



# az management

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

December 2003

## 2004 ACMA Winter Conference: "Enhancing the Personal Side of Our Profession"

The ACMA 2004 Winter Conference is February 4-6, 2004, at the Hilton Sedona Resort and Spa in Sedona. Room reservations at the group rate of \$110/night may be made by calling 928-284-4040. The group rate will be guaranteed until January 4, 2004. The conference registration fee for ACMA members is \$295. Registration materials for the conference were mailed to members earlier this month and may also be downloaded from the ACMA web site, [www.azmanagement.org](http://www.azmanagement.org). One new feature in the conference registration material is the addition of the ICMA Practice Groups addressed by each session. ACMA Members who are participating in the ICMA Voluntary Credentialing program should find this information useful as they work to fulfill the 40 hours of professional development required to maintain credentialing.

The conference theme is "Enhancing the Personal Side of Our Profession." Conference sessions will focus on the human side of local government management. During the opening session, participants will have the opportunity to learn more about our Code of Ethics through the fun and interactive session "Who Wants to be an Ethical Millionaire?" hosted by Tucson City Manager, Jim Keene. One of the most unique aspects of being a local government manager is working through election cycles knowing that on election day the priorities and policy direction you have been given can completely change; Thursday morning, a panel of long tenured managers will offer insight into managing through an election year. The Thursday

afternoon session will focus on hiring practices and techniques you can utilize to improve your recruitment processes and save your organization the costs associated with hiring the wrong person for the job. The ICMA Voluntary Credentialing Program is gaining a lot of momentum and more and more ACMA members are participating. Are you a candidate for credentialing? Friday morning you will have the opportunity to learn what the credentialing process entails, who is eligible, and why you may want to consider participating in the program. The final education session will focus on manager evaluations that are effective and useful to both managers and the elected officials they serve.

## Pre-Conference Workshop Offers Tools to Improve Communication

The ICMA University Workshop "Managing in a Fishbowl" is a new workshop presented by Jacqueline Reid with the Center for Interpersonal Excellence. The workshop will be offered Wednesday, February 4, as the pre-conference session. Recognizing that local government managers live and work in an environment of high visibility where every decision is scrutinized and every sentence is dissected, this workshop will provide participants with proactive tactics (preventing problems before they occur, diffusing strong emotions) and a fast-paced forum for capturing the expertise of your colleagues. **It is not necessary to register for the ACMA Winter Conference in order to register for this workshop, it may be a great opportunity for you and your staff to attend the workshop together.** The cost of the workshop is \$75, participants will receive ICMA University credit and ICMA University Workshop certificates.

## Save the Date

**December 31**

Deadline to Submit Andrews and Esser Scholarship Applications/Internship Proposals

**January 4**

ACMA Winter Conference Hotel Block Guarantee Ends

**January 29**

Last Day to Register for the ACMA Winter Conference

**February 4-6**

ACMA Winter Conference  
Hilton Sedona Resort & Spa

**February 16**

Deadline for Harvard Scholarship Applications

**February 25**

ACMA Speaker Series Luncheon  
"The Fundamentals of Eminent Domain"

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## City of Phoenix Taps into Andrews/Esser Scholarship Finalist

*Gina Ramos Montes, Deputy Human Services Director, Phoenix*

Last January I participated on the interview panel for the Andrews/Esser Scholarship. Without exception, the candidates were bright and deserving individuals. That made the decision especially difficult. Heidi Spann, MPA student at Arizona State University, stood out as an ideal intern for the Head Start program that I manage for the City of Phoenix.

Heidi's excellent interview, background with community organizations, Bachelor of Social Work degree and MPA coursework and training seemed an ideal fit for Head Start. I made a mental note that if she was not a scholarship winner, I would talk with her about possibly interning with Head Start. When we had an internship opportunity through funding from the City's Personnel Department, Heidi competed for the position.



**Heidi Spann, ASU MPA Student and former City of Phoenix Intern**

Heidi was the successful candidate and has worked for our program since August 2003. She worked on a community assessment required for the renewal of our \$20 million Head Start grant. This involved surveying Head Start parents and community members on community needs.

Heidi refined the survey and created a database for tabulating the data. In addition, she completed an extensive demographic report and coordinated volunteers from ASU to staff focus groups. In the end, we had 1,900 surveys returned. After entering the data, Heidi produced reports for the 14 delegate agencies who operate classrooms on behalf of the City of Phoenix.

She also coordinated a special event for Head Start Awareness Month involving the State School Readiness Board, Valley of the Sun

United Way and Southwest Human Development. This summit on early childhood education brought together experts in the field to discuss ways for the City of Phoenix to support early care and education in the community. The event was a great success with almost 100 people in attendance.

We tried to get Heidi to spend a few more months with us, but she needed to concentrate on her last semester at ASU and her other job. She is not only a full-time student, but also has an assistantship/fellowship through the MPA program. We need to thank ACMA for enabling us to identify a wonderful intern who completed a tremendous amount of work for our Head Start program.

*Proposals are currently being accepted to host the 2004 Andrews Intern. Cities and towns with populations of less than 50,000 and counties with populations of less than 100,000 may apply to host the internship. For more information or to request proposal criteria, contact Wendy Kaserman at 602-258-5786 or wkaserma@mg.state.az.us. The deadline for submitting proposals is December 31, 2003.*

## ACMA Members Meet with NAU President

*Jennifer Reichelt, Downtown Redevelopment Coordinator, Glendale*

In an effort to combat rapidly increasing enrollment rates and large cuts to university budgets the Arizona Board of Regents launched Changing Directions (August 2002) an initiative to reform the Arizona university system. Each university has been asked to reshape their programs to better meet the needs of Arizona's citizens and communities. As a result of these changes, educational options for students will become more diverse as institutional missions become more focused and universities collaborate further on academic program offerings.

As our universities begin to create their own unique identities and missions it is an opportune time to begin our discussions on how ACMA and our universities can develop partnerships and work more collaboratively. NAU outlines a number of goals in its Changing Directions paper that are compatible with ACMA goals and resources - so this was an ideal time to sit down and talk with President Haeger.

President Haeger was very interested in learning about ACMA and understood the mutual bene-

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fits that could result from building partnerships and improving communication between our organizations. Conversation during the meeting focused on civic discourse and the importance of recognizing the unique needs of rural communities. President Haegar stated the mission of NAU is to serve rural Arizona and that he was not aware of any research taking place right now that was looking at rural Arizona. The idea of creating a rural policy institute at NAU was discussed as well as the re-establishment of an advisory committee for NAU's Master of Public Administration program.

In an effort to continue dialogue and improve communication with our state universities ACMA representatives will also be meeting with Arizona State University and University of Arizona administration.

## ACMA Associates' Committee Prepares to Kick Off 2004 Speaker Series

The ACMA Associates' Committee has spent the last several months developing the 2004 Speaker Series. These events provide opportunities for members to learn about current issues affecting local government professionals throughout the state. Below is the 2004 Speaker Series schedule. Registration forms will be available on the ACMA web site in early January, all luncheons are scheduled from 11:30am- 1:00pm.

### February 25 **The Fundamentals of Eminent Domain**

Speakers: Senator Harry Mitchell  
Kevin Adam, Legislative Director, League of AZ Cities and Towns  
Location: ASU Downtown Center

### March 24 **How, When, and Why to Hold a Press Conference**

Speaker: Julie Frisoni, Communications Director, Glendale  
Julie Watters, Public Safety Information Supervisor, Glendale  
Location: TBA

### April 14 **Understanding the Impact of Guest Worker Legislation**

Speaker: Pat Klein, District Director, Congressman Jim Kolbe's office  
Bernadette Polley, District Aide, Congressman Jim Kolbe's office  
Location: University of Arizona

### May 12 **Successes and Setbacks of Day Labor Centers**

Speakers: TBA  
Location: League of AZ Cities and Towns

### June 18 **Using Development Incentives to Benefit Your Community**

Speakers: Kent Cooper, ACMA Life Member  
Debra Stark, Community Dev. Director, Peoria  
Location: Peoria City Hall

### August 18 **Prop. 202- Your Questions Answered**

Speakers: Sally Bender, Asst. Executive Director, County Supervisors Association  
Location: Coconino County Health Dept.

## The Harvard Program Will Change Your Way of Thinking, Leading, and Living

*Carol Johnson, Utilities Manager, Prescott*

I, along with two other Arizonans, had the unique opportunity to attend the Senior Executives in State and Local Government Program at Harvard this past summer. To experience the oldest university in the United States, Harvard, and to participate at the John F. Kennedy School of Government renews your sense of public service and public purpose.

The program brought together state and local elected officials and administrators in an intensive three-week course focusing on what it means to truly lead, serve and be part of a community. Class started on a Sunday afternoon and the first week ended on a Saturday evening on an island off the Boston shore where our class of 67 spent the day performing physical feats one never imagined one could do, and learning to work together to build trust and support.

This program is not only about learning valuable new tools, it is an exercise in finding out who you

## New members

### ACTIVE

David R. Garcia, County Administrator, Yuma County  
Himanshu Patel, Town Manager, Town of Florence  
Robert L. Stull, Deputy City Administrator, City of Yuma

### ASSOCIATE

Alana Chavez, Management Intern, City of Phoenix

### RETIRED

David C. Latshaw  
Stephen B. Veitch

## Member Profile

### Himanshu Patel



**Town Manager  
Town of Florence**

#### *Where are you originally from?*

I was born in Baroda, India and raised in Bolivar, Tennessee.

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

The diversity and the ability to implement a vision.

#### *What are your areas of interest in local government?*

Planning, Economic Development, Information Technology

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

Central Arizona Association of Governments and the City of Little Rock, AR

#### *What are your hobbies?*

Tennis, Traveling, Music

#### *What is your favorite book?*

*To Kill a Mockingbird* and *Home from Nowhere*

truly are, what values do you bring to your position and organization, how you make decisions and through what lens and filters, what are your leadership strengths and weaknesses, and realizing the privilege it is to lead and serve.

The John F. Kennedy School of Government faculty challenges you to assume more leadership roles in your job and community. From Marty Linsky who wrote *Leadership on the Line* along with Ronald A. Heifetz, to Dan Fenn who served in the Kennedy Administration, to Bill Apgar (former Assistant Secretary of Housing in the U.S. Department of Housing and Urban Development), to Mark Moore, author of *Creating Public Value*, to name a few of the professors, you leave knowing that you have been taught by some of the best in the nation.

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When you come back, you have a renewed sense of why you chose the public sector over the private sector. You come back refreshed and excited to be part of your organization and community. You come back ready to take risks and assume more leadership roles. And now you know 66 more people in leadership roles around the nation and the world who you can contact for advice, support, and sharing. It is amazing how close you become with these people from different walks and lives. My roommate was the Assistant City Manager from Long Beach California and in that short period of time we developed a personal and professional friendship that will continue long past the time we spent at Harvard.

All of this would not be possible without ACMA and the sponsors that provide scholarships to attend this prestigious course. Thank you. I would strongly encourage you to consider applying for one of these scholarships. Then, you too can be part of the ACMA Harvard alumni!

## ACMA Ethics Column- Ask the Expert

### *Buying a Home in a Competitive Market*

**Scenario:** The county manager has agreed to buy a house from an individual who works for a law firm in the community, a firm that does work for developers and appears before the county when plans are reviewed. Because the housing market is booming in this community, homes sell quickly. This particular house was never listed for sale, and the county manager learned about it from a friend. The manager wanted to know if the purchase of the house raised any conflicts of interest. She also asked for feedback on the idea of a third party's holding the mortgage on the home.

**Response:** To minimize the possibility of any ethical or political problems with the purchase of this home, the county manager should disclose the pending sale to the elected officials. Although the seller has contact with the county, the manager understands that the individual selling the house has no direct interest in any development plans in the community. Under these circumstances, there seems to be little threat of a conflict of interest.

The proposed third-party loan raises more ethical concerns. Such arrangements are more likely to create either an appearance of a conflict of interest or an actual conflict of interest. The risk of an ethical conflict is strong when the person holding the mortgage is a county resident working for an organization that does business with the county.

*Reprinted with permission, Public Management magazine, September 2002, published by the International City/County Management Association.*

## ACMA Offers Two Scholarships to Harvard Program

In 2004, through the commitment and generosity of Arizona Public Service Company and Greenberg Traurig, RBC Dain Rauscher, Hutchinson, Shockey, Erley & Co; and Peacock, Hislop, Staley & Given, ACMA is again offering two scholarships to the Harvard University John F. Kennedy School of Government Senior Executives in State and Local Government Program.

Information on the program was mailed to members in November and may also be downloaded at

<http://www.execprog.com/programs.asp>, along with application materials.

Applications for these scholarships are **due back to ACMA by February 16, 2004.**

Please remember that in order to be eligible for the scholarships, applications must be sent to ACMA. Should you have any questions, please contact ACMA staff at 602-258-5786 or [acma@azmanagement.org](mailto:acma@azmanagement.org) with questions.

## Members In-Transition

If you are an ACMA member in transition and would like your contact information featured in this section, please contact Wendy Kaserma at 602-258-5786 or [wkaserma@mg.state.az.us](mailto:wkaserma@mg.state.az.us). ACMA members are encouraged to contact these individuals to offer support and/or information about employment opportunities.

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## Member Profile

### Jaret Barr

Assistant to the  
Town Manager

Town of Marana



*Where are you originally from?*  
Massachusetts

*What do you like most about your job?*  
I like dealing with people and helping them understand what is going on and why those decisions have been made. I've found that most citizens want their voice heard and need to understand the big picture.

*What are your areas of interest in local government?*  
My main areas of interest are economic incidence of impact fees, public involvement and dispute/conflict resolution.

*What other communities have you worked for?*  
Amherst, MA.

*What are your hobbies?*  
Being a miserably bitter Red Sox fan.

*What is your favorite book?*  
*Benjamin Franklin* by Walter Isaacson

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