



# INSTITUTE FOR LOCAL GOVERNMENT NEWS

Spring 2004

School of Public Administration and Policy • The University of Arizona

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## SOUTHWEST LEADERSHIP CELEBRATES THE CLASS OF 2003!

Last year was a trying time for many local governments in Arizona. Despite suffering budget shortfalls, local municipalities in Arizona proved that leadership plays a crucial role in the development of improved governance. The Institute for Local Government was honored to have 94 participants from seven counties, 21 cities or towns and two states attend the 2003 Southwest Leadership Program for Local and State Government.

### MODULE I

Despite record heat, participants of Module I worked hard at defining and evaluating their leadership styles. **Dr. Rich Callahan**, director of the Sacramento Center at the University of Southern California's School of Policy, Planning, and Development, kicked the program off by presenting findings from the Leadership Effectiveness Assessment survey that participants and five of their peers had filled out in weeks prior to the program.

Activities at the UA's Ropes Challenge Course stimulated a greater understanding of team building and allowed participants to get know one another on a more personal level. After a grueling first day the group retired to a wonderful dinner at the historic El Charro Restaurant, sponsored by long-term supporter Arizona Building Officials.

Module I continued to focus on individual leadership abilities with two rousing sessions by Agreement Dynamics president **Rhonda Hilyer** in "Success Signals" and "Resolve to Solve Problems and Negotiate Successfully." Noted philosopher and Southwest Leadership program favorite **Dr. Lou Marinoff** presented "Philosophy as a Problem Solving Tool," and the program ended with Emmy winning journalist, Kathy Kerchner, conducting an interactive session on interviewing and media tactics.

### MODULE II

We were proud to introduce three very accomplished and knowledgeable presenters to Module II this year. Esteemed professor and recent inductee into the National Academy of Public Administration, **Dr. John Nalbandian**, University of Kansas, presented an in-depth discussion of the dynamics associated in developing quality and politically-valuable relationships during the community building process in his session entitled

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*Pinal County Recorder Laura Dean-Lytle practices interviewing with speaker Kathy Kerchner.*



*State Representative David Bradley prepares for a trust building exercise at the UA Challenge Course.*



*Cochise County Health Director Diane Carper leads the group on county board and staff relations.*



*Bob Hickman of Gila County explains his experience in David Landis' session on negotiation tactics.*

# SOUTHWEST LEADERSHIP PROGRAM FOR LOCAL AND STATE GOVERNMENT

Brochures and registration forms will be in the mail in early April, but until then save these dates!

## 2004 Dates

Module 1  
Sept 21-23  
(Tucson)

Module II  
Dec 7-9  
(Phoenix)

Module III  
Dec 9-10  
(Phoenix)

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"High Performance Government: The Council and Staff in Partnership." Arizona State University professor and acclaimed author **Dr. Robert Denhardt** introduced the "art" of leadership through an engaging metaphor in his session called "The

Dance of Leadership." The program ended with a comprehensive look at the many challenges facing local governments across the nation by International City/County Management Association Executive Director **Robert O'Neill**.

## GRADUATION

The Class of 2003 was honored in a graduation ceremony on October 23. Forty-two graduates were awarded the Certificate in Public Policy and Management from the University of Arizona by Arizona State Senator **Gabrielle Giffords** and **Evelyn Casuga** of APS. The graduation ceremony was followed by a banquet and keynote address by Harvard lecturer at the Kennedy School of Government, **Hugh O'Doherty**. Dr. O'Doherty put forth a thought-provoking address entitled, "Leading on the Raw Edge," which addressed the complexities of defining leadership and management. Congratulations to the class of 2003: **Frank A. Acuna, III, Armando Aguilera, Susan Anderson, Laura Andonie, Michael Archambault, Sue Armbrust, Tim Boling, David Bradley, Diane C. Carper, Sheri Cluff, Laura Dean-Lytle, James DeGroot, Robert DeVries, Shane Dille, Forrest Fielder, Andy Goh, Jeff Grant, Bryan Hackbarth, Autumn Hartsoe, Robert Hen-**

**ley, Brent Holmes, Keith Johns, Christopher Kiel, Priscilla M.L. Knuckey-Ralls, William Kout, Ben Ledford, Ray LeHaye, Albert Lizarraga, Mike Matthews, Gary Medina, Charles Mosley, David Nakagawara, Marie Nemerguth, Penny Pew, Sharon Radanovich, Mark Sanchez, Debi Savage, Robb S. Smith, IV, Jim Throop, John Timko, Albert Tomlinson, and Elizabeth Wise.**



*Lieutenant Ben Ledford accepts his certificate from Senator Gabrielle Giffords and Evelyn Casuga.*

## PREPARE FOR SOUTHWEST LEADERSHIP 2004!

The year is still new and already we are receiving registration requests for the 2004 Southwest Leadership Program! The curriculum will be exceptional! **Module I** will focus on individual skill

development for government leaders. Opening session will be given Tucson City Manager **Jim Keene** and will be followed by a highly interactive and fun afternoon of team building hosted by the University of Arizona's Challenge Course program director **Richard Romero**. Day two will be lead by two internationally recognized leadership consultants to help participants interpret their own individual leadership styles. **Ron Gilbert**, president of GEMS, will deliver the results of leadership effectiveness assessments that will be sent out prior to Module I and **Rhonda Hilyer**, president of Agreement Dynamics, will develop those styles into formulas for effective communication in "Success Signals". Highly-rated **Dr. Lou Marinoff**, founder of the American Philosophical Practitioners Association, will present his intriguing "Philosophy as a Problem Solving Tool," and **Dr. John Nalbandian** will present effective council/board-staff relations.

**Module II** will feature a new addition, acclaimed co-author of *The Coaching Revolution*, John King. A former elite athlete and US Champion Ballroom Dancer, is president of JLS Consulting, a management consulting firm that focuses on teamwork and executive coaching to transform the ordinary into the extraordinary. The program will bring back our highest rated presenters from the past as well: **Gordon Maner**, power and influence strategist of the Carl Vinson Institute of Government at the University of Georgia; Nebraska State Senator, professor of law, award winning actor, disk jockey and negotiations guru **David Landis**; Emmy award winning journalist and media consultant **Kathy Kerchner**; and president and CEO of the Center For Life Cycle Sciences, internationally acclaimed **Dr. Sheila Sheinberg**.

### **Module III:** "Friday with Marty"

Marty Linsky, J.D., Harvard's Senior Executive Program for State and Local Government and Cambridge Leadership Associates, will spend a day with alumni using *Leadership on the Line: Staying Alive through the Dangers of Leading*, co-authored with Harvard's Ronald Heifetz.

## LOCAL GOVERNMENT OFFICIALS IN THE MPA CLASSROOM

The School of Public Administration and Policy's MPA course on Local Government sends its students out to local government board and council meetings and brings local government decision makers into the classroom. Meeting with the class in Fall 2003 were: **Enrique Serna**, Pima County deputy administrator and former South Tucson manager; **James Keene**, Tucson city manager and former Coconino County manager; **Albert Elias**, Tucson planning task force director; **Rick Lyons**, Pima County Assessor; **Mike Hein**, Pima County deputy manager and former Marana manager; **Andrew Greenhill**, Tucson mayor's office; **C. Mary Okoye**, Tucson Intergovernmental Relations director and **Michael Racy**, local government lobbyist; **Cynthia Seelhammer**, Queen Creek manager; and **Robert Valencia**, Pascua Yaqui chairman. Students conducted in-depth research on the following counties and their municipalities: Apache County; Bernalillo County, New Mexico; Clark County, Nevada; Cochise County; Coconino County; El Paso County, Texas; Imperial County, California; Johnson County, Kansas; Mohave County; Montgomery County, Maryland; Pima County; Prince George's County, Maryland; Sarasota County, Florida; and Yavapai County.

## NATIONAL CIVIC LEAGUE AND ICMA PROJECTS

The Institute for Local Government represented the American Society for Public Administration on the National Civic League's Committee to Revise the Model City Charter. **Bob O'Neill**, executive director of ICMA, chaired the two-year long effort. The "Tucson Plan," with ward nominations and at-large elections, was added to the model as well as the preamble. The Eighth Edition reflects new trends in municipal government and is easier to follow. It is now available at [www.ncl.org](http://www.ncl.org). The Institute will publish a report on Arizona city charters later this year, *Arizona City Charters: Experiences in Local Self-Government*, authored by MPA grad and Apache Junction management intern **Amy Mangin Molloy**.

**Tanis Salant** also authored an article on county forms of government for the ICMA *2004 Municipal Yearbook*. The article, "Trends in County Government Structure," reports on findings from ICMA's 2002 county form of government survey. Trends include electing county constitutional officers, retaining the traditional commission form while adding the position of manager or administrator, and partisan elections with no term limits. District elections or a combination of district and at-large elections are also trends.

## GOVERNANCE STRUCTURES FOR REGIONAL TRANSPORTATION AUTHORITIES

The Institute for Local Government conducted research for the Pima Association of Governments (PAG), one of two regional transportation authorities in the state. *Pima Association of Governments as the Regional Transportation Authority* was presented to the Regional Council in November 2003. The report includes descriptions and analyses of PAG's organization status, funding options for the RTA, adopting a transportation excise tax, estimates on the revenue capacity of governments in Pima County, and examples of various RTA governing structures throughout the West. The Regional Council unanimously approved seeking changes in state law that would give the RTA taxing authority. The report is available for no charge at [www.eller.arizona.edu/spap/ilg](http://www.eller.arizona.edu/spap/ilg).

## INSTITUTE TRAVELS AND PROJECTS

Last winter the Institute for Local Government consulted with the Albuquerque-Bernalillo County Charter Commission on drafting a charter to consolidate the two governments. The charter was defeated in November but a second attempt has been mounted. The Institute also consulted with the unincorporated communities of Tubac and San Manuel on efforts to incorporate. Tanis Salant gave a presentation on Metro Government to the Southern Arizona Leadership Council and traveled once to Washington, D.C. and twice to the University Georgia to advise the National Center for the Study of Counties. The Institute has also embarked on a unique project that merges public administration and business administration graduate students to conduct in-depth research on nine school districts in Arizona. The project is sponsored by the Tucson Unified School District Blue Ribbon Committee, chaired by **Bill Estes, Jr.**, and the Southern Arizona Leadership Council. Five districts in Maricopa County and four in Pima County have been selected. Tanis and Alexis also attended AACo, CSA and League conferences throughout the year, and Tanis attended conferences of the National Association of Counties and the U.S.-Mexico Border Counties Coalition in Washington, D.C.

**Alexis Hover** was awarded a partial scholarship to attend the 2004 Greater Tucson Leadership's Leadership Program. She was also awarded the Eller College Staff Award for Excellence.

**Tanis Salant** presented the keynote speech, "Oklahoma Counties in a National Perspective," for the annual Oklahoma County Officials and Deputies Association conference in Oklahoma City in February. **Pictured**



**wearing UA hats with Tanis are CODA's president Sheriff Don Hewitt, and Tulsa County Treasurer Dennis Semler.**

Four hundred county officials attended the event, including the Oklahoma governor and other state officials.

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# INSTITUTE FOR LOCAL GOVERNMENT NEWS

The Institute for Local Government fulfills part of the University of Arizona's public service mission by working with local governments throughout Arizona and the Southwest. The Institute provides research and programs to enhance leadership skills and build the capacity of local government officials to make informed decisions and respond to issues. The Institute also provides assistance to the State of Arizona on issues impacting local governments.

[www.eller.arizona.edu/~spap/ilg](http://www.eller.arizona.edu/~spap/ilg)

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