

101st Arizona Town Hall  
November 25-28, 2012  
Scottsdale, Arizona

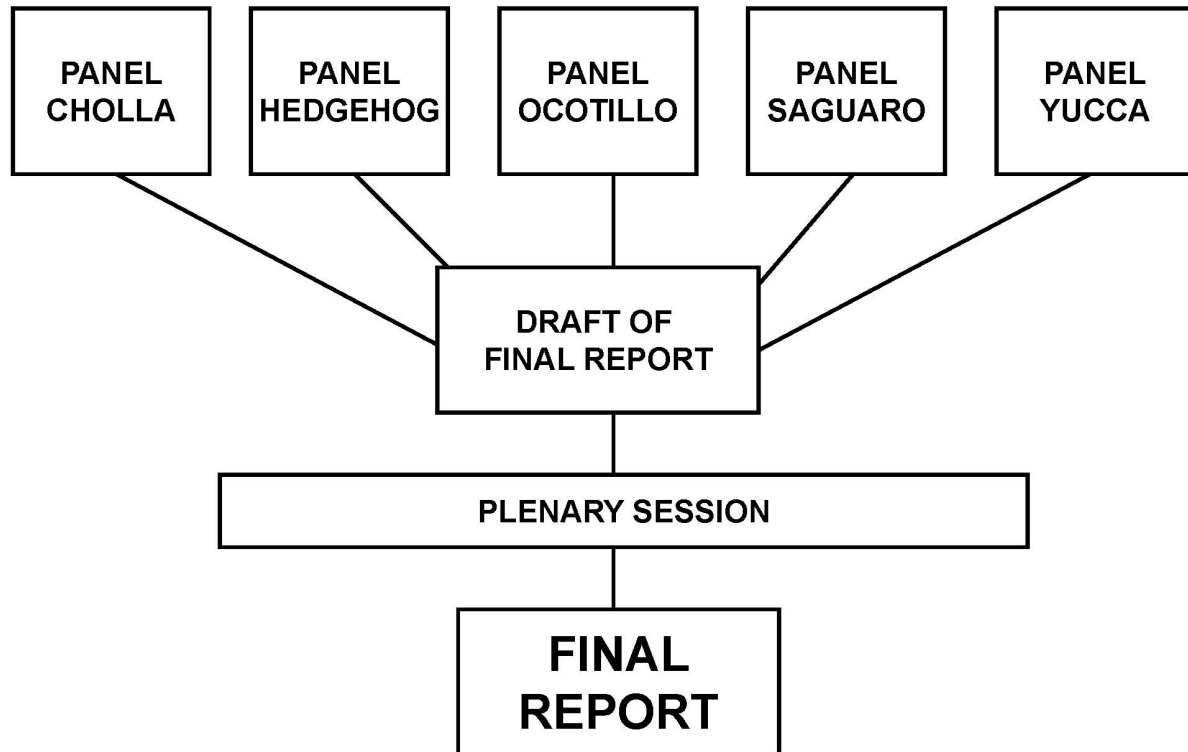
# CIVIC LEADERSHIP

FOR ARIZONA'S FUTURE



# The Arizona Town Hall Process

From the Group Statement to the Final Report



*“Arizona Town Hall is a real treasure. I was blown away by the process.”*

- Toni Bouchard, State Director, Arizona SmartPower

*“The consensus process done at a Town Hall trumps everything else I’ve done in my professional experience.”*

- Jack Lunsford, President & C.E.O., WESTMARC

# OVERVIEW OF THE ARIZONA TOWN HALL PROCESS

**Arizona Town Hall** is a private nonprofit corporation founded in 1962 for the purpose of educating/engaging and empowering Arizonans to better solve critical policy issues. Much of the success of the Arizona Town Halls lies in the fact that the process incorporates the knowledge, thoughts and ideas of all the participants.

## **Panel Discussions**

The Town Hall begins with panel discussions. Each panel addresses the same discussion outline during the first portion of the Town Hall. The process and guiding principles for the panel discussions are as follows:

- The Panel Chair reads one question at a time and discussion follows.
- It is important to stick to the question at hand.
- The panel strives for consensus (votes are taken only if absolutely necessary).
- Consensus is reached when no one wants to add anything, and no one objects strongly to the wording offered.
- The recorder's role is to keep the panel on time, capture the consensus comments, read back consensus statements to the panel and make edits with participants.
- The viewpoints of all participants are considered equally valuable, regardless of title or position.
- Discussions are encouraged to be robust while maintaining a respect for different viewpoints. Participants are allowed to criticize concepts—not people.
- Minority viewpoints must be very strong to find their way into the final document (at least 1/3 of the total group).
- Media will be present at the Town Hall and may be in attendance during panel discussions. You should assume that your comments may be quoted at any time.
- Observers may attend the sessions but cannot participate or contribute to discussions.
- The process is as valuable as the recommendations.

## **Creation of the Draft Recommendations Report**

Once complete, the consensus statements are taken from each panel to the Report Chairs. The Report Chairs review the statements from all five panels and look for consensus across all of the groups. With assistance from the Panel Recorders, the Report Chairs create a draft report of what appears to be the consensus of the Town Hall participants.

The draft report is distributed before the plenary session, which takes place on the Wednesday of each Town Hall. Panels meet prior to the start of the plenary session to review the draft and outline any areas the panel wants to address at the plenary session.

## **The Plenary Session**

At the plenary session, all participants work as a full body to approve, amend or reject each section of the report of recommendations.

# AGENDA

## SUNDAY, NOVEMBER 25

3:00 p.m. – 6:00 p.m.

Registration

6:00 p.m. – 7:00 p.m.

Social Hour

7:00 p.m.

Opening Dinner & Orientation – Salt River 5

*Welcome:* **Diane Enos**, President, Salt River Pima-Maricopa Indian Community

*Invocation:* **Art DeCabooter**, President Emeritus, Scottsdale Community College

Dinner

*Opening Comments & Overview:* **Tara Jackson**, President, Arizona Town Hall; and **Ron Walker**, Board Chair, Arizona Town Hall

## MONDAY, NOVEMBER 26

7:00 a.m. – 8:00 a.m.

Breakfast - Salt River 5

*Presiding,* **Devan Wastchak**, Board Member, Arizona Town Hall; Managing Partner, VIVO Business Partners, LLC

**Key Facts You Need to Know:** Panel presentation by authors of the 101st Arizona Town Hall Background Report: **Angela Hackett, Mike Letcher, Brint Milward, and Nancy Welch**

*Sponsor Highlights:* **Flinn Foundation**  
**Virginia G. Piper Charitable Trust**

8:30 a.m. – Noon

Panel Discussions – (Coffee break mid-morning)

**Panel Cholla** – Salt River 2

Lisa Atkins, Chair

John DeStefano, Recorder

**Panel Hedgehog** – Salt River 3

Sharon Flanagan-Hyde, Chair

Jeremy Goodman, Recorder

**Panel Ocotillo** – Salt River 6

Sarah Curley, Chair

Jennifer Frownfelter, Recorder

**Panel Saguaro** – Salt River 7

Alan Kennedy, Chair

Mike Minnaugh, Recorder

**Panel Yucca** – Salt River 8

Wayne Benesch, Chair

Becky Covell, Recorder

**MONDAY, NOVEMBER 26 (Cont.)**

12:30 p.m. – 2:00 p.m.

Luncheon Session - Salt River 5

*Sponsor Highlight:* **Freeport-McMoRan Copper & Gold Foundation and Cox Communications**

*Presiding:* **Lisa Lovallo**, Board Member, Arizona Town Hall; Vice President for Southern Arizona, Cox Communications, Tucson

*Speaker:* **Governor Jan Brewer**

*Introduction of Speaker:* **Tracy Bame**, President, Freeport-McMoRan Copper & Gold Foundation

*Speaker:* **Cleve Stevens**, Author and President of Owl Sight Intentions

2:30 p.m. – 5:00 p.m.

Continuation of panel discussions  
(Coffee break mid-afternoon)

6:00 p.m. – 7:00 p.m.

Social Hour

7:00 p.m.

Dinner - Salt River 5

*Presiding:* **Kathy Kitagawa**, Board Member, Arizona Town Hall; Owner/Consultant, KAK Compensation Services, LLC, Tucson

*Sponsor Highlight:* **SCF Arizona, Snell & Wilmer, and Arizona Commerce Authority**

*Speaker Introduction:* **Jim Condo**, Attorney, Snell & Wilmer, Phoenix

*Speaker:* **Mickey Edwards**, Vice President of the Aspen Institute and Director of the Aspen Institute's Rodel Fellowships in Public Leadership

**TUESDAY, NOVEMBER 27**

8:00 a.m. – 11:00

\*Breakfast on your own

Continuation of panel discussions  
(Coffee break mid-morning)

11:30 – 1:30 p.m.

Luncheon: **Presentation of the Shirley Agnos Arizona Town Hall Legacy Award to Rep. Gabrielle Giffords and Captain Mark Kelly** – Salt River 5

*Luncheon Sponsors:*

**Bank of America**  
**Salt River Pima-Maricopa Indian Community**

*Presiding:* **Ron Walker**, Board Chair, Arizona Town Hall and **Tara Jackson**, President, Arizona Town Hall

*Invocation:* **Rabbi Stephanie Aaron**, Tucson's Congregation Chaverim

*Presenters:* **Shirley Agnos**, President Emerita, Arizona Town Hall; **Carol West**, Community Volunteer, Former City Councilmember (Ward II), Tucson; **Hank Peck**, Certified Financial Planner, TCI Wealth Advisors, Tucson; **Carolyn Lukensmeyer**, Executive Director, National Institute for Civil Discourse and **Isabella Leavitt**

*Entertainment:* Special performance provided by **Salt River Traditional Dancers**

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\* Talking Stick Resort has 3 breakfast options: Coffee Gardens (opens at 6:00 a.m.), Blue Coyote Café (open 24 hours), Wandering Horse Buffet (opens at 7:00 a.m.)

**TUESDAY, NOVEMBER 27 (Cont.)**

2:00 p.m. – 5:00 p.m.

Continuation of panel discussions  
(Coffee break mid-afternoon)

6:00 p.m. – 7:00 p.m.

Social Hour

7:00 p.m.

Dinner Session – Salt River 5

*Presiding:* **Tara Jackson**, President, Arizona Town Hall

*Speakers:* Members of the Arizona Town Hall Board:  
**Brian Bickel, Art DeCabooter, Lisa Atkins and Ron Walker**

Special recognition of student participants

**WEDNESDAY, NOVEMBER 28**

6:45 a.m. – 8:15 a.m.

Individual panel caucuses  
(Coffee & Danish will be available in panel caucuses)

**Panel Cholla** – Salt River 2

**Panel Hedgehog** – Salt River 3

**Panel Ocotillo** – Salt River 6

**Panel Saguario** – Salt River 7

**Panel Yucca** – Salt River 8

8:30 a.m. to approx. 12:30 p.m.

Plenary Session – All Participants

*Presiding:* **Ron Walker**, Board Chair, Arizona Town Hall

Adoption of Recommendations

(Coffee & Danish will be available during the session – there will be no formal break)

Adjournment at approximately 12:30 p.m.

# 101<sup>st</sup> ARIZONA TOWN HALL

## PROGRAM SPEAKER BIOGRAPHIES

### Monday, November 26, Breakfast

Panel presentation by authors of the 101<sup>st</sup> Arizona Town Hall Background Report

#### **Angela Hackett**

Angela Hackett is a Research Assistant for the University of Arizona who acted as Assistant Editor for the 101<sup>st</sup> Background Report.

Her professional background is as a supervisor working with juvenile delinquents in residential care and in punitive environments as an advocate for youthful offenders. She completed her Masters internship with the Pima County Attorney's Office where she gained skills in the procedural aspects of directing youth and young adults through the judicial process. As a Community Justice Unit Executive Intern, she also participated in recruitment and speaking engagements that allowed her the opportunity to engage in the community, familiarizing them with the program and their Restorative Justice goals.

For the past 10 years, Angela has had the opportunity to hone her youth supervision and community engagement skills in her own community as a stay-at-home mom and homemaker.

#### **Mike Letcher**

Mike Letcher is an Assistant Professor of Practice in the Masters of Public Administration Program at the University of Arizona. He teaches courses in Strategic Planning, Leadership and Ethics. He was formerly an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland. He has worked with Graduate programs in Public Administration at the University of Kansas and University of Vermont.

Mike is also Senior Vice President with The Mercer Group, Inc., a premier public and private sector consulting firm and President/CEO and owner of BridgeGroup LLC consulting that specializes in strategic planning in operations, finance, budgeting and human resources for clients. Mike has over 30 years of top City Management experience in cities ranging from 6,000 in population to over 500,000. He is a recognized leader in municipal innovation with numerous awards, a certified manager by the International City/County Management Association (ICMA) and is certified in Total Quality Management (TQM).

Mike is a recognized leader in strategic planning, performance measurement systems and developing innovative sustainable solutions to improving human resources, budget, finance and internal operating processes for governments, with positive bottom line results. He is a dynamic speaker and trainer with national and state conference experience. He has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director. He has experience consulting with State, Federal and Municipal clients. He has a Masters Degree in Public Administration from the University of Kansas and has published national articles on improving customer service, strategic policy development and redefining the relationship between the Mayor, Council and City Manager.

#### **Brint Milward**

Brint Milward is the Providence Service Corporation Chair in Public Management and the Director of the School of Government and Public Policy at the University of Arizona. Until July 1, he was Director of the National Institute for Civil Discourse in addition to being director of the School. He has been president of two national associations: the Public Management Research Association and the National Association of Schools of Public Affairs and Administration. In 2005 he was elected a Fellow of the National Academy of Public Administration and in 2010 won the Distinguished Research Award given by the National Association of Schools of Public Affairs and Administration and the American Society for Public Administration for a "coherent body of work over a career." Dr. Milward's research interests revolve around networks and collaboration. He has studied organizational networks for his entire career. A major thrust of his work has focused on understanding how to efficiently and effectively manage networks of organizations that jointly produce public services like health care and mental health. He has conducted studies of what happens when governments privatize public services, which he termed "governing the hollow state." He has also written on the challenge of collaborative management. A key question is, after services are privatized, how governments ensure that contracts and collaboration are effectively

implemented by private firms and nonprofits that may have different goals than the government. A major new focus for Milward's work has been studies of illegal and covert networks that pursue grievances or greed. His articles on "Dark Networks," which include case studies from open-source materials, have been widely cited for their application of network analysis and management theory to terrorist networks, human trafficking, drug smuggling, and other illegal activities. His particular foci have been the governance of dark networks, their trajectories, and accounting for their relative degrees of effectiveness, legitimacy and resilience.

### **Nancy Welch**

Nancy Welch is the Vice President for the Flinn Foundation's Arizona Civic Center for Leadership. The aim of the Center is to develop Arizona's future leaders, encourage collaboration among Arizona's existing leadership programs, and raise awareness of the importance of civic leadership and policy issues.

Previously, Nancy served as associate director of the Morrison Institute for Public Policy, an independent and nonpartisan center of research, analysis, and public outreach regarding Arizona issues. The Institute is a unit of the College of Public Programs at Arizona State University. At Morrison, she managed policy research, project development, and client relationships. She has planned and conducted policy research on numerous issues, authoring publications on topics such as the economy, arts and culture, health insurance, workforce development, sustainability, quality of life, governance, aging, and budget tracking. Her notable recent work includes *The Price of Stewardship: The Future of Arizona State Parks*, *To Learn and Earn: A Race to Good Jobs*, and *Megapolitan: Arizona's Sun Corridor*.

Nancy also served as executive director of the nonprofit Arizona Women's Education and Employment, and as a planner at the Arizona Department of Economic Security. She earned a master's degree in History at the College of William and Mary in Williamsburg, Va.

### **Monday, November 26, Lunch Program**

Featured Speaker:

#### **Cleve Stevens**

#### **Author and President of Owl Sight Intentions**

An established authority on the psychology of leadership and the technology of personal and organizational transformation, Cleve W. Stevens, Ph.D. has been formally engaged in the field of leadership development for more than 20 years. He has served as an advisor and leadership development consultant to top business leaders and Fortune 500 companies in North America, Europe and Asia. Dr. Stevens has taught leadership and business leadership at the graduate and undergraduate levels at the University of Southern California, Beijing University (China) and North Eastern University (China).

Having studied and worked with Warren Bennis, and modeling much of his work on the transformational thinking of James MacGregor Burns, Dr. Stevens has dedicated his practice (Owl Sight Intentions, Inc.) to bringing about a fundamental change in how we think about and actually do business. Consequently, Owl Sight Intention's commitment is to create authentic, powerful, even enlightened leaders, leaders who are unafraid to connect their leadership in the corporate domain with the impact they invariably have on the lives of their employees at work, at home and beyond, leaders that have the courage and character to imagine and cause a more compelling, more productive, and more sustainable business paradigm. Dr. Stevens says, and has the results to prove, that when leaders place their highest value on the professional and personal development of themselves and their people, they can expect success beyond their wildest imaginings.

"What we find," he says "is that when this transformative growth model is effectively implemented; first, employee satisfaction goes through the roof; second, customer satisfaction follows and goes through the roof; and finally the bottom- and top-lines improve in ways that are almost mind-bending." This emphasis on encouraging powerful leadership – leadership that settles for nothing less than extraordinary results – is proving to be the hallmark of Dr Stevens' leadership and executive development practice.

Dr. Stevens holds a Bachelor of Arts degree from the University of California at Irvine, a Master of Divinity degree from Princeton Theological Seminary, and a Ph.D. in Social Ethics and Leadership Development from the University of Southern California. Dr. Stevens first book was published July 2nd, 2012: *The Best in Us: People, Profit, and the Remaking of Modern Leadership* (Beaufort Books).



## Monday, November 26, Dinner Program

Featured Speaker:

### **Mickey Edwards**

**Vice President of the Aspen Institute and**

**Director of the Aspen Institute's Rodel Fellowships in Public Leadership**

Mickey Edwards is Vice President of the Aspen Institute and serves as Director of the Aspen Institute's Rodel Fellowships in Public Leadership. Mr. Edwards was a Republican member of Congress for 16 years, serving as a member of the House Republican Leadership and as a member of the Appropriations and Budget Committees. After leaving the Congress, he taught for 11 years at Harvard University's John F. Kennedy School of Government and for five years as a lecturer at Princeton's Woodrow Wilson School of Public and International Affairs. He has also been a visiting professor at the University of Maryland Law School and at Georgetown University's Public Policy Institute and a visiting lecturer at Harvard Law School. He is a member of the Board of Directors of The Constitution Project, has co-chaired task forces on judicial independence and the war power, and served on the American Bar Association Task Force on Presidential Signing Statements and the American Society of International Law Task Force on the International Criminal Court. He has been a regular political commentator on National Public Radio's "All Things Considered" and a weekly political columnist for the Chicago Tribune and Los Angeles Times, as well as other major newspapers. His articles have appeared in magazines ranging from The Atlantic to The Public Interest. Mr. Edwards is a frequent public speaker and has been a guest on many of the nation's leading radio and television news and opinion broadcasts. Edwards' latest book, *The Parties Versus the People*, has just been published by Yale University Press.

## Tuesday, November 27, Arizona Town Hall Shirley Agnos Legacy Award Luncheon

### **Gabrielle Giffords and Mark Kelly**

A former Arizona legislator, Giffords was elected to Congress three times beginning in 2007 and became one of the leading centrists, working with lawmakers on both sides of the aisle. A third-generation Tucsonan, Giffords dedicated herself to public service for more than a decade and is a longtime member of the Arizona Town Hall. She resigned from Congress in January 2012 to focus on her recovery after being seriously wounded at a 2011 community event in Tucson.

After undergoing physical and speech therapy in Houston for more than a year, she recently moved back to Tucson with Kelly, a retired Navy Pilot and NASA astronaut. A former naval aviator who flew combat missions in the Gulf War, Kelly became a NASA shuttle pilot in 1996 and flew his first mission in 2001. Last year he led the final flight of space shuttle Endeavor. The couple also penned their memoir, *Gabby: A Story of Courage and Hope*, in 2011.

### **Entertainment: Salt River Traditional Dancers**

Group Lead Singer: Ricardo Leonard

Key dance performances: Pima Basket Dance and Pima Social Dancing

Devanie Duwyenie, Miss Indian Arizona 2012-13 will be performing with the dance group

**DISCUSSION OUTLINE**  
**101<sup>ST</sup> ARIZONA TOWN HALL**  
**CIVIC LEADERSHIP FOR ARIZONA'S FUTURE**

**SESSION I - MONDAY MORNING – NOVEMBER 26**

**SETTING THE STAGE**

1. What is civic leadership and how does it differ from leadership in general?
2. What are the impacts of civic leadership on (A) our individual lives, (B) our local communities, and (C) Arizona as a whole?
3. Describe the current status of civic leadership in Arizona. How do we currently develop and support civic leaders? How does the status and development of leaders differ, if at all, between urban, rural and tribal communities?
4. What role does technology play in developing and supporting civic leaders? What role should technology play? How can we use technology to support civic leadership? Consider smart phones, email, the internet, public gatherings and hearings.

## **SESSION II - MONDAY AFTERNOON – NOVEMBER 26**

### **THE ROLES OF BUSINESSES, INSTITUTIONS AND ORGANIZATIONS**

1. How do civic leadership and business affect each other? What actions, if any, can businesses take to support or improve civic leadership in Arizona? Consider small and large businesses as well as business organizations such as local and state chambers of commerce.
2. What role does education play in civic leadership? What role should education play? How can education be better utilized in support of civic leadership? Consider preK-12, community colleges, universities and lifetime learning.
3. What roles do arts, cultural, faith-based and community-service organizations play in civic leadership? What role should they play? How can we use these organizations to support civic leadership?
4. What role does the media play in civic leadership? What roles should the media play? How have changes in media, including partisan cable television, the 24/7 news cycle and internet-based media such as Facebook, Twitter, YouTube, webcasts and blogs affected civic leadership? How can we use these types of media to support civic leadership?

## **SESSION III - TUESDAY MORNING – NOVEMBER 27**

### **SUPPORTING CIVIC LEADERSHIP**

1. What resources are important for effective civic leadership? To what extent are these resources available in Arizona? How is the availability of resources impacted by geographic, economic, demographic, social and cultural factors?
2. How well does Arizona support the development of future civic leaders? How should we better support the development of civic leaders from all age groups and community segments? Consider the roles of families, current civic leaders, educational institutions, business, civic, cultural, non-profit and faith-based organizations, and the media.
3. How do our state, tribal, regional, and local political systems and processes encourage or discourage civic leadership? What changes, if any, to political systems and processes would improve civic leadership?
4. What roles do respect and collaboration play in civic leadership? What roles should they play? What steps, if any, should be taken to increase the level of respectful discussion and collaboration?

## **SESSION IV – TUESDAY AFTERNOON – NOVEMBER 27**

### **SETTING PRIORITIES AND TAKING ACTION**

1. What actions should be taken with respect to civic leadership that would have the most impact? Who should take ownership of these actions, including any necessary funding?

Consider the following: business; education; institutions and organizations; media; technology; local, regional, state, and tribal government; and, different segments of the population, including youth.

2. What specific action(s) should individuals take, including each of us? Consider what each of us can do that is specific, measurable, attainable, relevant, and timely.

# SUMMARY OF YOUTH TOWN HALLS ON CIVIC LEADERSHIP - OCTOBER 24, 2012



## DEFINING CIVIC LEADERSHIP

- Civic leadership is community-based rather than person-based and involves working with others rather than above them.
- Collaboration among leaders working with several groups of people to solve a problem is required.
- Civic leadership involves reaching out to make things happen on a comprehensive, community level.
- Good civic leadership involves many small actions that have a multiplier effect that creates significant and lasting change.

## ROLE OF CIVIC LEADERSHIP IN OUR LIVES

- Civic leaders inspire others to get involved by getting us to expand our knowledge, teaching us different perspectives, and helping us develop and understand our own opinions.
- Civic leadership benefits communities by benefiting individuals and vice versa.
- We are brought together and shaped into who we are through civic leadership.
- Through the example and experience of civic leadership, we learn to take it upon ourselves to make things happen.

## FACTORS IMPACTING CIVIC LEADERSHIP

- Family, culture, age, economic status, ethnicity and religion all impact the development of civic leaders because they influence how people relate to each other.
- Having a diversity of backgrounds represented in civic affairs enables different viewpoints to be considered and results in higher levels of engagement and stronger civic leaders.
- Civic leaders must seek to understand and incorporate differences in order to develop better solutions.
- By recognizing the perspectives within and amongst groups, we can go beyond differences to find common ground.

## THE ROLE OF SOCIAL MEDIA IN CIVIC LEADERSHIP

- Social media may have its downsides but it is also a powerful communication tool than can quickly disseminate useful information.
- We can get lots of ideas from social media and learn what others are doing in their communities and get inspired by that.
- Social media exposes us to opposing opinions and ideas which can stimulate our own thoughts.
- Individuals can voice their opinions without fear of reprisal using social media, thereby engaging more people and presenting a greater diversity of viewpoints.

## RESPECT AND COLLABORATION ARE KEY TO CIVIC LEADERSHIP

- Collaboration and respect are essential for true civic leadership. Civic leaders must be open to listening to others and collaborating with people from all backgrounds.
- Finding common ground and coming to agreement on difficult issues requires respect.
- Negative and biased political coverage hurts civic leadership and reduces the willingness of many people to become involved.
- Extreme polarization caused by a lack of collaboration inhibits progress on issues that are important to our community and society.

## OPPORTUNITIES FOR YOUTH TO BECOME CIVIC LEADERS

- The inspiration to become a civic leader begins with the family and the example set by parents.
- Mentoring and hands-on opportunities within the schools are essential for developing future civic leaders.
- Students need to seek out opportunities to develop civic leadership skills through involvement in programs available with school clubs, sports teams, community service organizations, student government, churches, and neighborhood associations.
- Young people can begin to develop as civic leaders by getting a well-rounded education, focusing on learning about others, and being informed about issues in their communities.

## ROLE OF YOUTH IN DEVELOPING CIVIC LEADERS

- By inspiring their peers, young people are already taking up the role of civic leader.
- Mentoring those younger than us is a great way to model the skills and behaviors of civic leadership.
- Young people have a responsibility to step up to be civic leaders, especially when they have first-hand knowledge of issues and possible solutions. We need to push ourselves to grow.
- Civic leadership is a lifelong process. It starts with us and it starts now.

# SPONSORS OF THE 101<sup>ST</sup> ARIZONA TOWN HALL

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## Collaborating Partners



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## Supporting Partners



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