills, shift your list of accomplishments to support those skills. Accomplishment statements give credibility to transferable skills and prove your ability to cross industry or occupational lines. Well-crafted accomplishments make a big difference in whether you win the interview or are passed over.

Finally, be sure you understand your audience. As you shift career focus, it is critical to understand the hiring motives of your target market. Use your resume as an effective selling tool by correctly anticipating the recruiter’s “wish list” for great job candidates.

### 3. Update your resume when you anticipate layoffs within your company.

A harsh reality of today’s economy is the need for downsizing. You can prepare for any worst-case scenario by keeping your resume up-to-date. Don’t make the mistake of being overly optimistic. It’s safer to assume that you are on the “out” list. Most people who get caught unexpectedly in a layoff thought they were indispensable to their employers. You might be important or well-liked, but remember that the bottom line always has a louder voice than you do. Get your resume ready as soon as you see any indications that downsizing is on the way.

### 4. Update your resume when you are dissatisfied with your current position.

Job dissatisfaction leads to feelings of frustration, worthlessness, and often hopelessness. But there is no reason to stay in a job you hate. Being prepared with an updated resume can help you feel better in your current job.

If it’s time for you to update your resume, first decide whether your resume requires a simple update or a complete rewrite. If you’ve simply been “tacking on” to your old resume, it may start to resemble a house with too many additions, with little sense of direction. Your resume is your best sales tool in finding a new job, and it deserves the investment of your time and commitment.

## New members

### ASSOCIATE

**Kelly Dalton**, Management Assistant, Goodyear  
**Pamela Hanna**, City Clerk, Glendale  
**Darcie McCracken**, Acting Deputy City Clerk, Glendale  
**Dana Tranberg**, Deputy Director of Intergovernmental Programs, Glendale

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Editor: Brent Stoddard

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

bstoddard@mg.state.az.us  
Telephone: 602-258-5786

## Member Profile

**Mark Young**

**Management Assistant, Queen Creek**



### *Where are you originally from?*

Honestly, I grew up in Council Bluffs, Iowa; however, I usually only claim it when I am talking about wrestling, otherwise I usually associate myself with Omaha, Nebraska (Omaha is across the river from Council Bluffs).

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

I have a desire to leave this world in a better place than when I came into it. I feel like I accomplish this in local government by making the lives of everybody in the community better.

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

Opportunities come from challenges; and Queen Creek is a fast growing community with all kinds of challenges, which gives me the opportunity to wear several hats. I also enjoy the management, for a small rural area, there are several exceptional managers that have been great mentors and given me great opportunities.

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

I have been interested in local government for about ten years but could never land a position. About two years ago, I decided to get serious and at the advice from Lloyd Harrell (ACMA Range Rider), I offered to work for free at Queen Creek in exchange for the experience I was lacking; I have been there since.

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

I have helped the Town obtain funds that generally would have just come out of the Towns budget; therefore, I have helped the Town do more for the community.

### *What cd’s are currently in your stereo?*

This is embarrassing but honest I currently have, U2, 3-11, Bob Marley, Mozart, Black-Eyed Peas, Sara Brightman, and a learning to speak Spanish (does not seem to be working though). And yes in that order, as you can see I enjoy most music, notice there’s no country.

### *What is the best piece of advice you have been given?*

It’s not always about you.