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**International Municipal Management
Institute (IMMI)**

**Honduran Mayoral Candidates Program
July 13 - 26, 1997**

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ICMA would also like to thank the ten cities and towns who supported our training program, without which this program would not have been a success. The cities of Tempe, Tolleson, Avondale, Glendale, Phoenix, Chandler, Peoria, Scottsdale, and Chandler; and the Towns of Gilbert and Guadalupe, are greatly appreciated for their participation and support.

ABSTRACT

The United States Agency for International Development (USAID), through its Honduran Peace Scholarship Program (HOPS) and its Municipal Development Project, invited 64 mayors and mayoral candidates from Honduras to participate in a two-week (15 day) training program on municipal development in the Phoenix/Tempe, Arizona area during the weeks of July 13 - 26, 1997. The purpose of the visit was to introduce the delegation to the U.S. system of government, through seven training modules, including leadership, teambuilding, contracting, public works, finance and budgeting, finance/bonds, and alternative local governments. The participants were able to receive hands-on exposure to the American culture, free-market economy and democratic principles by visiting the U.S.

Although 64 mayors and mayoral candidates were invited, only 50 were able to attend as well as one representative from the Foundation for Municipal Development (FUNDEMUN) and one from the Association of Honduran Municipalities (AMHON). The delegation was hosted by ten cities and towns in Arizona during their training program. Those included were the cities of Tempe, Phoenix, Tolleson, Glendale, Avondale, Peoria, Scottsdale, Chandler; and the towns of Guadalupe and Gilbert. The participants were introduced to several of the administrations of each local government and engaged in discussions pertaining to issues that related to the problems being faced in Honduras as well as alternative methods of government organization and structure.

International Municipal Management Institute (IMMI) Honduran Mayoral Candidates Program

July 13 - 26, 1997

1 INTRODUCTION

The United States Agency for International Development (USAID), through its Honduran Peace Scholarship Program (HOPS) has provided approximately 3,500 scholarships for promising young leaders to participate in training programs since 1986. These scholarships are used to implement technical assistance to focus on the areas of technical and academic training, leadership, and exposure to the American culture and democratic form of government.

For many years, Honduras had a highly centralized system in which the federal government maintained strict control over municipalities. In 1990, the Honduran Congress passed a new Municipal law which provided municipalities with increased administrative independence and financial autonomy, enabling them to generate their own sources of revenue. This law set the stage for increased USAID involvement in the municipal sector and for the initiation of the Municipal Development Project (MDP).

The MDP has been focusing technical assistance on thirty municipalities which vary in urban area population from 5,000 to 80,000 inhabitants. USAID has developed a relationship with mayors and officials of these municipalities, as well as the Foundation for Municipal Development (FUNDEMUN) and the Association of Honduran Municipalities (AMHON). These organizations have been working toward more autonomous and capable local government in Honduras. To further reinforce this cooperation, USAID contracted with ICMA and invited 64 mayors and mayoral candidates (only 50 were able to attend) to participate in a two-week (15 day) training program in the Phoenix/Tempe, Arizona area (for a detailed list of participants, please see **Attachment 1**).

2 U.S. TRAINING PROGRAM AND VISIT

The purpose of the visit was to introduce the delegation to the U.S. system of government, through seven training modules, including leadership, team building, contracting, public works, finance and budgeting, finance/bonds, and alternative local governments. The participants were also able to receive hands-on exposure to the American culture, free-market economy and democratic principles by visiting the U.S. and learning more about how U.S. local governments function on a day-to-day basis. The seven modules and participant evaluations are as follows (see **Attachment 2** for a more detailed Spanish language summary of the training modules):

Module 1: Leadership and the Development of Community Participation

Leadership and community development principles and approaches that have been proven to be acceptable and effective in the U.S. municipal management traditions, context, and value system were introduced to the participants. Basic citizen participation principles and basic communication skills that will assist in developing stronger relationships with constituents and communities were examined. Participants were encouraged to consider this information to become better leaders in community participation and in transforming their municipal governments by enhancing the democratic process.

Participant Evaluation

68% Excellent 30% Very Good 2% Good ___ Average ___ Below Average

- This training module “provides us with ideas on how to manage our municipalities efficiently. This type of training should be used for future candidates...”
- Time seemed to be an issue during this seminar. A number of participants mentioned the lack of time to complete the entire program due to the amount of time assigned to group discussions and individual participation.

Module 2: Team Building Skills for Elected Officials

This program provided a basic understanding of teams, teamwork and team building skills. The seminar focused on the importance and value of teams and teamwork to community leaders in the policy-making and decision-making process in a community participation environment. The participants were able to develop an action plan that would enable them to function as an effective member of a team.

Participant Evaluation

74% Excellent 24% Very Good 2% Good ___ Average ___ Below Average

- Many of the participants mentioned that this module was a “practical learning experience” due to the attendance of the Mayor, City Manager, and Councilmember who related their experiences.
- More group work and participation exercises was suggested.
- The lead trainer did not speak fluent Spanish and this caused a barrier in communication and comprehension; interpretation was recommended for this module.
- The majority was satisfied with the content and knowledge that was shared and they expressed a strong desire to practice these concepts in their communities.

Module 3: Public Service Contracting for Local Governments

This session was dedicated to introducing the participants to service contracting by explaining the different types of contracts, as well as the advantages and disadvantages of private services versus public services. The accessibility, risks, and responsibilities of contracting were discussed to prepare participants for decision making in their community. Alternative methods of contracting were also discussed with applications within the Honduran context to enable the participants to return to their communities and implement the programs.

Module 4: Public Works for Elected Officials

Participants were introduced to the definition of public works, its history in the U.S., the importance of public works to the municipality, the organization and structure of public works, the role of public works in basic services, alternatives for public works organization and the public's role and perspective. Local government site visits clarified and/or reinforced the principles introduced during this training session. Participants were prepared to return to their communities with this experience, evaluate their options regarding the role of public works, and incorporate this knowledge into their policy-making in their municipalities.

Combined Participant Evaluation (Modules 3 & 4)

76% Excellent 18% Very Good 6% Good ___ Average ___ Below Average

- The presentation helped enrich our knowledge and will enable us to apply certain methods to our administrative management.
- Participants suggested the incorporation of AMHON in the presentation to help define what can or cannot be accomplished in their municipalities.

Module 5: Finance and Budgeting

The participants were provided with information, examples and insights on the role of the budget in city management and planning: the different types of budgets, similarities and differences, the degree of difficulty and time/cost necessary to prepare budgets, the need to maintain expenditures within limits. The participants were also introduced to the basic Arizona laws that govern revenue and expenditure limitations. The session was intended to convey to participants some of the most common legal requirements and procedures that govern, guide and shape local governments and enable them to conduct their business of "governing" in an open manner, allowing the average citizen to inquire about, question, support or even oppose public policy.

Participant Evaluation

78% Excellent 20% Very Good 2% Good ___ Average ___ Below Average

- Participants understood that the detailed explanation of the budget is critical to the community if they are to depend on support for municipal programs, particularly with regard to economic development.
- Everything was clearly presented, but a translated example of a local government budget (Glendale) would have been helpful.

Module 6: Finance Administration for Local Governments (Finance/Bonds)

This session was devoted to introducing participants to general municipal finance and its main functions. The participants were provided with an overview of municipal finance activities, along with an introduction to municipal revenues, municipal bonding applications, and relevant financial strategies available to cities and towns in Arizona for the financing of municipal services and programs. Special emphasis was placed on the development of financial mechanisms and best practices, and their potential implementation in financing municipal services.

Participant Evaluation

81% Excellent 19% Very Good ___ Good ___ Average ___ Below Average

- The explanations were excellent and clear especially regarding revenues and budgeting.
- Finance was identified as one of the participants principal problems and they hoped to implement some of what they learned.

Module 7: Alternative Local Governments

The participants were introduced to alternative local government models from Arizona and other states, such as the council-manager form of government, special districts, school districts, and county government. This session provided the participants with a general overview and understanding of the fundamental structures, institutional arrangements, and organization of local governments with the goal of helping them make informed choices as to the most appropriate model for their respective communities.

Participant Evaluation

91% Excellent 9% Very Good ___ Good ___ Average ___ Below Average

- Many of the participants were impressed by the organization of Arizona's administration, but they would have liked to learn about an administration that is comparable to their administration in Honduras.
- The extraordinary organization of the education system, which created positive results, caught the attention of several participants. The fact that the decisions regarding education were made by the city/county was a new learning experience. The delegation also expressed an interest in visiting the county authority and school districts.

The participants were hosted by ten cities and towns in Arizona during their training program. Those included were the cities of Tempe, Phoenix, Tolleson, Glendale, Avondale, Peoria, Scottsdale, Chandler; and the towns of Guadalupe and Gilbert (please see **Attachment 3** for a detailed program itinerary) . The delegation was introduced to several of the administrations and municipal organization of each local government and engaged in discussions pertaining to issues that related to the problems being faced in Honduras as well as alternative methods of government organization and structure. The visit culminated with an evening reception in which the delegation received recognition certificates for their participation in the training program. The participants were bid farewell by Cynthia Dunham, Mayor and Mike Evans, Public works Director for the Town of Gilbert; Councilman Martin Samaniego, City of Avondale; and Henry Beltran, Vice-Mayor for the City of Avondale. These U.S. officials joined the delegation in celebrating a successful culmination of the program and became better acquainted with the Honduran participants and ICMA staff.

2 MEETINGS AND SITE VISITS

Numerous site visits to cities and towns and meetings with local government officials were built into the training program design. These activities were designed to "ground" the information and concepts learned in the training modules with practical hands-on experiences.

In support of Module 1, *Leadership and the Development of Community Participation* and Module 2, *Team building Skills for Elected Officials*, the following visits were scheduled:

Peoria's Council Meeting

The primary objective of this visit to Peoria was to demonstrate the ease by which citizens can appear before the City Council to express their support or objection to any item on the agenda. Equally important was to show the tight schedule and constraints by which a Council meeting must be conducted in order to abide by prevailing law. Peoria was one of two cities (including Tempe) which could provide separate meeting quarters for such a large group for the purpose of interpretation without interfering with the regular meeting.

Tempe's Council Meeting

In Tempe, the primary objective was to demonstrate how a council meeting is conducted, how citizens meaningfully participate, and how agenda and non agenda items were addressed in an orderly and expeditious fashion. The agenda was addressed almost literally before the delegation sat down. It was a very short meeting because the Council held a work session prior to the regular meeting where all items were thoroughly discussed and consequently most agenda items were placed on a consent agenda. The management of public meetings is critical to participatory democracy, particularly in the Central American context where meetings can get bogged down on one issue for extensive periods of time.

Avondale's City Manager's Presentation

Although the original plan was to attend Avondale's City Council meeting, separate meeting quarters for a large group for interpretation purposes was not available. Prior to the regular meeting, Carlos Palma, the City Manager of Avondale, gave an informative presentation regarding his duties, legal responsibilities, role in the management of the city and relationship to the Mayor and members of the Council.

In support of Module 3, *Public Service Contracting* and Module 4: *Public Works for Elected Officials*, numerous visits and meetings were scheduled:

Tolleson's Water Treatment Plant and Wastewater Treatment Plant

The participants visited the water and wastewater treatment plants in the City of Tolleson. Because of the arid climate in Arizona, water is a scarce resource. The participants learned how water resources are recycled in Arizona, where sludge is used for irrigation (on non-edible crops) and as fertilizer, and wastewater is purified for man-made ponds and irrigation. Major issue surrounding water treatment were discussed, including the treatment process, daily capacities, capital investments and annual operating costs.

Glendale's Landfill

The participants were introduced to a new concept -- solid waste recycling. In Glendale, all lumber and tree limbs are converted into mulch and sold to farmers and plant nurseries for soil conditioning purposes and all appliances are sold as scrap. The sanitation service, including the operation of the landfill, is run as a self-sufficient Enterprise Fund. The landfill is open not only to Glendale residents, but to other communities as well. Fees are charged based on the weight of materials to be disposed of in the landfill. It was clear that the landfill is not only a means of solid waste disposal, but also a revenue-generator for the city.

Tempe's Sanitation & Street Maintenance Equipment

This was one of the most educational trips for the delegation as a whole, as the participants saw the ease with which residential and commercial garbage is picked up from approximately twelve hundred homes per day by a single sanitation truck, operated by one person. The group was also informed that private businesses can now compete with the city for the commercial accounts. If the city cannot provide the same service for an equal or lower cost, then it must award the contract to the private sector. Street maintenance equipment was also demonstrated. A number of participants were interested to know how often the city auctioned its used equipment and whether they could get on the city's mailing list.

Scottsdale's Wastewater Treatment Plant

The group saw a miniature version of a wastewater treatment plant. This plant uses a membrane technology and can be expanded on an as-needed basis without investing large sums of money. An added feature of this plant was that it was completely built and equipped by the owner of an adjacent golf course and then transferred to the city at no cost. The only stipulation was that the city sell the effluent to the golf course for irrigation purposes. The effluent is stored in lakes and used on an as-needed basis. This is a good example of mutually-beneficial cooperation between the private sector and local government.

Gilbert's Master Land Development Plan/Wastewater Treatment Plant

This was a last-minute tour which was organized at the suggestion of Gilbert Councilman Mike Evan. The subject matter was particularly interesting to participants because of the tremendous growth experienced by the Town of Gilbert, not unlike many of the municipalities in Honduras. A presentation and question/answer session by the city manager about the recently completed wastewater treatment plant cleared up many unanswered questions from the previous visits to the plants.

To round out the site visits, cities were selected to demonstrate their capabilities and experience in areas such as finance, public safety and economic development:

Glendale's Financial Center

Glendale's Director of Finance made a presentation regarding the city's budget, sources of revenues and major expense categories and then answered a series of questions, many of which were related to municipal bonds.

Phoenix City Hall & Orpheum Theater

This tour clearly demonstrated that a vibrant, economically strong city can build beautiful city facilities with the latest technologies. The Mayor and Council's faith and commitment to the rebirth of their downtown and huge public investment in its revitalization is already beginning to pay dividends. The city's cultural health was also given a tremendous shot in the arm by the acquisition and subsequent remodeling of an historical theater located next to the City Hall. The delegation was surprised to hear that more than 32 million travelers will come through the city's airport this year alone.

Glendale's Public Safety

The participants were given a tour of the Glendale Police Department. Issues covered included the steps needed to become an officer, salary ranges, and the size of the police force (200). The group visited the solitary and group cells in which women are separated from the men. The participants were invited to visit the prison, where they commented on the quality and good condition of the cells.

Glendale's Economic Development Center

This tour demonstrated the close working relationship between the City's Economic Development and the Marketing departments and demonstrated how vital it is for a city to invest in its infrastructure in order to attract and retain a healthy business community.

Peoria's One Stop Customer Service

This tour demonstrated the city's commitment to serve its residents and the business community. The complex contains separate structures for its main library, the police department, the municipal court and one structure which houses planning and zoning, public works/engineering, human resources, financial services, parks and recreation, utilities, the offices of the Mayor and members of the Council, the City Manager, City Clerk, City Attorney and other department managers. The complex also contains two two-story public parking structures in addition to a drive-by drop box for library books and another for utility payments.

Goodyear's Economic Development

The windshield bus tour demonstrated that even though Goodyear is a small community, it has been able to compete successfully for manufacturing facilities that produce jobs and other economic activities. Another point of interest to the participants was that one local government (City of Phoenix) could own a facility (Goodyear airport) within the corporate limits of another community (City of Goodyear). This demonstrated a high level of inter-municipal cooperation.

3 LESSONS LEARNED AND RECOMMENDATIONS

ICMA believes, and USAID/Honduras concurs, that the training program was a success and met the goals and expectations of USAID. All of the thematic/technical areas that were requested were addressed. The participants were introduced to the U.S. system of government and were taken to various meetings and visits to experience the culture hands-on. The participants left the U.S. with a better understanding for the concept of openness and transparency as well as detailed descriptions of the training modules.

While the training program was deemed a success, several recommendations for its improvement were suggested by participants. Based on comments made by participants in the final program evaluation (please see **Attachment 4** for a detailed program evaluation), it is recommended that:

- ◆ An international network system should be developed between the U.S. and FUNDEMUN and AMHON. This network will act as a means of disseminating information throughout the municipalities in Honduras and between the U.S. municipalities and the municipalities in Honduras.
- ◆ Events should be held in areas that participants can relate to in terms of size, population, common interests, growth rates, etc. The visits were useful, but several participants expressed an interest in being exposed to municipalities that were more closely related to the structure and administration of their municipalities in Honduras. Rural areas with less economic development and less resources would have been more appropriate in some cases.
- ◆ Due to the lack of interpreters and Spanish speakers in the hotel, many of the participants became frustrated when attempting to request assistance. Also, in one or two presentations, some participants had difficulty understanding some of the material due to the trainer's lack of Spanish-language skills. It is recommended that interpretation be available in the future.
- ◆ The training program should be extended to municipalities in Honduras and ICMA should develop courses targeting the departmental/employee level. Material for training of trainers was also recommended.

ATTACHMENT 1

Honduran Participants
International Municipal Management Institute
July 13 - 26, 1997

Participant	Municipality
Gonzalo Antonio Rivera Ocampo	La Ceiba
Ramón Antonio Leva Bulnes	La Ceiba
Marta Luisa Chavez Aguilar	Tela
Rudy Edgardo Banegas Ferrera	Talanga
Wilfredo Oswaldo Silva Midence	Talanga
Carlos Hernán Banegas Lazo	Tocoa
Israel Arcángel Barrios Vindel	Tocoa
Carlos Miranda Canales	Camayagua
Herbert Julio Ramos Owen	Camayagua
Efraín Aquiles Pereira Sabillo	Siguatepeque
Joaquín Meza Saravia	Siguatepeque
Juan Carlos Elvir Martel	Santa Rosa de Copán
Nazario López García	Santa Rosa de Copán
Manuel de Jesús Pinto	Nueva Arcadia (La Entrada)
José Sadi Contreras Duarte	Nueva Arcadia (La Entrada)
Arnold David Sánchez Tróchez	Santa Cruz de Yojoa
Victoria Carrasco García	Santa Cruz de Yojoa
José Armando Gale Valenzuela	Choloma

Esau Juárez González	Olonchito
Marlon Guillermo Lara Orrellana	Puerto Córtes
Joel Castro Flores	Puerto Córtes
Sulman Yanett Rodríguez Ardon	Danli
Rosanita Marina Mejía Villanueva	La Esperanza
José Felipe Borjas	Villanueva
Elías Bueso Borjas	Villanueva
Cristobal Valenzuela Alemán	La Paz
Juan José Osorio Alvarez	Danli
Jesús Tadeo Flores Giron	Nacaome
Armando Antonio Morazán Umanzor	El Paraíso
Reinieri Rodríguez Saucedá	El Paraíso
Victor Manuel Díaz Cruz	Gracias
Javier Mondragón Hernández	Gracias
Felix Hernández Méndez	Intibuca
Genaro Sánchez Meza	Intibuca
Jerry Dave Hynds Julio	Roatan
Samuel Armando de Jesús García Salgado	Juticalpa
Daniel de Jesús Sarmiento Osório	Juticalpa
José Adalid Euceda Galéas	Catacamas
Alejandro Fredy Salgado Cardona	Catacamas
Julio Amilcar Paz Fernández	Santa Bárbara
Alex Javier Valdez Escobar	San Lorenzo

Victor Manuel Juárez López	San Lorenzo
Roldan Hernán Villela Hernández	Yoro
Oscar Orlando Burgos Chávez	Yoro
Hector Antonio Arteaga Chávez	Guaimaca
Nelly Margoth Soliman Handal	El Progreso
Mario Osbaldo Fernández Rápalo	Trinidad
Hedman Allan Paredes Paz	Trinidad
Magda Patricia Videa Castellanos	Trojes
Mirtha Rosario González Amador	FUNDEMUN
Guadalupe López Rodríguez	AMHON

ATTACHMENT 2

INSTITUTO INTERNACIONAL DE GESTION MUNICIPAL

Programa de Entrenamiento para Oficiales Locales

I. Liderazgo y el Desarrollo de Participación Comunitaria

El objetivo de esta sesión de entrenamiento es el de proporcionar un entendimiento básico de las teorías, los conceptos y las aplicaciones del liderazgo y comunicación y como esto puede ayudarles a desarrollar y utilizar la participación en la formulación de un plan de acción y en el manejo de sus ciudades.

Al terminar esta sesión, los participantes podrán:

- Definir liderazgo
- Seleccionar y clasificar las características y los rasgos de un líder efectivo
- Comparar liderazgo y autoridad
- Aplicar habilidades de comunicación básicas
- Entender como crear relaciones con sus constituyentes y su comunidad
- Demostrar como educar e informar a la comunidad
- Identificar que es la participación del ciudadano
- Enumerar los principios y las técnicas básicas de participación del ciudadano
- Explicar porque la participación del ciudadano es importante para crear una buena comunidad.

II. Habilidades de Formación de Equipo para Oficiales Electos

El objetivo de esta sesión es de proporcionar un entendimiento básico de temas, trabajo de equipo, y habilidades, a fines de adquirir destreza en formar equipos. Los participantes podrán apreciar el valor y la importancia de equipos y el trabajo de equipo para los líderes comunitarios durante el proceso de formulación de un plan de acción y la toma de decisiones en un medio ambiente de participación comunitaria.

La sesión examinará las siguientes preguntas:

- Que es un equipo y el trabajo de equipo?
- Porque es importante un equipo para un líder y para la participación comunitaria?
- Cuales son las características de un equipo efectivo?
- Cuales son las oportunidades y los temores de un equipo?
- Cuales son las características de un líder de equipo efectivo?
- Cuales son las fases del desarrollo de un equipo?
- Quienes son los jugadores de equipo en un medio ambiente de la formulación de un plan de acción?
- Como se puede desarrollar un plan de acción personal para funcionar como miembro efectivo de un equipo?

III. La Contratación de Servicios para el Uso de los Gobiernos Locales

Esta sesión introduce los participantes al tema de contratación de servicios para gobiernos locales. La sesión proveerá a los participantes con suficiente información acerca de los conceptos, el acceso, las responsabilidades y los peligros de la contratación de servicios para tomar decisiones con información acerca de su utilidad en su comunidad. La sesión tiene cuatro diferentes partes: servicios públicos vs. privados, privatización, temas que afectan a los oficiales electos, y responsabilidades de los funcionarios públicos.

Servicios Públicos vs. Privados

- Introducción a las ventajas y desventajas de la contratación
- Puede el sector privado proveer los mismos servicios que el sector público a costos más bajos?

Que es la Privatización

- Definición y uso del término "privatización"
- Contratación de servicios
- Cuales son las opciones en la contratación de servicios aparte de las que incluyen al sector privado: acuerdos intergubernamentales, unificación intragubernamental, programas de voluntarios, etc

Temas que Afectan a los Oficiales Electos en la Contratación de Servicios

- Como planear la contratación de servicios
- El proceso de presupuestación
- La administración de contratos
- Como revisar el proceso de solicitud
- Analisis de competición
- Importancia de proyectos pilotos

IV. Obras Públicas para Oficiales Electos

Esta sesión ofrece una definición de obras públicas; su historia en los Estados Unidos; y la organización y estructura de un departamento de obras públicas. Al final de esta sesión, los participantes podrán reconocer y explicar:

- el rol de las obras públicas en el desarrollo y crecimiento de una municipalidad, incluyendo los servicios básicos;

- como funciona un departamento de obras públicas: división de desarrollo y operaciones;
- las alternativas para la organización de un departamento de obras públicas: departamento de desarrollo comunitario, de servicios públicos, de transporte, etc.;
- las relaciones con los organismos independientes y cuasi-independientes: juntas directivas de servicios públicos, comisiones de tránsito, servicios privados, consejos gubernamentales; y
- las relaciones con agencias del condado, estatales, y federales.

V. Administración y Preparación de Presupuestos para Gobiernos Locales

Esta sesión esta dividida en cuatro partes: presupuestos, leyes estatales, preparación del presupuesto, y manejo de finanzas.

Presupuestos

Esta parte introduce participantes a los diferentes tipos de presupuesto: artículos de linea, evaluación, planeación-programación, manejo por objetivos, y base zero. Al final de la sesión, los participantes podrán reconocer y entender:

- el papel principal y las metas logradas por cada uno de los presupuestos;
- las similitudes y diferencias entre cada uno de los presupuestos;
- los costos implicados en la preparación de un presupuesto; y
- la necesidad básica de mantener los gastos dentro de sus límites y los propósitos manifestados a fin de ganar la confianza del público.

Leyes Estatales que Gobiernan los Presupuestos de Arizona

Esta parte presenta información e actividades que permitirán a los participantes entender:

- las leyes básicas de Arizona que gobiernan las limitaciones de ingresos y gastos para los presupuestos de comunidades locales;
- las provisiones presupuestales legales según se relacionan a emergencias naturales o no naturales;
- las provisiones de multas si la limitación de gastos se excede;
- los conceptos básicos relacionados a un ajuste temporal o permanente a la base de gastos del presupuesto;
- los derechos que los votantes locales tienen de establecer sus propias limitaciones de gastos; y
- la protección legal ofrecida a los duenos de propiedad con relación a las limitaciones de recaudación de impuestos sobre la propiedad.

Preparación del Presupuesto

Esta parte introduce los participantes a las diferentes fuentes de ingresos -- federales, estatales, y locales -- así como las cuotas de expansión y los fondos de capital acumulado de proyecto. También se examina la adopción tentativa y final del presupuesto y de la tasación de impuestos.

Manejo de Finanzas

Esta sesión presenta información que les muestra a los participantes las técnicas de manejo financiero en las siguientes áreas:

- Gastos en exceso de las cantidades en el presupuesto
- Uso de informes financieros para transmitir la condición financiera de una comunidad al concilio, a los gerentes de departamentos, al público e instituciones de préstamos.
- Requerimientos para presentar ofertas para la inversión de fondos públicos, tipos de inversiones permisibles y seguridades de depósito.
- Compra de bienes, servicios y requerimientos para contratos de ofertas competidas.
- Requerimiento legal para que el contratista pague sueldos prevalentes.

VI. Administración Financiera para los Gobiernos Locales

Esta sesión esta dedicada a introducir los participantes al tema general de finanzas en el sector municipal y el papel de los administradores en la administración financiera. Esta dividida en cinco partes: introducción general a la administración financiera, ingresos municipales, financiamiento de la deuda, elementos del planeamiento financiero a largo plazo, y estrategias financieras exitosas.

Introducción General a la Administración Financiera

- El papel de la administración financiera en la administración municipal
- Las funciones mayores del manejo administrativo
- La importancia de la representación financiera
- Las diferentes clases de organizaciones financieras
- La estructura departamental y sus funciones

Ingresos Municipales

- Clasificación general de los ingresos municipales
- Las fuentes de los ingresos específicos y sus aplicaciones
- El uso de la asistencia federal y estatal como fuentes de ingreso
- La diversificación en el flujo de ingresos
- La capacidad de los ingresos municipales para financiar servicios municipales

Financiamiento de la Deuda

- Los límites de la deuda
- Como formular una buena política de préstamos
- Las clases de financiamiento de bonos
- Las diferentes fuentes de bonos
- La clasificación de bonos y sus respectivos grados
- Como utilizar el financiamiento de la deuda como medio para suplementar el flujo de ingresos
- Los grados de los bonos

Elementos del Planeamiento Financiero a Largo Plazo

Esta sección ayudará a los participantes a entender la necesidad de formular un plan financiero y les familiará con la terminología pertinente y la relación entre los elementos mayores del planeamiento financiero a largo plazo.

Estrategias Financieras Exitosas

Esta sección introduce los participantes a las estrategias financieras básicas y exitosas y su aplicación a diferentes escenarios.

ATTACHMENT 3

Group A and B Agenda
ICMA International Municipal Management Institute
July 13 to July 26 1997

July 9 to July 12: Briefing

Frank Ohnesorgen, ICMA, will travel to Honduras to give the participants a brief overview of the program agenda and the logistical arrangements.

Sunday, July 13: Depart Honduras for Phoenix, Arizona

Delegation will arrive in Arizona at 5:55 PM and proceed to the Tempe Mission Palms Hotel for check-in. Dinner will be served that evening in the Cloister room where Mercedes Cabrera, ICMA, will distribute per diem, tax forms, and various participant materials.

Monday, July 14, 1997:

The participants will be welcomed to Tempe by Vice-Mayor, Joseph Lewis.

Group A:

Attend the Leadership seminar led by Ramon Osuna of Glendale. Ben Arredondo, Councilman, City of Tempe and Frances Osuna, Mayor, Town of Guadalupe will attend to answer any questions that may arise about their particular city or town.

Group B:

Tolleson's Wastewater Treatment Plant visit will enable the participants to see how treatment plants are operated in the U.S. with various new technologies that make the process more efficient.

Jeff Ultman will explain the process by which the Glendale Landfill functions. This visit will introduce the participants to various methods of solid waste recycling.

Glendale's Financial Center - Mr. Art Lynch, Financial Director will give a brief presentation on the city's budget, source of revenues and major expense categories.

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Tuesday, July 15:

Group A:

Visit the Phoenix City Hall & Orpheum Theater where they will be exposed to an economically strong major city.

Group B:

Attend the Leadership seminar lead by Ramon Osuna. Councilman, Martin Samaniego from the City of Glendale will present insights regarding the day-to-day operations of the city.

Both groups will have the opportunity to see how a police station is operated in the United States by visiting the Glendale Police Department.

The participants will attend a live council meeting in Peoria in which they can observe citizens address issues that they are opposed or in support of. This will give them an idea of how open/transparent the U.S. local government system is.

Wednesday, July 16, 1997:

Group A:

Attend the Team Building seminar led by Ramon Osuna who will present them with insights and definitions to the concept of team building. Adolfo Gamez, Mayor; Ralph Velez, City Manager; and councilman Steve Gem from Tolleson will attend to answer questions that may arise.

Group B:

Visit Glendale's Economic Development Center where they will learn how important infrastructure and interdepartmental cooperation is.

Peoria's One Stop Customer Service where they will be exposed to the city's commitment to serve it's residents.

Tolleson's Water Treatment Plant where the process of potable water will be explained.

Thursday, July 17

Group A:

Frank Schinzel, Assistant Field Services Superintendent, Tempe's Sanitation and Street Maintenance Equipment will provide the delegation with detailed information regarding garbage collection and street maintenance, as well as equipment demonstrations.

Arthur A. Nunez, Senior Plant Operator, Water Resources Department, Scottsdale's Wastewater Treatment Plant will give a tour of the plant and explain the different steps in wastewater treatment.

Carl Golnick, Chandler's Fleet Maintenance Department will explain the various operations and procedures in fleet maintenance.

Group B:

Attend the Team Building seminar led by Ramon Osuna who will present them with insights and definitions to the concept of team building. Henry Beltran, Vice-Mayor; Carlos Palma, City Manager; and councilman Mike Federico from Avondale will attend to answer questions that may arise.

Both groups will attend a Council Meeting in Tempe where they again will be exposed to the transparency of the system.

Friday, July 18

Groups A and B will attend the session on Contracts and Public Works led by Frank Ohnesorgen. Public Works Director of Phoenix, Juan Martin; Public Works Director of Tolleson, Manuel Dominguez; and Councilman Mike Evans from the Town of Gilbert will attend and answer questions regarding this subject.

Saturday, July 19:

The delegation will enjoy a day of shopping at the Arrowhead Mall. To start off the day, they will visit Peoria's Sport Complex and see where various baseball teams practice.

That evening the delegation will be exposed to the traditions of the West. They will experience a live rodeo, shoot outs, and hay rides. They will be served Steak and chicken while listening to a country band.

Sunday, July 20:

Day of rest and relaxation. The participants will have the opportunity to tour sites that are of interest to them.

Monday, July 21:

Group A:

Attend the Finance/Budgeting seminar led by Richard Gomez in which the participants will learn the importance of tracking expenditures through budgets.

Group B:

Visit to the Phoenix City Hall and Orpheum Theater. (Description above)

The participants will visit Goodyear's Economic Development areas which illustrates the success of a small community competing with surrounding areas and still succeed. Later the participants will attend Avondale's Council meeting where they will be addressed by the City Manager, Carlos Palma.

Tuesday, July 22:

Group A:

Exposed to the Economic Development aspects of Tempe and receive a tour from Dave Feckler and Faye Gilbert.

Jim Roxburgh, Fire Chief for Chandler's Fire Department will give a tour and explain the procedures and techniques needed to have an efficient fire department. The Community Center will also be visited.

Group B:

Attend the Finance/Budgeting seminar led by Richard Gomez in which the participants will learn importance of tracking expenditures through budgets.

The delegation will travel to the Town of Gilbert where they will attend a presentation on urban planning and economic development by Maria S. Cadavid, Senior Planner; and a presentation on wastewater treatment by Kent Cooper, City Manager.

Wednesday, July 23:

Group A:

Attend the Finance/Bonds session led by Julio Zapata, who will introduce finance administration and various forms of municipal bonds.

Group B:

Attend presentations by Frank Schinzel, Assistant Field Services Superintendent, Tempe's Sanitation and Street Maintenance Equipment; Arthur A. Nunez, Senior Plant Operator, Water Resources Department, Scottsdale's Wastewater Treatment Plant; and Carl Golnick, Chandler's Fleet Maintenance Department.

Both Groups will visit the Bank One Baseball Park that is under construction in Phoenix.

Thursday, July 24

Group A:

Visit Glendale's Economic Development Center; Peoria's One Stop Customer Service where they will be exposed to the city's commitment to serve it's residents; and Tolleson's Water Treatment Plant where the process of potable water was explained.

Group B:

Attend the Finance/Bonds session led by Julio Zapata, who will introduce finance administration and various forms of municipal bonds.

Friday, July 25:

The delegation will attend the session on Alternative Local Governments led by Frank Ohnesorgen and Julio Zapata.

That evening, the participants will attend a Farewell Dinner where they will enjoy a live Mariachi Band and be awarded recognition certificates for their participation in the training program.

Saturday, July 26:

An early morning departure from Phoenix Airport to Honduras.

GRACIAS Y BUEN VIAJE AMIGOS!!!

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ATTACHMENT 4

Making Cities Work
ICMA International Municipal Development Institute
Tempe, Arizona

July 13 - 26, 1997

1. How well did the seminars reflect your expectations?

70% Excellent 27% Very Good 3% Good ___ Average ___ Below Average

2. The site visits responded to my technical needs:

57% Excellent 36% Very Good 7% Good ___ Average ___ Below Average

3. Which subject(s) were the most useful for the needs of your community?

According to the majority of the participants, the most important subjects discussed throughout the training program were: Garbage Collection; Water Treatment; Finance; Gilbert's Urban Planning presentation; Organization and function of councils; Public Works and Leadership seminars, Contracting; the concept of a transparent form of government and citizen participation; and Municipal Autonomy.

4. The time allocated for individual participation was:

59% Excellent 32% Very Good 9% Good ___ Average ___ Below Average

5. How much did the opportunity to work in groups benefit you:

56% Excellent 35% Very Good 9% Good ___ Average ___ Below Average

6. The logistical organization of the event was:

81% Excellent 14% Very Good 5% Good ___ Average ___ Below Average

- More visits in rural areas would be beneficial.
- When a presenter has a difficult time with the language, it is difficult to obtain a clear understanding of the subject matter.
- There was difficulty dealing with a few personalities in the group and a little more participant control to avoid diversions would benefit the group as a whole.
- More excersices in groups would enable the utilization of concrete experience.

7. What other comments or suggestions do you have regarding the training program?

- The food should be adjusted to our customs to inhibit us from becoming ill.
- Inclusion of a visit to a municipality containing a large population and participation rate of Hispanics in the government.
- Teach us how to do this type of training in our country to benefit others as it has benefited us.
- The event was magnificent and filled the expectations of all the participants. It left us with a clear vision regarding what we need to do for the smooth operation of a municipality.
- More information regarding economic help for the construction of streets in rural areas.
- I would have liked to see governments that were similar to ours in size, population, and growth rates.

8. Suggestions for types of technical assistance that ICMA can aim to provide.

- The exchange of literature and information on a permanent basis between the mayors and municipalities that were visited. Closer relations and contact between the U.S. municipalities and the municipalities in Honduras, and between the municipalities in Honduras itself.
- An international network system should be developed with FUNDEMUN and AHMON
- An extension of the program in which ICMA would have to prepare and import courses at the departmental/employee level to Honduras in order to train individuals to in turn train others of the municipalities.
- There was insufficient amounts of information on environmental urbanization, health, and education
- U.S. mayors assistance to all municipalities in Honduras to push for municipalities in Honduras.