

## Tom Martinsen

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I am Catherine Kauffman, chairman of the Historical Committee along with John Wintersteen here to interview Tom Martinsen.

Catherine: Do we have your permission to record and quote any part this interview?

Tom: Yes

John: Tom what brought you to Arizona and particularly to the Town of Paradise Valley?

Tom: Originally I came to Arizona in 1983 to work for the City of Glendale and I worked there for a while. Continuing my career in city government, I took a job on the east coast, Virginia Beach, Virginia. Then in the San Francisco Bay area and about that time, my wife Rita, who was raised in Arizona, was telling me, "I've moved around for you a few times now, may be the next time we can go back to Arizona." She really missed Arizona and I really missed it too. So we agreed that we would return to Arizona whenever one of us got a job in Arizona. She got the job first – so in 1994, she moved back to Arizona and I followed shortly thereafter. I went to work in the private sector for an environmental services company. I was there about two years but I really wanted to get back into city government. At the time, we lived in Paradise Valley and the Town Manager position came open and I applied. I was very fortunate and got the job. I don't think being a resident particularly helped but it was nice to be here in my home community.

Catherine: What year was that?

Tom: That was 1997 when I started working for the Town

Catherine: What year did you retire from here?

Tom: It was 2008. I was here from 1997 to 2008

John: One of the things that was amazing to me and the rest of the staff when the job search was going on was that someone who lived in Paradise Valley applied for it (Town Manager) because we did not know you – it was just amazing that someone had the history of local government lived here and we didn't know you

Tom: Well I was busy working in the private sector at the time and my business didn't bring me to the Town of Paradise Valley. I did work with the cities of Phoenix and Chandler and Tempe and some other cities with Waste Management of Arizona but I didn't have work in the Town of Paradise Valley.

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John: I know that you already lived here in Paradise Valley when you became the Town Manager so you were much more familiar with the Town than other applicants but what was your first impression when you started working here?

Tom: My first impression was that the Town was very much a “small town” environment and very historically oriented. The Town government had been insular since the Town was incorporated and really did not get very involved in local government affairs outside the Town limits. The Town’s philosophy of minimalism in government was very much in effect. On the other hand, the Town was very good at what it did. It was a small government. It didn’t try to do a lot but yet met the needs of the community. I was pleased that the Town was financially sound and sound in terms of the council and staff relationships. I was impressed from the start.

Catherine: Who were you replacing as Town Manager?

Tom: There had been an interim Town Manager, Peter van Herron, whom I think was here for 4 or 5 months. Prior to him, there was a permanent Manager, Jim Sicket, who was the Town Manager for 3 or 4 years I believe.

John: It was less than that – he was here about 18 months.

John: What were your major accomplishments as Town Manager?

Tom: I would have to say: “what were our major accomplishments?” One of the things we did here, and I know the Town still does this, is we involved everybody in everything. The very first thing we did together was we responded to a crisis, which was the old dispute with the City of Scottsdale about sewer service that was a major crisis for the Town. It really proved, in the long term, to be a good thing, because what it did do was it galvanized the Council. The former Council that was on board when the Town entered into the dispute had been replaced through an election and there was an entirely new Council. The new Council was dedicated to resolving the problem with the City of Scottsdale. The Town Staff and Council undertook a really aggressive comprehensive program to restore our relationship with the City of Scottsdale and to do all of the things we needed to do to resolve the crisis – everything from establishing a sewer service charge to selling bonds to pay for capital improvements to signing a new contract with the City of Scottsdale for sewer service and on and on. It took the better part of a year – actually it took more than a year as I remember. But the resolution of the problem entering into a long-term agreement with the City of Scottsdale and establishing the Town as the sewer service utility was, I think, a major accomplishment. In hindsight, it really unified the Council and the Staff and got us off to a good start to do many other things over the next ten years.

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Tom: One of the things that every time I drive down Lincoln I really appreciate is that we were able to underground the high voltage lines – the 66 KV lines that ran the length of Lincoln Drive – and we were able to do this in a really creative way so the Town didn't have to pay the entire cost. It turned out that at that time undergrounding high voltage lines was not very common – pretty uncommon actually – because it was very expensive. But APS needed to replace their overhead system so they were going to spend millions of dollars to replace that system. The Town came in and said, “Why don't we go together and replace the overhead system with an underground system and we'll pay the difference?” In an over simplified description, that's basically what happened. The Town and APS shared that cost and then that spread and we used the same agreement – format – to underground the high voltage lines on Scottsdale Road. Then the program was carried into the neighborhoods. The utility undergrounding in the Town, I think, was a major accomplishment that future generations will really enjoy. Every time I drive down Lincoln Drive, I can remember how big and tall those high voltage poles were and how they detracted from the appearance of the community. I'm pretty proud of that.

Tom: You have to remember that when the Town was incorporated, it was founded on the basis of minimalist government, basically, not doing any service that the private sector could provide. There was a reason, more than one reason, but the major reason was the Town wanted to avoid a property tax and they didn't see how they could accomplish a lot as a Town government without enacting a property tax somewhere along the line. So we needed to overcome that and we did that by using revenues from the Town's resorts basically paying for some of the things we wanted to do. Because of this overriding policy of minimalism in government, the Town didn't get involved in the delivery of public utilities – sewer service was done by the neighboring cities, water – we had three water companies – City of Phoenix, Arizona American and Berneil, and of course the electric utility was either APS or SRP and there were a few homes with gas service. All of this was provided by the private sector. As we went along, we realized that the utilities weren't always going to do things in the best interest of the Town unless we were at the table with them – basically encouraging them. What would we want them to do? We wanted the water utilities to upgrade the water system so we could deliver enough water to a hydrant so we could put out a fire. But they (water utility) may not want to spend their money to make capital improvements in the Town. The two cities that provide sewer service may not want to extend sewer service to other neighborhoods that were entirely served by septic systems. The utility undergrounding that I spoke of did a cooperative venture – actually with both utilities (APS and SRP). That was something we learned how to do. The Town became more involved in utility management. I believe that today, the Town Council has established a water resources committee that oversees the water system. The result of this is that the Town now has, pretty much throughout, a satisfactory level of fire protection

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throughout the community. They have water quality – no current issues that I am aware of, in terms of sewer service, the City of Phoenix, the City of Scottsdale – allowed new homes to be connected to get sewer service. That's one of the things I am really proud of - the Town was able to take the leadership with public utilities and see that the public needs were met even though the Town didn't own the utilities and was not contributing money to their operation

Catherine: I know that when I moved into the Town, I was surprised that we picked our own trash company.

Tom: In my tenure, that became an issue with the Council twice where I was directly involved. I believed it happened again under Jim Bacon. That's from the old days when the Town was incorporated, it was laissez-faire in terms of the private sector, any service the private sector could provide, and the Town wouldn't get involved. The Town does have some involvement in refuse collection – in recycling today - in that we did adopt an ordinance that requires all providers to offer recycling. Before that ordinance, not all providers offered recycling. I think there has been some progress but that is for some future manager to worry about.

Catherine: Did they (TPV) ever get into the natural gas?

Tom: No, actually natural gas is a declining thing – Southwest Gas doesn't have very much business in Paradise Valley – there's only a small area that is serviced by Southwest Gas.

Catherin: Most of the houses are electric?

Tom: Yes, are your houses served by gas?

John: Yes but I'm along Lincoln Drive. It depends on how close you are to their service line that runs all the way down Lincoln - there are a couple of others.

Tom: Most of the homes don't have gas – most are electric

John: The resorts are really the customers to justify the service (natural gas) at all and of course they are along Lincoln and Scottsdale Road

Catherine: I have gas on Mountain View Road but I'm across the street from Phoenix

Tom: It is more common in Phoenix than Paradise Valley

Tom: I'm also really pleased with the way we were able to managed the finances of the Town. This is really just part of the job that doesn't make it on anybody's radar screen. But if you are the manager, you really appreciate these things that council does during budget time. The Town, when I came here, I think had around 8 or 9 million dollars in the bank. I really don't

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know what the reserve was but when I left, we had 30 some million dollars in the bank. We were able to do a lot of good for the community. We were able to provide some new services that the Council wanted to provide and yet we were still able to increase the Town's balance. I won't take personal credit for that. The Council makes the policy decisions on what we spend money on but working as a team we were able to put the Town in a very sound financial position which helped the Town get through the recent recession.

Tom: The most recent accomplishment that I am most proud of is the change in providing fire service for the Town that we did. Rural Metro had served the early days of incorporation, – actually even before incorporation. After incorporation, the Town enacted an ordinance, which required residents to pay a subscription fee to Rural Metro to provide fire service. Midway through my time with the Town, Rural Metro was clearly not an organization that could provide a good urban level of fire service. They didn't have an Automated Aid Agreement with the rest of the Valley, with the public fire departments, which was a major lacking. There were many reasons why they didn't have that. They didn't provide the same level of staffing as the municipal departments. They didn't have all the same equipment as the municipal departments. It was just time for the Town to find a different way to provide fire service - a better way- a way that would at least provide the same level as the neighboring communities. We found that – we replaced Rural Metro with an agreement with the City of Phoenix, which entitles the Town to automatic aid – the same as provided in every other city in the Valley. It eliminated the old subscription system where most of the people would pay their fire service subscription but some wouldn't and the Town didn't have a really good way to get them to pay their bills. The system we had with Rural Metro had really been outdated – it was an obsolete system

Catherine: Was there a particular fire or incident that caused the Town to see how inadequate Rural Metro was?

Tom: Fortunately, I don't think we had a major fire that was the outcome of Rural Metro service not being equal to the public fire departments but we did have to continually pressure Rural Metro from the public departments. There were threats that they may not respond to serious problems in Paradise Valley that were served by Rural Metro. There was always a veil threat. Firemen would want to go to help put out a fire even if it wasn't in their jurisdiction. That's in the blood of firefighters. There was animosity between Rural Metro and the municipal fire departments. In order to make this change, we needed to do a lot of things. We needed to build two fire stations - which was a good thing - the Town needed to own fire stations here so that in the future if the City of Phoenix and the automatic aid system of firefighting aren't meeting our needs, we could form our own fire department and use our own fire station. But

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we only had one fire station before, on Tatum Boulevard, which Rural Metro owned the property and developed the fire station. It could have been all right, actually one of the new fire stations we built is at the general location but we need to make some improvements to the site and to access to Tatum Boulevard. And, it needed to be accompanied by a fire station at the east side of Town too. So we have two stations to serve the geographic area. But in order to make this change, to get out of the relationship with Rural Metro and into a municipal fire service, we needed to enter into an intergovernmental agreement with the City of Phoenix and build a couple of fire stations. We had to meet with the City of Phoenix to work out all of the protocols for how we would run the service. Bringing the Town into the 21 century with fire service was really a major accomplishment and it had the full support of the Council even though it was somewhat controversial at the time. I don't think there was a Councilman who voted against it giving it pretty much unanimous support.

John: What was your most controversial of your major accomplishments and why was that?

Tom: I'm still very sensitive about the controversy that happened over Montelucia. Stepping back from Montelucia and looking at the big picture, how does the Town finance this government well without a property tax? We need to have resorts. Resorts contribute sales and bed tax. Also, how do we preserve the low-density character of the Town when there is all this pressure from developers to create more density? It's an ongoing thing and it's increasing. The way you do it is you have a special use permit procedure and you allow density to be created at certain locations that are not single-family home locations – that are not one acre minimum zoning. So that's another reason for having resorts that can allow some form of limited higher density housing on the grounds. All of us in Town enjoy having nice places to take guests, to go out and eat. How boring would our community be if all we had was single-family homes on one acre? In my opinion, wouldn't be very attractive community – it wouldn't have the diversity that I would like to have. There were a lot of factors that enter into a decision to allow resorts to create density on site. This was probably the most controversial of them - was the fall out once people saw the residential wing of Montelucia – that's on the south side of Lincoln Drive. There was a lot of unhappiness and it extended to the Council - and some of the members on the Council were unhappy – some were happy. It was hard to manage that process.

Catherine: Did we have an actual model (3D) of how Montelucia was going to look?

Tom: I don't think we had an actual model. I think we had a computer model as I remember. You never really know for sure until the final product is staring you in the face. There was some criticism from the community about the project and some members of the Council.

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Catherine: Was it height issues and proximity to the street?

Tom: It was height, mass and set back.

John: The set back was probably the single biggest thing because that related to the mass and to the height from the main entrance to Tatum.

Tom: I think we took more heat from Montelucia than any other project I was involved in. In hindsight, I haven't heard much criticism lately and Montelucia has been successful. I know the owners did have some financing problems somewhere along the way but it's been basically a successful hotel venture and I think it's turned out to be an asset for the community. Now related to that, the Ritz Carlton project was also very controversial. The special use permit projects are always going to be controversial. It didn't have the same level of controversy though as Montelucia. I think today, if and when the Ritz Carlton is ever built, it won't have the same reaction in the community even though the buildings will be probably equally high and there will be some massive looking parts of it. I don't think it will get the same reaction – especially when it is sitting next to that mega structure that the City of Scottsdale has permitted on Scottsdale Road

Catherine: Why do you think there will be less controversy with the Ritz Carlton project?

Tom: The community is changing. Since 1997, when I came here, the Town used be pretty much entirely people who were here at the time of incorporation and they thought pretty much the same way – they wanted low density, low height – they didn't want a lot of other types of buildings in Town. They also wanted at the same time a minimalist government. Over the years, people changed and now the Town is probably mostly people who used to live somewhere else. The other place where they used to live, they got more services from the city and they had more different types of development. I think we are seeing different views of the community today. The old timer's views on what the Town should look like aren't exactly the same as what the average person's view is today.

John: To follow up on Montelucia, you mentioned the financial success despite bumps in the roads but what do you see – the appearance - as you drive down to that corner (Lincoln and McDonald) now?

Tom: Well to be honest, the buildings do seem to be close to the street. I think it is attractive. It's clearly different than elsewhere on Lincoln Drive. I think at Mountain Shadows, the Town would not allow two story structures that close to Lincoln Drive. The Mountain Shadows site is different. It's larger. It offers more options for locating the higher – more massive parts – of the development. We had to work with the Montelucia site and put in a certain amount of

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square footage even though it was a fairly small site – but it does seem close to Lincoln Drive – not unattractive though.

John: I don't think that most people even notice the buildings now. The landscaping has grown up. And, if they notice anything, it's the main buildings of Montelucia, which had some height issues and appearance issues but in terms of the duplex two story homes there, I never hear anything.

John: I've been waiting for you to talk about Double Tree Ranch Road. You were clearly the leader there. Our mayor was of course the front man for it. But in terms of the day to day management of the process – you were to a large extent (the leader) and got the brunt of the sometimes vicious attacks – so what do you have to say about Double Tree?

Tom: Thanks for refreshing my memory. There are two projects that I should mention that were extremely controversial in Town – the Tatum Curve and the Double Tree Project. Going back to something I said earlier, the sewer dispute with the City of Scottsdale and the resolution of it which took over a year or so, really galvanized the Council and they were a Council who knew how to work together and really got things done. They always worked for unanimity - they didn't always get unanimous votes – but they worked at it. This Council was confident and they wanted to do things. They agreed that we would go after the Double Tree Ranch Road storm drainage project, which turned into much more than a storm drain. But in any case, because it was kind of a semi regional project - it was a large swath from the Phoenix Mountain Preserves to Indian Bend Wash that flooded. We had homes in this Town that flooded every few years. People lived with it but that clearly was not a standard of living that we wanted in the Town. We were able to negotiate an agreement with the Maricopa County Flood Control District to pay a portion of the cost – I think they paid a major portion of the cost of the drainage system. Along with that, the Town paid to improve the road and to do landscaping and some frontage work along the properties on Double Tree Road. That was a heart-fought battle to gain the support of the majority of the residents in the Double Tree corridor. It went on for over a year. The construction, after the Council finally made the decision to go ahead with it, took a better part of a year – so it was a long project. In hindsight, it was really the right thing to do. You know three months ago, we had a major storm – someone told me it was close to a 200 year storm – a 200 year event – I got an excited phone call that day – it was pouring rain and nobody would be out in rain like that – I got a phone call at home from former Mayor Ed Lowry. He said: “Tom, I've been out to Double Tree!” I said, “Ed, what's going on?” He said, “It works perfectly!” He told me the water was so high that it was flowing over the top of the street but the embankments on the properties off to the side contained it in the street. The center median didn't wash out as the Nay- Sayers had predicted.

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The neighboring properties didn't wash out. Nobody flooded. It worked. Mayor Lowry was so excited. All the work we put in – finally we had a storm to test the system.

John: For the record, today very few people know about the huge scope of the underground portions of that project, from an engineer's point of view, can you just describe enough that we'll have it in the interview.

Tom: The problem was there was a lot of water running off the Phoenix Mountain Preserve to the west and it would run easterly until it reached Tatum Boulevard. It would cross Tatum and then flow down the Double Tree corridor to reach Indian Bend Wash. That's the drainage system that nature created over the years. The problem was that so much water would flow off the Phoenix Mountains and in the City of Phoenix development on the west side of Tatum that the Town without a drainage system would flood. But in order to prevent the flooding, a major underground drainage system needed to be created. The drainage system that had to be built had to carry so much water that they don't even make pipes big enough to carry that much water underground. You could put maybe four or five 10 foot diameter pipes side by side but a more cost effect way was to construct these reinforced concrete box structures underground where the contractor needed to excavate down maybe 30 feet and then build these big rectangular boxes underground that would convey the water from the mountain preserves to Indian Bend Wash. They would have inlets into the underground system at Tatum Boulevard and then all along Double Tree to allow the water to go into the drain. But in a major storm, like a 100 to 200 year event, the underground system is not adequate to carry all that water. You couldn't even build one big enough so we designed this street in a way that the excess water would then flow down the surface of the street. That was what made Mayor Lowry so ecstatic - that the system in a major event really worked - the storm drain was flowing at full capacity and so was the street – the street was flowing at full capacity.

John: Would you describe the size of the underground box or culverts as they get close to Indian Bend Wash?

Tom: John, I don't really remember the size. I'm going to guess that they were about a 20-foot width and a 10-foot depth under there – maybe.

John: It's big enough to drive trucks through!

Tom: The Town invested a lot of money in that project - not only part of the storm drain but all of the street work and the landscaping. The Double Tree corridor is beautiful today compared to before where it had more of a rural – unimproved look. It's very attractive.

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Catherine: There are a lot of bikers on Double Tree Road. Why didn't we make the road wider to accommodate the bikes?

Tom: Within the right of way of the road, we used all that we could. Remember we had the median island and the travel lanes in both directions, the sidewalk on one side, curbs and gutters. In many places there is an embankment that slopes up to the property and that used all of the Town's right of way. In order to provide more street area, we would have had to take property from the neighbors on each side. That (bike) lane was deemed adequately safe for the bicyclists. There were also thoughts that we wanted to keep the physical limits of the project more modest and not be putting an arterial looking street through a residential neighborhood. The residential character of the road was important.

Catherine: You wanted to talk about the Tatum Curve.

Tom: Yes, having a confident Council who was able to unite and get things done. Next, we tackled straightening out the old intersection of Tatum Boulevard and McDonald and 44<sup>th</sup> Street, which was a double "T" intersection in years past. It had long been mentioned on the regional list of transportation deficiencies as being a real bottleneck during commuter movements because of the two right angle movements you would have to make to go south on Tatum and then right on McDonald and then south on 44<sup>th</sup> Street. Long ago, this problem was foreseen because the property on the northwest corner of Tatum and McDonald, when it was developed, dedicated to the Town a swath of land that was for a future curve that would go through there and reach to Tatum Boulevard. Actually, I think the curve was at Tatum Boulevard at the time. It was just that part of the "S" curve that was from Tatum to McDonald was in place. It was the part that was in Paradise Valley that wasn't. So the Council decided to take a good look at that and the more everyone looked at it the more attractive the idea got. We were able to get some regional transportation funding to make this improvement. We had about a one year or so time frame where we negotiated with the residents of the subdivision on the northwest corner. They were very upset that they didn't want the Town to bring the traffic closer to their homes. So we wound up, through their involvement in the project, spending more but getting a project that really buffers their property with a wall along the back side of the sidewalk that is higher than in most cases throughout the Town but protects them - a lot more landscaping. We didn't make the curve as close to their homes as it could have been. We kept as far away from their homes as we could and I frankly think it hasn't made any impact on their neighborhood at all. Probably the impact has been beneficial because all the exhaust emissions that cars would make as they sat and waited for the traffic signal don't have to be made in their neighborhood anymore. And the noise is probably lower too. That was

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another project that took a lot of involvement with the community but fortunately having a united Council; we kept the project moving forward and eventually got it done.

John: How much of your engineering background was a factor in what got accomplished during your tenure because Double Tree, Tatum, undergrounding, even the sewage issue and all of the other issues except maybe the financial part are engineering at root.

Tom: I think it was certainly helpful to me. With a small staff, where everybody has to be involved in doing something, if you are going to get all the work done that is in front of you, everyone needs to pitch in and do something. Having had an engineering and public works background, I was able to step in and do some things personally. I really believe that every manager in a small community needs to have their own specialty where they can step in and get some of the work done. We couldn't have done everything we did if I had been the type of manager that delegated everything and then just waited for results. I carried projects myself and I was really happy to be able to help with both Double Tree and Tatum and with the undergrounding – projects that had to do with physical improvements of the Town. I think, maybe a land use focus might help a manager in other small communities. But I really believe that every manager should have their own specialty and they should use that in their government.

John: How fortuitist that we had you living in Town and an engineer by training for all of the things that got done. When I came to this Town, they were so minimalist, they didn't want to do projects and we are talking about projects that had to be done like Double Tree because it was deteriorating. I thought how were they ever going to do these things even if they had the money which they did – who was going to make all this happen?

Tom: It wasn't just me. I was able to be not only be the manager but also to manage some of the major projects whether it was the conversion from Rural Metro to the municipal fire department or the resolution of the dispute with the City of Scottsdale, we involved all staff. John (Wintersteen) maybe too modest to say this – we had a tremendous PR need with the Scottsdale sewer issue. We needed to be able to face the community and say; "We may have acted rashly with the City of Scottsdale and now we need to rethink our position and make friends with the City of Scottsdale and spend some money and upgrade the sewer system." John worked as the project team member who was responsible for our public communications and coordinating some consultants that were telling us how we should be explaining this to the community. There were many people among the Town staff who did things other than their basic job description.

Catherine: Were you part of the Invergordon project?

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Tom: Yes I was. That was another project where a subcommittee of the Town Council met for months prior to the improvement of Invergordon and planned how the improvements could best be done by inviting representatives of the neighborhood, planning the street improvements on Invergordon, Mockingbird and Northern. That was controversial though it didn't rise to the same level as the Tatum Curve or the Double Tree projects. Again, having the support of the Council, one could do that.

Catherine: You had a good relationship with all of the different Councils.

Tom: I think so. The Council that hired me was an unusual Council but I only worked for them for 4 months. I say unusual, they were fine people, but they didn't all work well together and there were some problems that came up that I think were due to bad legal advice and maybe bad political advice also. The Council really believed in the dispute with the City of Scottsdale. I think the Council believed that we were in a stronger position than we were. We were in a weak position. I think people underestimated how seriously Scottsdale would retaliate against the Town. There was a tremendous political underestimation of how mad they really got in that dispute. I believe that was the main reason why there was a total turnover on the Council. When the new Council was seated in 1998, they worked through the difficulties with the City of Scottsdale and then went on to accomplish some other major controversial projects in the Town. I would have to say as a manager I was blessed with good councils and good mayors. I was pleased.

John: Tell us about the development of the Goldwater Memorial and its financial growth over a period of 18 months.

Tom: That was a major project. It was not a controversial project. The Town had a little piece of land there on the northeast corner of Tatum and Lincoln. At one time, Rural Metro wanted to build a fire station there but it really wasn't a good location for a fire station having access so close to the intersection. The former Mayor Ed Lowry had always been an admirer of Barry Goldwater and I believe many other members of the Council were admirers of Senator Goldwater as well, thought how nice it would be if we could do something to honor our local Senator Goldwater. They determined to build a memorial there. None of us really knew how much something like that could cost. When you start to get into building – it is artwork – the site is truly artwork – there is a wonderful statue of Barry Goldwater that cost a couple hundred thousand dollars I'm sure at least – I don't remember the exact cost. As you walk the site, you will notice the masonry work there is done in Navajo style. The architecture of the site is extremely complex for just a small parcel like that. This is an extremely complex and very arty development. We underestimated the cost of that project and that became an issue among Council members I think who when they saw the final result everybody got over it immediately.

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The result is truly something to be proud of here in the Town – but you're right it was an expensive memorial. I'll never forget the planning for the dedication, which you (John Wintersteen) were the primary person responsible for it. How were we going to dedicate the site with the political figures present with traffic going by? The decision was to divert traffic on other streets that wouldn't be going by the memorial during the dedication – how do we do that? How do we move thousands of cars around and accommodate all of those people coming in for the dedication ceremony? John here led that act.

John: What took the longest of all those projects from the first concept to completion?

Tom: The longest of course has been the utility undergrounding just because of the nature of the fact that you couldn't possibly underground all of the utilities in Town in 1 or 2 or 3 or 4 or 5 years and that is still going on. I believe there probably are still a couple of underground utility districts that haven't been completed - so that one is probably the one that has taken the longest. That is not a real controversial project though that's something that we pay for as we can. We try to accomplish a little every year and over a period of what would have been 25 or 30 years I'm sure until it's all done. It will get done. Almost everyone I know who has paid into it for part of the undergrounding thinks it's well worth it. That's a real good thing. It does take a long time. But the one where we probably spent the most time and was possibly the most contentious was the Double Tree project. We held many public meetings out at Cherokee Elementary School. It was the topic of discussion at 50 Town Council meetings I am going to guess over a period of years – about a year and a half of planning –and then about another year of construction.

Catherine: Were you involved in any of the cell tower placements at churches or schools?

Tom: During my tenure we developed guidelines for the cell towers or the cellular facilities. I don't think we got very many sites up and operating. We had a few at the resorts, one here at Town Hall, and at Ascension Lutheran Church. We were making an effort to try to coordinate it and try to develop standards where we could put in more cellular facilities because that was something that was really lacking in the Town but it didn't get resolved under my tenure. I think it is pretty well resolved now. Technology has made many more options now for cell towers than there used to be. Just in the last few years, the miniaturization of the cellular facilities is so easy and cost effective today, the facilities can be located any place they have adequate height so there is a signal. I believe the Town did permit a number of cellular facilities on traffic signals or lights or something of that nature.

John: Actually dozens of them (traffic signals and lights) and they're even in fake cacti but I don't know where they are and I drive all over Town.

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John: Which project is most likely to be remembered or appreciated specifically for what it is a hundred years from now?

Tom: Most of the public improvements are the kind of thing that people take for granted once it's done – especially people who move into the neighborhood – someone who moves into the Double Tree corridor today isn't going to know how badly it used to flood – they are moving into as is and aren't even going to be aware there was a major problem. I would say a hundred years from now; people will still appreciate the amenities that the Town has - probably more than anything else.

Catherine: The “amenities” being the resorts

Tom: I think so – the resorts. The character of the community – we all appreciate the character of the community but I tend to think that is something like the improvements we all take for granted. When we drive into the Town from Scottsdale Road on the east, or 32<sup>nd</sup> Street from the west – take a deep breath – look around and there are no utility lines. It's wide open. It's peaceful. I think we just take that for granted.

Catherine: Do you want to share anything about what is happening at Echo Canyon – especially the improvements and the parking situation?

Tom: Managing the parking in the surrounding neighborhoods has been a long standing problem at both the Echo Canyon trailhead and the trailhead on Invergordon – though less on the Invergordon trailhead. The initial efforts were to try to work out a parking management plan with the City of Phoenix which we did to allow some parking on Invergordon for that trailhead and then some parking along McDonald and in the neighborhood to the north of the trailhead at Echo Canyon. Over the years, there were periodic efforts to try to get the trailhead itself improved with more parking. Neither the Town nor the City of Phoenix had money at the same time to do this. It's just been in the past few years, Phoenix and the Town have been able to get together on that.

John: As long as I have been here, there were “no parking” signs on both sides of McDonald but I've seen the photos when there was parking on the south side of McDonald and all of the residents complained.

Tom: Even with the on street parking, it was inadequate to accommodate the large numbers of people that want to use the trail. There may have been a safety problem on McDonald where you didn't want people getting in and out of the cars on a high volume street though our local concern was more that users of the trail would park in the neighborhoods to the north of

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McDonald. We had to post those neighborhoods with “no parking” signs during certain hours and then enforce it.

John: There is also a trail capacity problem - the wear on the trail – they are past maximum.

Catherine: Were you involved with any of the construction project that is going on now on Mockingbird between 52<sup>nd</sup> and 56<sup>th</sup> Street over by Cherokee Elementary School?

Tom: No, that might have been on the long-term project list but it wasn't one we talked about. The one project that we did talk about, that is just now coming up, is the one off Palo Verde and Stanford Drive, which is finally making it to the head of the list. That has been a deficiency for many, many years and it looks like it's going to get done. The street is totally worn out and it needs to be reconstructed to today's standards, which involve street landscaping and a sidewalk and probably some drainage improvements.

John: How did the different mayors and town councils affect you as Town Manager?

Tom: The 1997 Town Council being replaced completely by the 1998 Town Council - which very rarely happens in Town government. Usually there are some Town Council members who want to return to office so there is more continuity. In this case, with a total change in the Town Council and with a major crisis staring us in the face with a dispute with the City of Scottsdale over the sewer service, we did something that was kind of unusual. Realizing that the new Town Council would need to start talking about this major crisis immediately, they needed to hit the ground running. The senior staff and I started meeting not only with the 1997 Town Council that was going out of office but also with the new Council that was coming into office. The meetings were different. The new Town Council were Town Council members elect – they hadn't been sworn in to office but it was important that at their very first meeting as Council members, they knew what was going on – how the Town worked and any questions they may have had, would have been answered. We did that over a period of two or three months. I advised the outgoing Council, we would be doing informational meetings but that they were still the Council and they agreed that that needed to be done. That was a very unusual thing. I don't know of any other manager that has had that situation like that.

Tom: In subsequent years, when new Town Council members were elected, we would give them a couple of briefings before they were seated to make sure they basically knew what was going on. In advance of the election, we would provide information on current issues of Council topics to all of the candidates regardless of who was going to get elected. You may have three seats on the Council and maybe six people running so all six people would council packets and information sheets on what the issues were in Town.

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Tom: The biggest change happened after I left the Town, it had been talked about while I was manager, but it happened through an election, was the direct election of the mayor. That has probably had more effect on local politics than anything else that has happened on the political scene. There are arguments that can be made either way for direct election or not but now like it or not, the Town does have the direct election of mayor every two years. This last one was hotly contested.

Catherine: It's brought a lot more money into the election

Tom: Prior to my involvement with the Town, the local election campaigning could be done by telephone calls. The original group of residents who were the leaders after the Town incorporated could start making calls to people telling them who they felt were the best candidates. That's how the Town election was campaigned. The makeup of the Town has changed so much since then that there is no group of original residents who are prominent today. There may be a few but basically the Town is new.

John: Other than the Council members, what are your most memorable experiences or people that you dealt with as the Town Manager?

Tom: The Town has many outspoken residents many of who have strong views on things that we do as a Town government. I can remember hundreds of times going to someone's house and talking to them about something we were doing – mostly projects we were building or an SUP (Special Use Permit) that was under discussion that was near to them and could affect their quality of life. This is the kind of Town, that if you are the manager, you need to pay attention to the residents – you need to get out there – know what they are thinking. Try to address questions. If you can't address them, tell the Council this is an issue that has come up. A lot of my tenure was spent in discussions with residents. If it was a capital improvement project, I would go out with Bill Mead and we would talk with residents and find out what their concerns were and report those concerns to the Council if we couldn't resolve it. That was one fond memory.

Tom: I also can remember having the opportunity to meet so many truly remarkable people who live in Town – Sandra Day O'Connor, Barry Goldwater, and Jon Kyle. This gave me opportunities that I wouldn't have had in any other city – to meet some really well known people who have interesting backgrounds.

John: I think of some of the issues that came up through the Pride Committee. Do you have any recollections of your dealings with the Pride Committee and what they hoped to accomplish?

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Tom: Actually I do remember the Pride Committee very well. I don't remember what P.R.I.D.E stands for but it was for some sort of motto. The Pride Committee was an environmentally oriented group that the 1997 Town Council had appointed to develop landscape guidelines throughout the Town using certain species of plants – preferring certain types of woods and not preferring others. The goal was to create a better environment in the Town. They introduced low water type of plants and discouraged eastern types of landscaping. One of their early projects, that didn't work out as well as they would have liked, was the landscaping of the Town Hall grounds. The Pride Committee had recommended that the Town select a certain landscape architect who specialized in a natural type of landscape. Prior to me coming to work here, the Town Council did hire that architect who designed a landscape around the Town Hall that was extremely informal with a lot of desert flowers. It had a random type of look to it not a more polished look. The incoming Council didn't particularly like the appearance of the Town Hall grounds. There was a difference of views between the Town Council and the Pride Committee. The Town Council decided to do something different. That was an interesting issue between the Council and the Pride Committee. The Town Council directed that we re-landscape the grounds of the Town Hall, which we did. We came up with a design. We took it to the Council and they approved it. It's been pretty much the same ever since.

Catherine: I thought some of their (the Pride Committee) ideas became “rules of the land.”

Tom: They did come up with some suggestions about a preferred plant pallet. I don't know if Community Development still uses that plant pallet but they used to give it to people coming in taking out a permit as preferred species to use. I think it is even referenced in the Town Code where they have to choose from the plant pallet.

Catherine: I remember the Pride Committee suggesting meandering sidewalks as opposed to straight sidewalks throughout the Town.

John: Are there any projects you wished you had completed but were unable to complete?

Tom: I would have liked to see the Ritz Carlton Hotel developed. Unfortunately the economy prevented that and now it's not clear whether it is ever going to happen. It probably won't happen the way it was planned. It will happen but it will look different. I was able to return for the dedication of the two fire stations. The City of Phoenix did commence fire service prior to my departure. I am happy to have seen that through. I would have liked to be able to resolve Mountain Shadows. It's so sad. It has gone on so long. Actually Mountain Shadows is my biggest disappointment. We weren't able to put together a package that everybody would accept.

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Catherine: Is that finally done?

John: It appears so. The agreements - contracts have been signed both by Mountain Shadows East and West Homeowners Associations - finally said okay. The Flaxman bankruptcy is another factor in this but it looks like it's a done deal.

Catherine: Did you have anything to do with the construction of the Court House?

Tom: We planned that. Years ago we developed a master plan for the Town Hall Complex particularly the public safety facilities. Actually part of the master plan may not be built, we had originally foreseen an underground pistol range as part of this. I'm not sure that will ever be built.

John: I doubt it. The footprint is still there. The Court House does not affect it.

Catherine: Is the Court House where you had envisioned it?

Tom: Actually the Court House is closer to the street than we planned but the same basic idea.

John: The Public Works Yard was reduced so giving up more space.

Tom: The Town, throughout my tenure and I know in years past, has always been very creative in how to put together deals without having much money. One of the things we did, that I am really pleased with, is that we were able to exchange a single family home site on Invergordon at Indian Bend or Hummingbird, I can't remember, which the Town owned and had no use for a double home site where the new fire station is located on Lincoln Drive. This was a creative way that we were able to help finance this change in fire service and build our two fire stations where we wound up not having to buy a lot for a fire station.

Catherine: Do you have any final comments about working for the Town?

Tom: Reflecting personally, I loved being Town Manager here. It was the greatest experience in my working career. It is always something I will remember. I met some of the most wonderful people – council members, and residents. The Staff was truly a talented - able to do a lot with very little in terms of the number of people. This was a great experience. As a result of my good experience, if the Town ever needed any help and I could do something, I would do my best to try and help. It was a good ten and a half years.