



# management

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

April 2004

## Members from Flagstaff and Gilbert Awarded 2004 Harvard Scholarships

The ACMA Harvard Scholarship committee received several outstanding applications for the 2004 ACMA scholarships to attend the Harvard Senior Executives in State and Local Government Program. After much discussion, the scholarships were awarded to Jeri Dustir, Deputy City Manager, Flagstaff and George Pettit, Town Manager, Gilbert.

Thanks to the generosity and support of our sponsors two full scholarships are offered annually, one through Arizona Public Service Company and the second through Greenberg Traurig; Hutchinson, Shockey, Erley & Co.; Peacock, Hislop, Staley & Given and RBC Dain Rauscher. Applications for the 2005 ACMA Harvard scholarships will be available in fall 2004.

## Escape the Heat and Join ACMA for a Picnic in Payson!

As temperatures start to reach the triple digits, there is no better time to head for the cool pines of Payson and enjoy an afternoon with fellow ACMA members and their families. Fred Carpenter, Town Manager, Payson, has graciously agreed to host the ACMA Family Picnic on Saturday, June 5th at Rumsey Park. He will also be the DJ for the day!

All ACMA members and their families are welcome to attend this fun event. There is an off-leash dog park on the property, so

you may also choose to bring your four legged family members. Catching up with old friends is fun, but should you be feeling a little more competitive softball, volleyball, tennis, horseshoes, and bad mitten equipment will be available for the afternoon.

The picnic starts at 1 p.m., a free bbq style lunch will be served later in the afternoon. Members are welcome to bring additional snacks and beverages.

For more information or to RSVP for this event, please see the information flyer in the newsletter or visit the ACMA web site, [www.azmanagement.org](http://www.azmanagement.org).

## June Speaker Series Focuses on Development Incentives

Join ACMA Life Member Kent Cooper and Debra Stark, Community Development Director, Peoria, for the June 18 Speaker Series luncheon at Peoria City Hall. They will discuss both traditional development incentives such as development agreements and sales tax rebates, as well as newer trends in attracting developers like incentive districts, zoning ordinances, and building codes. Kent will also provide an overview of current legislative concerns regarding local government control of development incentives.

The luncheon is from 11:30am-1pm in the Pine Room at Peoria City Hall. The cost is \$15 and it is open to ACMA and non-ACMA members. For registration information, please visit the ACMA web site and click on the *Training & Development* link.

## Save the Date

May 14  
ACMA Summer Conference Planning Committee Meeting  
1pm League of AZ Cities and Towns, Phoenix

May 21  
Innovations Group Workshop "The Dance of Leadership"  
7575 E. Main Street, Scottsdale

June 5  
ACMA Family Picnic  
Rumsey Park, Payson

June 18  
Speaker Series Luncheon "Using Development Incentives to Benefit Your Community"  
Peoria City Hall, Peoria

July 9  
Deadline to Apply for ICMA Conference Scholarship

July 28-30  
ACMA Summer Conference  
Loews Ventana Canyon Resort, Tucson

## Inside this Issue

Members from Flagstaff and Gilbert Awarded 2004 Harvard Scholarships .....	1
Escape the Heat and Join ACMA for a Picnic in Payson! .....	1
June Speaker Series Focuses on Development Incentives .....	1
ACMA and ICMA Partner to Offer Scholarship to ICMA Conference in San Diego .....	2
IG Offers Leadership Workshop Opportunity .....	2
ACMA Members Discuss Border Policy with Congressman Kolbe .....	2
Don't Forget to Make Your Reservations for the Summer Conference! .....	3
Facing a Transition? .....	3
ACMA Library Offers Access to Employment Resources .....	3
New Members .....	3
ACMA Board Member Participates in NAU Program Review .....	4
ACMA Ethics Column- Ask the Expert .....	4
Members In Transition .....	4
Member Profiles .....	3 & 4



**Arizona City/County Management Association**  
 1820 W. Washington Street  
 Phoenix, AZ 85007  
 Tel: (602) 258-5786 Fax: (602) 253-3874  
 email: acma@azmanagement.org  
 http://www.azmanagement.org

## ACMA Board

**George Hoffman**, President  
*City Manager*  
*City of Apache Junction*

**Mike Hutchinson**, President-Elect  
*City Manager*  
*City of Mesa*

**Jeri Dustir**, Immediate Past President  
*Deputy City Manager*  
*City of Flagstaff*

**Laurie Hadley**, Associates' Committee Chair  
*Assistant to the City Manager*  
*City of Prescott*

**Prisila Ferreira**, Director  
*Deputy City Manager*  
*City of Peoria*

**Mary Jacobs**, Director  
*Assistant City Manager*  
*City of Sierra Vista*

**Steve Peru**, Director  
*Deputy County Manager*  
*Coconino County*

**Tim Pickering**, Director  
*Town Manager*  
*Town of Fountain Hills*

**Dennis Wells**, Director  
*City Manager*  
*City of Williams*

**Robert Yandow**, Director  
*City Manager*  
*City of Bisbee*

## ACMA and ICMA Partner to Offer Scholarship to ICMA Conference in San Diego

ACMA and ICMA have partnered to offer a scholarship to the 90th Annual ICMA Conference in San Diego City/County, October 17-20, 2004. The scholarship recipient will receive a complimentary conference registration from ICMA and ACMA will reimburse 75% of the recipient's travel expenses up to \$1,000.

To qualify for the scholarship you must be a member of ACMA and be a first-time attendee of the ICMA Conference. All ACMA members are encouraged to apply for the scholarship, however preference will be given to Active members (city/county managers, city/county assistant managers, city/county deputy managers). If you are not a member of ICMA, this is a unique opportunity to attend the conference and join ICMA at a substantially discounted rate. The scholarship recipient will be eligible to receive a 50% discount on his or her first year of ICMA membership dues and ACMA will provide up to \$200 to cover the cost of these dues.

To apply for the scholarship, please send a letter indicating why you are interested in attending the conference and what you hope to learn and/or accomplish as a result of attending the conference. In addition, please describe your financial need and provide information about your involvement in ACMA activities. The letter should be sent to: George Hoffman, President; ACMA; 1820 W. Washington St.; Phoenix, AZ 85007.

The application deadline is **Friday, July 9, 2004**.

## IG Offers Leadership Workshop Opportunity

Managers and leaders recognize that leadership is more of an art than a science. Leadership is the art of accomplishing more than the science of management says is possible. The Dance of Leadership is a half-day workshop presented by Dr. Robert Denhardt, Professor of Public Affairs, Arizona State University, together with Innovations Group, West. It will focus on leadership using materials such as music,

art and dance to discover fresh new ways of thinking about leadership and innovative ways to apply leadership qualities in your efforts to lead others to achieve shared goals. The workshop will be held on Friday, May 21, 2004 from 9:00 am to noon at the City of Scottsdale's Human Resources Pinnacle Room, 7575 E. Main Street. The cost to register is \$99 and group rates are available. To register, call IG West at 1-888-468-6450.

## ACMA Members Discuss Border Policy with Congressman Kolbe

This month marked another successful event for the ACMA Speaker Series with a presentation and discussion by Congressman Jim Kolbe on border security and federal border legislation. The luncheon was held at the University of Arizona on April 14th and a variety of municipal and county officials and University staff attended the event.



**Congressman Jim Kolbe at Speaker Series Luncheon in Tucson**

Congressman Kolbe gave a historical overview of United States' immigration policy and discussed the Border Security and Immigration Improvement Act, the federal legislation that he is cosponsoring with Congressman Jeff Flake. The legislation would establish two new visa categories for foreign temporary workers. Congressman Kolbe described how his legislation is designed to stop the flow of illegal immigrants from Mexico and explained how illegal immigrant crossings have impacted his district, which runs along the border with Mexico in southeastern Arizona. Thanks to Congressman Kolbe and his staff and to ACMA Board member Mary Jacobs, Assistant City Manager, Sierra Vista for moderating the event.

## Don't Forget to Make Your Reservations for the Summer Conference!

The ACMA Summer Conference is July 28-30, 2004 at Loews Ventana Canyon Resort in Tucson. Room reservations may be made at the group rate of \$99.50/night by calling (800) 234-5117. The group rate is available through June 20, 2004. Registration packets will be mailed to members and posted on the ACMA web site in June.

## Facing a Transition?

ACMA recently entered into a cooperative agreement with the Innovation Groups (IG), a national non-profit organization that provides a wide range of services, resources, information tools, forums, workshops and conferences specifically targeted to local government. The agreement provides for on-going support and services to Active-status members of ACMA who are in transition.

The agreement identifies specific benefits that will be provided by the IG Western Regional Office (located in Fountain Hills) to ACMA managers in transition (MITs) at no cost to the member, such as:

- Access to IG's password-protected on-line services
- IG's monthly newsletter and publications
- Compensated opportunities to assist IG and/or its members with special projects such as developing strategic plans, policy/procedure development, membership expansion, etc. (case-by-case basis)
- Assistance with resume preparation and sample resume library

In addition, ACMA will continue to provide managers in transition with several vital benefits, including:

- One year of complimentary "Active" membership
- Complimentary registration to one summer and one winter conference
- Opportunity to publish contact information in the ACMA newsletter

- Assistance in seeking temporary assignments (IG, West will also provide assistance)
- Availability of various publications, the ICMA newsletter, and various Arizona employment contracts

A new committee, chaired by ACMA Life Member, Roy Pederson, is also being formed to provide additional support to managers in transition. If you are interested in serving on this committee, please contact Roy at (480) 657-9048 or royped@cox.net.

Managers currently in-transition or those who believe they may be in transition in the near future are encouraged to contact ACMA at 602-258-5786 to learn more about the services and benefits available to you. For more information about IG, visit [www.ig.org](http://www.ig.org) or contact the Western Regional Director, Pamela Muse at 1-888-468-6450 or [pmuse@ig.org](mailto:pmuse@ig.org). ACMA members will have the opportunity to meet Pamela at the Summer Conference in Tucson.

## ACMA Library Offers Access to Employment Resources

As part of the recently enhanced services to managers in transition, ACMA has established a library of publications including subscriptions to the ICMA Newsletter and the Public Sector Job Bulletin. Copies of the newsletters will be sent to MITs upon request. Also, we have several books available for check out including:

- "The Adversity Quotient: Turning Obstacles into Opportunities"
- "The Fallback Position: A Manual for Local Government Managers, Executive Directors and Others Reporting to Governing Bodies"
- "Hitting the Beach: A Survival Handbook for the Job-Changing Public Manager"
- "Right From the Start: Taking Charge in a New Leadership Role" and
- "What Color is Your Parachute: A Practical Manual for Job Hunters and Career Changers"

In addition to these resources, ACMA has also several sample employment contracts on file. Please contact ACMA if you are interested in reviewing any of this material.

## New members

### ACTIVE

**Kevin Barlow**, Town Clerk, Colorado City  
**Dan Field**, Town Manager/Attorney, Quartzsite  
**Marc Skocypec**, Assistant Town Manager, Gilbert

### ASSOCIATE

**Julie Benson**, Management Intern, Chandler  
**Alma Carmicle**, Human Resources Director, Glendale  
**Sonny Culbreth**, Director of Recreation, Arts, Community Services, Litchfield Park  
**Kevin Igo**, Senior User Technology Specialist, Phoenix  
**Farhad Moghimi**, Director of Public Works/Town Engineer, Marana  
**Linda Snidecor**, Project Assistant, Goodyear

## Member Profile

### Alma Carmicle

Human Resources  
Director  
City of Glendale



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

I'm originally from a town called Rainbow City that was part of the Panama Canal Zone.

#### *Where did you earn your undergraduate degree?*

My undergraduate degree is from Park College, in Parkville, Missouri

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

What I love most about my job are the constant challenges that forces one to get out of his or her comfort zone.

#### *What areas of local government interest you most?*

I think I could make a contribution in city management. The human resources experience helps develop the ability to call things like you see it in a depersonalized manner.

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

Glendale is the only local government I have worked for, but I have lived in many communities through my military experiences.

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

I am reading "Integrity" by Stephen L. Carter and really loving it.



## ACMA Board Member Participates in NAU Program Review

Steve Peru, Deputy County Manager, Coconino County, recently participated in a program review of the Political Science/Public Administration programs at Northern Arizona University. The comprehensive program review is mandated by the Arizona Board of Regents for all academic programs once every seven years.

The review team included Dr. Michael Clarke, Professor in the Department of Public Administration at California State University, San Bernadino and Dr. Stephen Mumme, Professor in the Department of Political Science at Colorado State University. Peru participated on the review team as a representative of the alumnus of the M.P.A. program.

The review process entailed interviewing N.A.U. administration, department faculty, undergraduate as well as graduate students regarding the quality of instruction, applicability of course content, internship opportunities in local government, outreach to rural students and involvement in the programs by the professional community. The review team will be compiling its findings and recommendations and will be forwarding this in a report to the university in the coming weeks.

Regarding the experience, Peru commented, "in meeting with the faculty, their commitment to providing a positive student learning experience is apparent. N.A.U. has so much to offer not only to students, but to all of us in local government."

## ACMA Ethics Column- Ask the Expert

In place of the usual ethics scenarios, below you will find interesting excerpts from an ICMA Online Discussion regarding the ethical issues involved in "free" lunches and other interactions with the private sector.

Should public managers let vendors, contractors, or potential contractors take them to lunch or dinner and pay for that meal as part of their marketing efforts? I have department heads who see no problem with this.

- **Town Manager**

The bottom line is that the individual must evaluate each situation and determine if the action is in the best interest of the public, and if it could ever be construed that the vendor or the manager received any personal gain from the transaction.

- **City Manager**

It is a good professional practice not to accept any free meals from any vendor, whether there's a potential future or a current business relationship, to keep the appearance of a conflict to an absolute minimum.

If a community enters into an interlocal agreement with another public body, for example, then any meal expenses can be shared. In fact, it's always a good idea to ask yourself: Why should my local government pay for a meal when we can have the same discussion in a conference room? These decisions often are influenced by the personal values a public manager brings to the table and to what extent his/her council allows such use of public funds. As for paying for meals with economic development funds, this is okay if it is part of the budget, if its use is disclosed through a public budget-setting process, and if the use is not abused. There are no easy answers to ethics questions.

- **Town Manager**

I would not allow vendors or contractors to pay for a meal as part of their marketing efforts. Personally, I am skittish about going to lunch with a vendor representative even if I pay for my own meal. It does not seem necessary to take care of the city's business; nor does the city gain anything from it. Let the vendor make her or his pitch in the office or conference room (with others in attendance), to keep the focus on business. That way, you avoid any appearance of impropriety and keep your reputation for impartiality.

- **Budget Director**

## 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.

David Evertsen, former Town Manager of Gila Bend

P.O. Box 311, Gila Bend, AZ 85337  
(928) 683-2888; [devertsen@juno.com](mailto:devertsen@juno.com)

Anthony Mortillaro, former Town Manager of Prescott Valley  
10614 Highpoint, Dewey, AZ 86327  
(928) 772-3634; [amortillaro@cableone.net](mailto:amortillaro@cableone.net)

Carl Tenney, former Town Manager of Chino Valley  
2191 N. Val Vista, Chino Valley, AZ 86323  
(928) 636-0448; [carlin@cableone.net](mailto:carlin@cableone.net)

## Member Profile

**Debbi Dollar**



**Deputy City Manager  
City of Mesa**

### *Where are you originally from?*

I am a native Arizonan; born in Globe and raised in Superior.

### *Where did you earn your undergraduate degree?*

Arizona State University

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

The variety of projects and issues and the people I work with.

### *What areas of local government interest you most?*

Neighborhood revitalization, community partnerships, finance and the role of technology in enhancing service to the public.

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

The City of Scottsdale.

### *What is your favorite book?*

This is a hard one. I'm currently reading the "DaVinci Code," which is great. One of the best leadership books I have ever read is "The Art of Leadership" by J. Donald Walters. It's simple, straight-forward and practical.

*az management* is a bi-monthly publication of the Arizona City/County Management Association.

Editor: Wendy Kaserma

Your comments, suggestions and news contributions are welcome. Email your contributions to:

[wkaserma@mg.state.az.us](mailto:wkaserma@mg.state.az.us)  
Telephone: 602-258-5786