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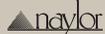
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Municipal workers  
are the most  
dedicated people  
in this state, and it  
is vital that we all  
recognize that.

**This** February, I had the privilege of sitting down with a group of Chandler Public Works Department employees to celebrate their work over a pizza lunch. The workers had rallied after a major storm hit the Valley hard this winter – many working shifts of more than 24 hours straight to pull down trees from the roadways, fix potholes and control flooding.

And if you asked them, they would all say they were just doing their jobs. That is why this issue of *Arizona City & Town* magazine is so critical. Municipal workers are the most dedicated people in this state, and it is vital that we all recognize that. Profiling a day in the life of an employee is a difficult task, because for so many, there is no routine. I think that is why we see so many of our team members come to work each day with a sense of pride and a passion for service.

City and town employees are the ambassadors of the communities they work in. They are also the face of the organization and the ones most residents come into contact with – 24/7. In these economic times, it is also imperative that we find ways to thank our employees for a job well done – particularly in the face of wage freezes, benefit cuts and layoffs.

Chandler, like every other city and town in Arizona, is a great place to live largely because of the work these men and women do day in and day out. Let's applaud their efforts and continue to recognize these tremendous assets to our organizations.

A handwritten signature in black ink, appearing to read "Boyd W. Dunn". The signature is written in a cursive style and is enclosed within a faint, light-colored oval shape.

Boyd W. Dunn  
League President  
Mayor, City of Chandler

Municipal employees  
are taking care of  
the fundamental  
services that  
we all rely on.



**It's** so easy to overlook the basic, essential services provided by cities and towns. People tend to take them for granted because they operate in the background. It's like a sound that blends into the background as "white noise." You only notice it if it stops.

As the cover of this magazine illustrates, at any given time of the day or night – including weekends and holidays – municipal employees are taking care of the fundamental services that we all rely on to be there whenever we need them.

It's a reminder that cities and towns are voluntary levels of government – created to have some control over our own communities and to make our lives more comfortable, productive and enjoyable.

Arizona's cities and towns are exemplary in providing high-quality services, whether it is public works, streets and roads, police, fire, parks and recreation or many other services. It's the nature of municipal government to provide the highest level of dependable, quality services, and to do it as efficiently as possible.

This edition of *Arizona City & Town* provides a very brief snapshot into some of the many functions delivered to citizens on a daily basis. I hope this issue prompts you to think about how valuable cities and towns are to the people we serve, and to reflect for a few moments on a job well done.

A handwritten signature in black ink that reads "Ken Strobeck". The signature is fluid and cursive.

Ken Strobeck  
Executive Director



# Social Media and Arizona Municipalities

BY MARLENE PONTRELLI, ESQ.



If you have a computer, a television or a teenager, you already know that social media sites such as Facebook and Twitter are becoming a standard means of communication. In the ongoing effort to engage the public and increase transparency, governmental agencies are jumping into the social media arena with both feet. Before doing so, however, there are a few safeguards that need to be considered to ensure that Arizona's Open Meeting Law

and public record retention schedules are not violated.

As a preliminary matter, you may be wondering what exactly these new forms of social media are that are taking over the way that governments communicate with their constituents. Facebook is a website that permits users to join networks that are created by groups such as cities, towns, and workplaces. The benefit of such a network is that those who become "fans" – or in a recent Facebook twist, those who "like" a page – have access to postings of activities and events. In addition, individual users may post comments, pose questions, and communicate with other users.

While Facebook was created several years ago, Twitter is a relatively new

concept created in 2007. Twitter permits an individual to use instant messaging through text messages on a mobile phone or the Web to provide information to literally hundreds of people at one time.

Not surprisingly, the law as it relates to government users is still developing and not all of the potential benefits and pitfalls of governmental forays into social media can yet be predicted. However, municipalities or individual public officials that are planning a social media initiative (or have already taken the plunge) should at least consider the application and effects of a few traditional requirements.

First, be aware of the potential for violations of the Open Meeting Law (OML). Under Arizona's OML, meetings of public bodies, including those held "through technological devices," must be conducted openly and upon proper notice to the public. The Arizona Attorney General has opined that the OML could be violated by certain e-mails from one member of a public body to other members of the public body. *Ariz. Att'y Gen. Opin. 105-004 (July 25, 2005)*.

Accordingly, if elected officials use social media to communicate with one another about topics that are or will be the subject of a public vote, there could be an OML violation. In addition, if elected officials post their individual opinions on such topics or how they intend to vote on the issue even though it is posted for anyone reviewing the site to see there is a potential OML violation. While social media sites are a convenient way for elected officials to see what the public

## HELPFUL HINTS FOR USING SOCIAL MEDIA

1. Do not let the informal nature of the Facebook, Twitter and other social media fool you. These may still be considered official public records and retention schedules should be maintained.
2. Do not solicit a consensus of opinions through social media. By doing so you, may be violating the Open Meeting Law.
3. Continue to distribute information through traditional methods to keep the public not using these social media tools informed.
4. Consider placing on social media websites a statement that any posts to this site should avoid comments that may be considered discriminatory, offensive or derogatory.
5. Advise that the social media site should not be used for personal business solicitations unrelated to the government entity.
6. Include a disclaimer that individual posts represent the opinion of the individual and not necessarily that of the government agency.

thinks about certain issues, elected officials should refrain from communicating their opinion back. Statements discussing or deliberating specific agenda items – e.g., “The approval of the development agreement could bring many benefits to the city” – or proposing action – e.g., “We should adopt the resolution” – need to be avoided.

Second, under Arizona law, municipalities must maintain records reasonably necessary to provide an accurate accounting of their official and government-funded activities. The Arizona State Library determines and approves schedules for the retention of such records. In November 2009, the library issued a records retention schedule as well as a few helpful hints for what must be retained, specific to social media records. A review of this website is a good starting point for determining the retention schedule for items posted on Facebook and Twitter.

The website can be found at <http://www.lib.az.us/records/pdf/Cities%20-%20email.pdf>.

Finally, it is important to remember that social media, although useful for information distribution, should never be used as a substitute for the traditional methods of keeping the public informed. While there are literally thousands of constituents who now take advantage of social media sites, there are still a significant number of individuals who either do not have access to these sites or do not have the desire to engage in this form of communication. Accordingly, at least for the current time and in order to not exacerbate the technological divide, traditional distribution of information is still necessary. ●

*Marlene Pontrelli is a shareholder with Mariscal, Weeks, McIntyre & Friedlander in Phoenix, Arizona. The firm represents a number of Arizona municipalities. She can be reached at [marlene.pontrelli@mwmf.com](mailto:marlene.pontrelli@mwmf.com).*

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# A DAY IN THE LIFE OF A MUNICIPAL EMPLOYEE



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**Twenty-four** hours a day, seven days a week and 365 days a year, cities and towns are working to make Arizona's communities great places to live, work and play. Day in and day out, local government employees ensure our water is clean; our libraries, parks and other community facilities are open and ready for use; our streets are paved; and our neighborhoods are safe.

The following article illustrates a day in the life of a municipal employee – from a mayor to a building inspector – and offers a glimpse into the many positions it takes to keep cities and towns running around the clock.

**1. On a day-to-day basis, what tasks do you perform to benefit the citizens of your community?**

“On a day-to-day basis as city manager, I’ve discovered spare moments are non-existent. As the city manager, I am responsible for implementing decisions that contribute to the quality of life of our

COURTESY OF CITY OF PHOENIX AVIATION DEPARTMENT

**City/Town Employees**



**KATHRYN CUVELIER**  
CLERK  
TOWN OF ORO VALLEY

**KRIS ERICKSON**  
ASSISTANT WATER  
SUPERINTENDENT  
CITY OF PHOENIX

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**JONNY FERRIS, POLICE OFFICER/  
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TOWN OF PARKER

**RICHARD JENTZSCH, ASSISTANT  
CITY MANAGER FOR AIRPORT AND  
REGIONAL AFFAIRS**  
CITY OF PAGE

**CARON JOHNSON**  
FIREFIGHTER / PARAMEDIC  
CITY OF PRESCOTT

**JACK KRAMER**  
CITY MANAGER  
CITY OF KINGMAN



COURTESY OF SCOTTSDALE FIRE DEPARTMENT



COURTESY OF CITY OF CHANDLER

residents through creation of a diversified and sustained economic base, quality housing and recreational opportunities, community events, and by ensuring fiscal sustainability and competent public safety to the citizens of our great city. Every day, I spend time in some way executing the enforcement of city laws and ordinances, representing the city with respect to legislative actions, environmental issues, emergency management, and spending considerable time interacting with our mayor and council, city employees, citizens and with various levels of other government entities.”

– Jack Kramer, Kingman

“Under guidance from the city manager, I manage the day-to-day affairs of running a commercial service airport as airport director. This includes complying with Federal Aviation Administration (FAA) regulations to insure safety for commercial airlines operating in and out of the Page Municipal Airport, such as runway and

taxiway maintenance, airport rescue and firefighting services, and aircraft refuelling. Transportation Security Administration (TSA) regulations are also required, so I serve as the airport security coordinator. Page is served by Great Lakes Airlines, with daily service to Phoenix and Denver. It serves 10,000 passengers each year.”

– Richard Jentzsch, Page

“As a firefighter I would say that there is no ‘typical day.’ The job description of a firefighter is ever-changing, and you can never know when a call for assistance is going to occur. It is the main focus of firefighters to perform tasks benefiting their community. Firefighters in an all-risk department, like the Prescott Fire Department, respond to a myriad of calls 24/7; some are emergency calls while others are not. Typical call types include: emergency medical responses, motor vehicle crashes, suppression of structure fires, suppression of wild land fires, hazardous materials mitigation, technical rescue, and public assistance calls, including troubleshooting smoke detectors and moving patients. Firefighters are commonly called upon to solve unorthodox problems. If you have a problem and do not know who to call, a fire engine is usually sent to the scene for problem management. As you can see, the job of a firefighter is based on performing tasks to benefit its community.”

– Caron Johnson, Prescott

“The clerk’s office provides access to public information about the town. My staff and I are available to assist the public with applying for a business license, searching for public documents, applying for a board or commission, listening to public meetings through our online streaming system, or making sure a member of the public has the chance to address the mayor and council during a public meeting. We also directly serve people by notarizing documents, providing voter registration forms and early voting assistance or assisting residents with running for council during our election season.”

– Kathryn Cuvelier, Oro Valley

»continued



COURTESY OF CITY OF CHANDLER



LARRY WHITNEY  
SENIOR BUILDING INSPECTOR  
CITY OF SIERRA VISTA

ALFRED C. WILLIAMS  
PARKS SUPERVISOR  
CITY OF COOLIDGE

# Feature Article: A Day in the Life of a Municipal Employee



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PHOTO COURTESY OF PHOENIX WATER SERVICES

“As a patrol officer, I respond to a variety of calls of service such as traffic accidents and burglaries, and I also run traffic enforcement i.e., stopping vehicles for different traffic violations. As a school resource officer (SRO), I take care of any issues at school that require my assistance and also interact with the students to educate them about law enforcement.”

– Jonny Ferris, Parker

## 2. What do you think most people don't know about your job?

“The position of town clerk is required by law and is the vital link between the public and local government. Our professional code of ethics requires us to uphold democracy, maintain neutrality, and merit public confidence in our community.”

– Kathryn Cuvelier, Oro Valley

“Citizens in our community don't usually realize all the work we do for special events, maintenance of the parks, and dealings with the public. Community members see that we cut the grass, clean the parks, and mark the fields, but there is a lot more work that goes into maintaining the parks to reach the final results.”

– Alfred Williams, Coolidge

“Most folks don't realize how much is involved in being a building inspector. There are a great number of codes that we need to know off the top of our heads, and if we don't know, then we need to be able to know where to find the particular building code. The International Building Codes are updated every three years, and our inspectors attend trainings twice a

year – in Tucson and Prescott – to stay informed and up to date. Here in Sierra Vista, we've really been working to change the stereotype that inspectors are the 'bad guys.' In reality, we're not here to harass, but to help; it really is about customer service and we are only going to sign off on a project that is safe.”

– Larry Whitney, Sierra Vista

“Something that most people would not know about the job of a firefighter is the immense amount of training that is required to be efficient and effective. Due to the variety of calls that we respond to, it is imperative that we train for all scenarios to keep ourselves safe, as well as the citizens that we serve.”

– Caron Johnson, Prescott

## 3. Why did you decide to work in local government?

“I wanted to contribute to local efforts to protect the environment. Providing safe, reliable water and wastewater services to the community is a critical service. I enjoy leading a team that helps educate the general public and business owners about the importance of incorporating simple practices into their everyday routine to help conserve water and minimize pollutants that enter the environment.”

– Kris Erickson, Phoenix

“I can help keep Parker a safe town. A safe town means residents will stay and visitors will continue to visit.”

– Jonny Ferris, Parker

“I think more can be done at the local level to affect your community versus at

the state or federal levels. The Show Low community has allowed me and my family to have a very successful business. I felt responsible to give back.”

– Rick Fernau, Show Low

## 4. How does your role contribute to the success of your city or town?

“If I am successful in my position as city manager, my city will be a success. I feel local government is the most effective level of government as we provide the services that directly affect people in their daily lives. Being this close to the people, communication is the key to success in doing great things for our community. As city manager, I get people communicating by bringing people together and building positive relationships both within the community and with other government agencies. It is important for me to lead by example and get involved in the community.”

– Jack Kramer, Kingman

“Many people consider the mayor's position to be key in 'getting things done.' I realize that I am only one vote out of seven. Accomplishing anything requires a team effort. I feel that I am a team player, and that allows our council team to be successful.”

– Rick Fernau, Show Low

“I believe my role promotes the Pollution Control Division's mission to help to protect water quality by ensuring compliance with environmental laws. We provide technical advice to help commercial and industrial companies comply with pretreatment requirements; protect streams and rivers by maintaining an effective storm water



PHOTO COURTESY OF CITY OF PEORIA

“The most rewarding part of my job is to see the community enjoying the parks after a hard day of work. It makes it all worth it when the parks are full of people having fun and enjoying the parks.”

– Alfred Williams, Coolidge

“Serving the residents of Oro Valley for 30 years, and participating in the town’s changing services to appropriately serve the town while it grew from a bedroom

community of 1,400 people to a mid-size town of more than 44,000.”

– Kathryn Cuvelier, Oro Valley

“There are many benefits to being a firefighter, however, most are small and are in the form of emotion. The most rewarding aspects of our job occur when we truly help someone in need; when we receive respect for our position; when children smile and wave at us; and when thanks is given for a job well done.”

– Caron Johnson, Prescott ●

management program; protect the drinking water supply by performing extensive testing throughout all phases of treatment and throughout the distribution system as the water is being delivered to our customers. The Pollution Control Division promotes environmental and regulatory excellence.”

– Kris Erickson, Phoenix

“As park supervisor, it is my responsibility to see that the citizens have a safe, aesthetically pleasing place for sports, fitness, and recreation. I would hope it would make them feel proud to be part of a great community where they could bring their families and friends.”

– Alfred Williams, Coolidge

**5. What do you consider the most rewarding part of your job?**

“The best part of my job as mayor is working with our outstanding staff, committees, and fellow councilmembers. They make our job look easy.”

– Rick Fernau, Show Low

“To be involved with city management, citizen boards, the city council and others in the planning, coordination, design, engineering, construction, and successful completion of projects that enhance a community’s appearance, infrastructure, and ultimate economic well-being.”

– Richard Jentzsch, Page

“I take pride in my work. I find it rewarding when inspecting and approving a new home, as I know that the buyer is getting a good product, because I’ve been through it with a fine-toothed comb.”

– Larry Whitney, Sierra Vista

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# The Arizona Lottery

BY KAREN EMERY,  
DEPUTY DIRECTOR OF THE ARIZONA LOTTERY

*“Change is the law of life. And those who look only to the past or present are certain to miss the future.”*

– John F. Kennedy

Since 1981, the Arizona Lottery has earned more than \$2.3 billion for state programs.

The Arizona Lottery recently completed its third performance review, an impartial assessment conducted by the Office of the Auditor General to determine an agency’s value to the state. In the worst case scenario, agencies subject to sunset review automatically terminate if legislation to continue the agency is not approved by the Legislature and governor.

By its very nature, an audit begins with a look back: did we achieve our mission and our statutory responsibilities? And for a revenue-generating agency, that all-important question: did we maximize our ability to fund vital state programs? The longer an agency’s history,

the more tempting it can be to focus on the successes of the past, when challenges seemed so easily conquered. But as President Kennedy’s quote reminds us, our focus on the past, whether by design or simply by wishful thinking, puts us at risk of losing our vision for the future. And so our auditor general provided a list of recommendations – things we can do and changes we can make to better prepare for the road ahead.

- We will introduce new products because that’s what keeps our players playing.
- We will expand our retailer base, benefitting players, new retailers and communities.
- We will continue to increase the monies we earn for our beneficiaries.

Since 1981 the Arizona Lottery has earned more than \$2.3 billion for state programs. This year, in spite of budget shortfalls and economic downturns, the Arizona Lottery was a national leader in increased sales. And our future looks bright with new games and new opportunities.

As we chart the course ahead, one of the lottery’s most important assets is our ability to think – and plan – strategically. Legislative mandates have altered the lottery’s course toward a “new” and strengthened lottery in 2012. If change is truly the law of life, we must adjust our path along the way, always being mindful of our destination.

We have no intention of missing the future! ●

*Karen Emery is deputy director of the Arizona Lottery.*



# Glendale Celebrates Centennial

## Creative Marketing for a Successful Campaign in Tight Budget Times

BY KIM LARSON,  
PUBLIC INFORMATION OFFICER

It only happens once to a city: 2010 marks the 100<sup>th</sup> anniversary of the city of Glendale. In this past century, the city has grown from cotton fields to football fields – and a premier destination. To celebrate this significant milestone, Glendale created events, activities, TV programming and contests to commemorate the centennial.

The challenge for city staff was to celebrate the centennial in the middle of a tight economy. However, city staff was up for the challenge. Creative strategies were implemented to incorporate the centennial into dozens of events and messaging opportunities despite a lack of funding.

The city's marketing staff crafted a campaign that focused on branding and identified promotional efforts designed to engage residents and the business community. A centennial website was created for those interested in learning more about Glendale's history and events. Interactive elements of the website included links to the statewide Legacy Project featuring the partnership between Glendale Public Library and other established Glendale organizations.

In addition, residents were encouraged to enter their favorite Glendale memory online to be included in a Web-based Glendale scrapbook. The city's monthly resident newsletter included a centennial feature each issue, informing residents on things like the origin of Luke Air Force Base, who the downtown library was named for and the first businesses in downtown Glendale.

One year before the actual anniversary, June 2009 began with an old-

»continued



1. GLENDALE CITY HALL 2. STOREFRONTS IN HISTORIC DOWNTOWN GLENDALE WERE DECORATED TO CELEBRATE THE CENTENNIAL. 3. CHILDREN ENJOYED THE ANTIQUE FIRE ENGINE, PART OF HISTORIC DISPLAYS FEATURED AT THE CENTENNIAL KICKOFF EVENT IN JUNE 2009. 4. PHOTO COURTESY OF THE GLENDALE, AZ HISTORICAL SOCIETY. DOWNTOWN GLENDALE, CIRCA 1930. GRAND AVENUE APPEARS IN THE FOREGROUND, AND THE TREES OF MURPHY PARK – OR CITY PARK AS IT WAS CALLED THEN – CAN BE SEEN BEHIND THE BUILDINGS. 5. MAYOR ELAINE SCRUGGS SPOKE TO RESIDENTS AT A CENTENNIAL EVENT IN DOWNTOWN GLENDALE'S MURPHY PARK.



fashioned carnival-style event, sponsored by local businesses. The kickoff took place in downtown Glendale's Murphy Park, named for the city's founder, WJ Murphy. The family event took place during a regularly scheduled free summer band concert, which featured music from multiple decades.

Throughout the rest of the year, existing centennial events included those hosted by community-based organizations like local little leagues, a retirement

In an effort to engage the business community, the city's "Shop Glendale" campaign incorporated a centennial theme. Centennial artwork was given to downtown merchants to display in the shops and restaurants; vacant storefronts downtown were also utilized to create centennial displays. Children became involved by entering contests like the Flat Murphy (named after the city's founder) competition, in which students submitted their picture of "Murphy" at their favorite Glendale location.

And, of course there was food! To capture the flavor of Glendale back in the day, long-time Glendale residents, businesses and institutions were asked to submit recipes for a centennial cookbook, entitled, "A Taste of Glendale, 100 Years

in the Making," which also included a contest for residents to have their recipes included in the book. The book debuted at the Historic Sahuaro Ranch Citrus Zestival. Copies of the book were sold, which paid for the printing.

The city's television station, Glendale 11, was another great tool to connect with residents. Glendale 11 staff created two programs dedicated to the milestone, including "Glendale: The First 100 Years" and "The Glendale Memory Project." Created in-house

and partially with grant funding, these programs also were featured prominently on the city's YouTube channel, and screened during events like the Camelback Ranch-Glendale Centennial game.

The centennial campaign has even reached out to visitors. The annual Glendale Regional Travel Planner, a visitor guide, incorporated historic elements and points of interest in the city for those interested in heritage and culture. Other elements were tied to the city's Arts Commission, with a Centennial Plein Air competition at Glendale's Chocolate Affaire. This is where artists are stationed outdoors and in this case, they painted historic buildings in front of festival goers. Also, a centennial time capsule project was created at the annual Jazz & Blues Festival.

The Glendale community is known for its diversity, rich culture and strong vision. Creating a year-long celebration campaign in tight budget times was challenging but a rewarding testament to honor the city. Glendale is the kind of city that treasures its heritage and its strong community spirit while also embracing the best of what is new. As the campaign slogan says, Glendale will continue to "honor the past, celebrate the present, and imagine the future." ●

*Kim Larson works in the Glendale Public Relations Office.*

## Creating a year-long celebration campaign in tight budget times was challenging but a rewarding testament to honor the city.

community, as well as city-sponsored events such as the annual Fire Parade, a Halloween event and the city's signature festivals like Glendale Glitters.

The centennial show was even taken on the road with special messaging for hockey fans at the city owned Jobing.com Arena and baseball fans at Camelback Ranch Glendale. Centennial messages on scoreboards inside each facility as well as voiceovers on loudspeakers reached thousands of people from all over the country.

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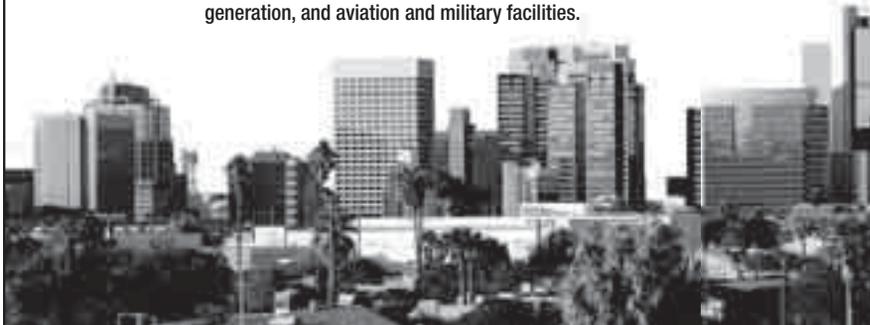
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