



az management

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

August / September 2004

President's Letter

Dear Colleagues,

Recently the ACMA Board reviewed and updated the Association's strategic plan. While we spent the majority of our time discussing particular objectives in the plan, it was also an opportunity to reflect on the Association's values. Our strategic plan has been a living document for the past three years, and many individuals have shaped the direction in which the Association is traveling and contributed to many insightful discussions about what it means to work in local government management and to be a member of ACMA.

The values espoused in the plan are many and varied, but all of them are at the heart of our profession and our association. They serve as a reminder of who we are as local government managers and staff and who we are as an association. They also provide guidance for who we strive to be as professionals and colleagues.

- We believe professional management is an integral part of effective local government and that local control coupled with regional collaboration is critical to the future of our communities.
- We value our professional and personal integrity. Our actions and behavior are consistent with a high ethical standard.
- We are committed to professionalism and self-betterment through learning. We value innovation and work to share knowledge and resources for the benefit of all governments in Arizona.
- We elevate the public good and put public service before self-interest. We value

citizenship, democracy, and the democratic process.

- We value the diversity of our membership and work to both serve the needs of each member and treat each member as a valuable resource. We value member engagement and commitment, personal responsibility, and leadership. We work to foster civility, build personal and professional relationships, and provide a forum for personal interaction.
- We value humanity and the protection of all people's lives and beliefs. We believe in the integrity of all individuals.
- We work to preserve the traditions within the association and the heritage of local government management in Arizona. We foster a sense of where we have been and where we are going.

The fundamental purpose of the Strategic Plan is to promote these values through enhanced services and programs. In the coming months and years, the ACMA Board plans to introduce new programs to meet the personal and professional development needs of our members, as well as educate the next generation about careers in local government management.

We invite each of you to join us in reviewing and reflecting on how each these values can strengthen our skills, increase our knowledge, and renew our commitment to public service. We look forward to working with each of you in preparing for the future of our profession and organization as we continue to implement the strategic plan.

George Hoffman

President
City Manager, Apache Junction

Save the Date

SEPTEMBER 17
2005 WINTER CONFERENCE
PLANNING COMMITTEE MEETING
10:30- 12 noon
League of AZ Cities and Towns, Phoenix

OCTOBER 6
ACMA ROUNDTABLE
11am
Immediately preceding MAG
Management Committee Meeting,
MAG Office, Phoenix

OCTOBER 17-20
ICMA 90TH ANNUAL CONFERENCE
San Diego, California

OCTOBER 28
ACMA ROUNDTABLE
1 pm
Immediately following NACOG
Regional Council Meeting
Radisson Woodlands Hotel, Flagstaff

NOVEMBER 5
ACMA ROUNDTABLE
12pm
Immediately following CAAG
Management Committee Meeting
402 Main Street
The Porters Building, Superior

FEBRUARY 2-4
2005 ACMA WINTER CONFERENCE
Hilton Sedona Resort and Spa, Sedona



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ACMA Summer Conferences Provides Opportunity to Reflect on the Past and Look Ahead to the Future of Local Government Management

Roxann Favors and Carlos Roberto Medina, City of Phoenix

We would like to extend a special thank you to all one hundred and fifty six conference attendees who helped make the summer conference a success. ACMA commemorated its 50th Anniversary at the Summer Conference July 28-30 at the Loews Ventana Canyon Resort in Tucson. To recognize this milestone, ACMA hosted a special dinner reception where cities, towns, and counties portrayed the changes their communities have undergone since ACMA was established in 1954. Each collage provided a unique look into our state's past.



ACMA members at Summer Conference

The 2004 Summer Conference Planning Committee scheduled a variety of sessions designed to appeal those new to the profession, as well as long tenured managers. Sessions included: ethics, employment agreements, working with unions, coaching, and succession planning. There were also a series of "lightening sessions" relating to information technology, employee benefits, and special elections. All sessions were well attended and well received, especially the "Ethical Apprentice" with wannabe Donald Trump, Dave Childs.

With the summer conference behind us, we are looking forward to the winter conference in Sedona. The 2005 Winter Conference is February 2-4, 2005 at the Hilton Sedona Resort and Spa in Sedona. All members are welcome to attend the first Winter Conference Planning Committee on September 17 at

10:30 am. Please RSVP to Wendy Kaserman at (602) 258-5786 or wkaserma@mg.state.az.us if you plan to attend.

Guideline Changes Approved for the ICMA Code of Ethics

At its July meeting, the ICMA Executive Board approved a change to the equal opportunity guideline under Tenet 11 and adopted a new guideline encouraging members to report potential violations of the ICMA Code of Ethics. Under the ICMA Constitution, the Executive Board has the authority to amend or add guidelines. Changes to the Tenets in the Code require approval by the membership. The ACMA Membership voted to adopt the ICMA Code of Ethics by reference in February of 2002.

Tenet 11 Equal Opportunity Guideline

The Committee on Professional Conduct reviewed the 1999-2001 Workplace Diversity Task Force recommendations pertaining to the ICMA Code of Ethics. Following review and discussion, the committee recommended that the Executive Board amend the guideline on Equal Opportunity under Tenet 11 to strengthen ICMA's commitment to diversity and the core principles of merit-based hiring. The original guideline on Equal Opportunity offered this advice:

Members should develop a positive program that will ensure meaningful employment opportunities for all segments of the community. All programs, practices, and operations should: (1) provide equality of opportunity in employment for all persons; (2) prohibit discrimination because of race, color, religion, sex, national origin, political affiliation, physical handicaps, age, or marital status; and (3) promote continuing programs of affirmative action at every level within the organization.

It should be the members' personal and professional responsibility to actively recruit and hire minorities and women to serve on professional staffs throughout their organizations.

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The board approved an amendment which encourages members not to discriminate against individuals in the hiring, discipline and promotion process based on their sexual orientation and to update the guideline language by replacing the term 'physical handicaps' with 'disability' and replacing the reference to recruiting and hiring 'minorities and women' with the phrase 'diverse staff'. Tenet 11, which was added to the Code in 1938 to reflect the profession's commitment to a merit system, remains unchanged.

The Tenet and new guideline state:

Tenet 11: Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Equal Opportunity: All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status. It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

Reporting Ethics Violations

At its May 2003 meeting, the Executive Board asked the Committee on Professional Conduct to consider whether a member has an ethical obligation to report potential violations of the ICMA Code of Ethics. The Code and regulations for its enforcement did not require a member to report a potential violation of the Code nor did it make any statements regarding other actions that may be appropriate, such as offering advice or counsel to a colleague.

The committee reached a consensus that as professionals who voluntarily adhere to a Code of Ethics, members should report potential ethics violations to ICMA. To gather member feedback, the issue was discussed with state association officers at regional officer meetings held this spring.

The Executive Board approved the committee's recommendation to add a guideline to Tenet 3 to encourage members to report ethics violations. Tenet 3, which remains unchanged, and the new guideline state:

Tenet 3: Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Reporting Ethics Violations: When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

Members seeking advice about their obligation under the ICMA Code of Ethics or who wish to discuss an ethics issue prior to making any decision about filing an ethics complaint are encouraged to contact Martha Perego, ICMA Ethics Advisor at 202-962-3668 or mperego@icma.org; or Elizabeth Kellar, ICMA Deputy Director at 202-962-3611 or ekellar@icma.org. ACMA members who are not ICMA members, should contact ACMA's Ethics Advisor, Lloyd Harrell, with questions concerning the ICMA Code of Ethics. Lloyd may be reached at 480-812-9396 or lharr44@aol.com.

ACMA Launches Mentoring Program

Ryan Gregory and Marty Vanacour, Co-Chairs, ACMA Mentoring and Support Committee

The ACMA Board, through the Mentoring and Support Committee, is pleased to announce the start of a mentoring program for its members. The intent of the program is to provide an opportunity for members at all levels to learn from others within the organization and help them develop professionally. This could range from a county manager mentoring an assistant county manager to a management assistant mentoring an intern or student. The intent is to provide opportunities to everyone possible, should they want to team up with someone to give/receive guidance about anything from managing a city to making it through grad school while working full time.

The program will be fairly casual in its structure, setting up some basic guidelines while still allowing flexibility based on the needs of those involved. The Committee will work to match up each of the prospective mentors with a mentee based on information filled out in an application.

Currently we are interested in finding out how many of you would like to participate. If you are interested in becoming either a mentor or mentee, please contact Wendy Kaserma at 602-258-5786 or wkaserma@mg.state.az.us to receive an application. For questions about the program, please contact either Ryan Gregory at (602) 261-8013 or ryan.gregory@phoenix.gov or Marty Vanacour at (623) 561-5324 or martyvanacour@cox.net.

Reception Showcases Partnerships Between the University of Arizona and the City of Tucson

Jason Baran, City of Tucson

On May 6th, 2004, members of the private sector joined officials from the University of Arizona and the City of Tucson at a reception showcasing collaborative efforts of the two organizations in the areas of International Trade, Science and Technology, and Urban Community Design. The reception was the third in what is proving to be a very successful and useful series of annual events.

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University of Arizona President Peter Likins and Mayor Robert Walkup praised the attendees for their work to date and encouraged future collaborations. They emphasized that, as the University and the City are both part of the same community, their futures are tightly linked. This linkage was visually symbolized by the Old Pueblo Trolley, which connects the University and Tucson's downtown area, in the video report presented at the reception. Tucson City Channel 12 produced the collaborations update video entitled "All Aboard!".

The international trade portion of the report highlighted the advances of the City of Tucson's Puerto Nuevo project resulting from the combined efforts of the Tucson-Mexico Trade Office and the University of Arizona Science and Technology Park. Private and public facilities are enabling the community to develop high tech industries, and a regional transportation hub is opening markets and enhancing trade and tourism between Mexico and Southern Arizona.

The City of Tucson and the University of Arizona are using science & technology to revitalize Tucson's downtown area. The Board of Regents gave the University of Arizona the green light to relocate its world-renowned Flandrau Science Center from the University of Arizona to Rio Nuevo - downtown Tucson. This new facility will be a world-class museum with an innovative architectural design. This new Science Center not only will provide an educational venue highlighting accomplishments like the Phoenix Mission for the exploration of Mars. It will also reconnect, via a unique pedestrian bridge, the eastern and western sides of a community divided by a highway.

The College of Architecture is working with the City of Tucson's Rio Nuevo office to design an urban landscape that will encourage a 24-hour population and robust commercial and social activity.

The reception was not only a time for recognition of accomplishments, but also an opportunity for colleagues to reconnect and continue the dialogue that will drive the University of Arizona, the City of Tucson, and their community into a successful future.

ICMA Offers ACMA Members Discounted Registration to Annual Conference in San Diego

Can't spare the time (or money) to attend the entire ICMA conference? Thanks to the sponsorship of the ICMA Retirement Corporation, ICMA is pleased to offer ACMA members who are assistants or other non-CAOs the opportunity to register for the first two days of the conference, Sunday (October 17) and Monday (October 18) at a discounted rate. This special 2-day rate, which includes a ticket to the Welcoming Reception in the conference exhibit hall, is only \$199 for ICMA members and \$299 for ICMA non-members.

The ICMA Annual Conference features world-class keynote speakers, intensive workshops, roundtable discussions, field demonstra-

tions, and concurrent educational sessions planned around the five theme tracks:

- Improving Public Confidence in Local Government
- Local-State Relations: "You've Lost that Lovin' Feeling"
- Preparing the Next Generation of Local Government Managers
- Managing Technology
- Living a Balanced Life

A special career track focusing on the needs of Assistant Managers and Other Non-CAOs will include sessions on being the best you can be, effective delegation, and preparing for your next position.

Register today!

To take advantage of this special offer, you must fax or mail in a copy of the conference registration form; the offer is not available when registering online. Request a copy of the preliminary program packet in an e-mail to icmaconference@icma.org. Or visit the conference Web site, <http://icma.org/conference2004>, where you can read detailed information about the conference and download a copy of the registration form. On the form, write "ACMA Assistants 2-day rate" in the discount box (under the payment section) and return it with the appropriate payment.

Not an ICMA member? Come see what you've been missing!

For a limited time, assistants/non-CAO members of ACMA can join ICMA for one year at half price and register for the conference at the ICMA member rate. You can request a membership application as well as a copy of the preliminary program packet by sending an e-mail to icmaconference@icma.org.

For more information, visit <http://icma.org/conference2004>, but remember to register using the paper registration form. The 2-day registration rate is not available online!

ACMA Ethics Column- Ask the Expert

Exercising Political Neutrality under the ICMA Code of Ethics

Tenet 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Guidelines

Elections. Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

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The Employee's Night Job

Scenario: The assistant county manager has oversight of the personnel department, and a problem has come to her attention that troubles her. Two employees have complained about a fellow employee in their department who also is an elected official in a nearby municipality. They say the employee spends a lot of time on the telephone during county business hours, dealing with matters related to his work as an elected official. While the employee's supervisor has not questioned the employee's productivity, the assistant county manager is concerned about morale in the department. She asked for advice on how to deal with the complaints.

Response: Because the supervisor has not yet raised any performance questions, we agreed that it would be best to proceed carefully. The assistant county manager knows that the employee in question is not popular with his colleagues, so they may be looking for any excuse to discredit him. She decided to contact the employee directly to talk with him about the complaints that she has heard. After that conversation, she will decide whether any additional action should be taken.

The guiding principle for handling personnel matters ethically is found in Tenet 11: "Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decision pertaining to appointments, pay adjustments, promotions, and discipline."

If the employee is a member of ICMA, his political activities could become the subject of an ethics complaint. Tenet 7 of the ICMA Code of Ethics requires members to "refrain from all political activities which undermine public confidence in professional administrators." A guideline for Tenet 7 is even more specific: "Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy

of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office."

Annual Roundtables Set to Start in October

This fall ACMA will again host roundtable meetings throughout the state. Regional roundtables provide opportunities for members to discuss current issues and share information. They also offer ACMA the opportunity to gather member input on ACMA programs and services and to find how ACMA can better serve members and their communities. Below is the 2004 roundtable meeting schedule, please mark your calendar and plan to attend one or more of these fun and informative meetings. Roundtables in conjunction with PAG, SEAGO, and the WACOG Management Committee meetings are being scheduled. Members will be notified when these dates are set.

October 6

11 am- 12 noon
302 N. 1st Ave., Suite 300, Phoenix

October 28

1-2 pm
Radisson Woodlands Hotel
1175 West Route 66, Flagstaff

November 5

12-1 pm
402 Main Street, Superior

Congratulations to the 2004 ICMA Conference Scholarship Recipients

This is the second year ACMA participated in the ICMA Scholarship program available to state associations. ICMA provides a complimentary registration to the annual conference and ACMA reimburses the scholarship recipient up to \$1,000 for

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Member Profile

Spencer Isom



Assistant City
Manager
City of Bisbee

Where are you originally from?

I am from Huber Heights, OH. The largest community of brick homes in America.

Why did you decide to pursue a career in local government?

I believed that if I were able to keep in perspective that I work for the citizens, then I would find a career in local governance to be both fulfilling and rewarding. So far, I have been correct.

What do you like most about your job?

I enjoy the interaction with the diverse citizenry of Bisbee.

What are your areas of interest in local government?

My interests lie in governmental relations, efficiency in the provision of public services, and processes of policy inquiry.

What other communities have you worked for?

I have served the following communities: St. Anthony, MN; Bullhead City, AZ; Dublin, OH; Cincinnati, H; and The State of Ohio.

What was the last book you read?

Postmodern Public Administration: Toward Discourse. Fox, Wolfgang J. & Miller, Hugh T. C.A.: Sage Pub. 1994.

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Member Profile

Andrea Costello

Assistant to the City
Manger
City of Sedona



Where are you originally from?
Los Angeles, CA

Why did you decide to pursue a career in local government?

Honestly, by process of elimination. While growing up I could think of many careers that did not interest me, but very few that really intrigued me. I could always envision myself working for local government in some capacity.

What do you like most about your job?

Working in the City Manager's Office provides a variety of learning opportunities and challenges. I enjoy being involved in all aspects of city operations and constantly learning. Not a day passes where I don't learn something new. That definitely keeps the job exciting and thought provoking.

What are your areas of interest in local government?

I enjoy working with the community services that the public utilize, such as police and parks and recreation. I feel a sense of accomplishment when the public utilizes the services (or does not, in the case of the police) we provide.

What other communities have you worked for?

Santa Cruz, California and Tredyffrin Township, Pennsylvania.

What was the last book you read?

Independence Day by Richard Ford.

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

Editor: Wendy Kaserman

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

wkaserma@mg.state.az.us
Telephone: 602-258-5786

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travel costs. Because the applications were so outstanding, with ICMA's assistance, the board voted to award a second scholarship.

Congratulations to the two scholarship recipients!

Mark Fooks, Town Manager, Town of Youngtown, was awarded the full conference scholarship; and Gilbert Davidson, City Manager, City of Willcox was awarded the 2-day conference scholarship.

The board would like to thank everyone for their participation in the process and strongly encourages you to apply again next year.

New Staff



Brent Stoddard has joined the League of Arizona Cities and Towns as the Member Services Staff Assistant. Brent just graduated with his M.P.A. with an emphasis in Public Finance and Local Government from

the Romney Institute of Public Management at Brigham Young University. Brent interned last summer with the State of Arizona. He is looking forward to getting to know the members of ACMA and add to the services provided to ACMA members. Please contact Brent at 602-258-5786 or at bstoddar@mg.state.az.us with any comments or suggestions regarding ACMA membership services.

Members In-Transition

If you are an ACMA member in transition and would like your contact information featured in this section, please contact Wendy Kaserman at 602-258-5786 or 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 5038, Goodyear, AZ 85338
(928) 220-2611;
devertsen@municipalsolutions.org

New members

ACTIVE

Roy Chavez, Town Manager, Town of Superior
Eric A Duthie, City Manager, City of St. John's
Urban Giff, Community Manager,
Gila River Indian Community
Spencer Isom, Assistant City Manager,
City of Bisbee

ASSOCIATE

Donald C. Bolton, Budget and Rate Manager,
City of Glendale
Andrea Costello, Assistant to the City Manager,
City of Sedona
Julie Frisoni, Communication Director,
City of Glendale
Brandie A. Ishcomer, Management Intern, City
of Phoenix
Benjamin Lane, Management Intern,
City of Phoenix
Brian Murawski, Management Intern,
City of Phoenix
Michael Schrock Jr., Assistant to the City
Manager, City of Surprise
Iain D. Vasey, Economic Development Director,
City of Glendale