

**Minutes of the  
ICMA International Committee Spring Meeting  
Rotorua, New Zealand  
24 April 2010**

The meeting was called to order at 9:00 am by Committee Chairman Mark Watson. A total of 24 members and guests were present (see roster of attendees at end of this report). All attendees did a self-presentation. Mr. Watson thanked our hosts, the New Zealand Society of Local Government Managers (SOLGM) and the Local Government Managers Australia (LGMA), and complimented the sponsors of the 2010 International Leading Practices Symposium, which was held during the two days prior to the committee meeting. Mr. Watson suggested that any of the six conference presenters would be welcome to present at the ICMA Annual Conference in San Jose, California, in October.

Mr. Watson reviewed the agenda for the meeting. A number of committee members wanted to compliment and encourage ICMA to do what it could to entice Leading Practices Symposium presenters to come to the ICMA annual conference. A number of committee members suggested that early invitations to present at the annual conference should go out as quickly as possible. ICMA Executive Director Bob O'Neill suggested that ICMA President Darnell Earley would be traveling to Australia soon and he would make sure that the invitation was extended.

Committee members suggested that members of the International Committee should network with ICMA affiliate organizations to tap into potential attendees at the annual conference; in particular to showcase presenters who have earned any awards from international organizations. There was an interest in having an international award winner's track at the ICMA annual conference.

**Report from the ICMA Executive Board**

Simon Farbrother, City Manager, Edmonton, AB, Canada, and ICMA International Vice President, gave a verbal report on recent activities of the ICMA Executive Board. Simon reported:

- Immediate ICMA Past President David Limardi has challenged the Board to determine if the current ICMA form of governance model is working in the best way possible for the organization. The Board is trying to determine the best relationship between the Board and the five ICMA regions, plus the 22 affiliate organizations.
- It was reported that the Board does fully support the concept of amending the ICMA Constitution to allow for a third international vice president position.
- The Board wants to make sure that there is some consistency to the various affiliate agreements and is taking a look to ensure the same.
- One of the questions being asked is should there be a specific methodology of the Board and the organization for moving forward?

Simon said that the ICMA Board is specifically interested in hearing from the International Committee regarding how the organization should move forward with implementing the third international vice president position with the entire membership of ICMA.

Bill Hammon, Assistant City Manager, Alcoa, Tennessee, reported that at the recent Tennessee State Association meeting, there was a discussion about there being just 400 international members of ICMA and therefore the Tennessee Association was generally questioning the need for a third international vice president.

Bob O'Neill reminded attendees that the ICMA Constitution has a trigger threshold (800 international members) at which the third international vice president position would automatically be created. However, the discussion among Board members was that the

organization should probably not use an arbitrary number as the trigger. Since ICMA is an international organization and there are now 22 affiliates associated with ICMA, it was probably time to expand international membership on the Board (especially since each of the five domestic regions currently has three vice president slots).

Further discussion was held among committee members on the value and the reasons to support the proposed constitutional amendment to authorize the third international vice president position.

### **Reports from Sub-committees**

A. Partnerships Sub-committee Chair Clay Pearson, City Manager of Novi, Michigan, reported the following:

- The sub-committee's assignment on Fund Development has had limited activity since the last committee meeting.
- The sub-committee wants to spend more time on their assignment on outreach to other local government professional associations with international efforts.
- On the topic of working with affiliates, the sub-committee is working on enhancing communications with affiliates, especially with member-to-member interactions, and working with senior advisors, and ICMA staff assignments.
- On the topic of the third international vice president position, the sub-committee has been developing a series of talking points to support the issue.

Wally Bobkiewicz, City Manager of Evanston, Illinois, suggested that someone from ICMA attend the annual SOLACE meeting to promote the linkage between ICMA and SOLACE. However, in doing so, the attendee must be aware that the SOLACE meeting is very close to the timing of the ICMA annual conference meeting dates.

B. Leadership Sub-committee Chair Patrick Brennan, Assistant City Manager, Highland Park, Illinois, reported the following:

- The sub-committee has been working on the topic of how best to roll out the *Good Global Local Governance Principles and Practices* (G2P2) brochure, and especially how best to promote it internationally without being seen as pushing basic concepts of democracy. A five-step process was recommended to the full committee:
  - 1) Asking affiliates (and others) if they have any type of program similar to the G2P2.
  - 2) Do they see value in promoting such a message?
  - 3) Does the message translate well?
  - 4) Can the affiliate organizations embrace the same?
  - 5) Further rolling out the G2P2 concept (Phase II) to other organizations (UN, USAID) and NGOs.

Patrick asked that the International Committee approve the work of the Leadership sub-committee and authorize a request to the ICMA Executive Board for permission to begin rolling out the action plan.

Victoria Brailitsa, Deputy Chief Executive Officer, Russian National Congress of Municipalities, said that after reviewing the *Good Global Local Governance Principles and Practices* document, she was fully supportive of the Committee supporting its dissemination and that she thought that, based upon her experience within her own organization, the document would translate well just as it was.

Steve Parry, Chief Executive, Gore District Council, New Zealand, and President, Society of Local Authority Chief Executives, said that he fully supported and endorsed the effort and felt that it should move forward.

Terry Zerkle, retired manager moved and Bob Jean, retired manager, seconded a motion to take the Leadership sub-committee's report to the ICMA Board and get approval for moving forward with the proposed action plan. There was further discussion on the motion by the members present. Chair Watson called for a vote on the motion and it passed unanimously.

[*Note from Staff:* ICMA's International staff supports the proposed action plan and would appreciate having the committee reach out to the affiliates for feedback on the G2P2 document. Staff will take the lead on Phase II and will keep the International Committee informed on progress. The ICMA Executive Board reviewed the G2P2 document last year. No further action is required from the Board to pursue the action plan.]

C. Professional Development Sub-committee Chair Joshua Smith, Village Administrator, Howard, Wisconsin, reported the following:

- Contact has been made with Martha Perego at ICMA for working up a draft plan for offering ethics training to affiliates.
- Sarah Phillips, City Manager of Rolling Meadows, Illinois, is working with Ross Hoff of ICMA on better ways to promote affiliate organizations to be presenters at the ICMA conference. This may include offering session in languages other than English.
- Terry Zerkle is working on expanding the ICMA credentialing program on an international basis.
- Joshua Smith is working with Martha Perego to work on a draft plan to develop language in the ICMA's model employment agreement that would permit managers to participate in international activities as a regular part of their employment.
- Most of the work of the sub-committee will be done via conference calls among committee members during the month of June.

D. Knowledge Sharing Sub-committee Chair Charles Duggan, City Manager, Auburn, Alabama, reported the following:

- Virtually all of the work of the sub-committee has been geared toward the Knowledge Network, which will be rolled out in May. Other areas of assignment on the sub-committee have not gotten much attention, as virtually all of the focus has been on the Knowledge Network.

E. Marketing and Communications Sub-committee Chair Bill Hammon, Assistant City Manager, Alcoa, Tennessee, reported the following:

- Bill reported that the ICMA staff is currently working on a significant number of international contract work projects.
- He also mentioned all of the ongoing work of the International Committee, including all of the work that is taking place with the various affiliate organizations.
- Bill showed the attendees the myriad of materials available through ICMA on the work that the organization is doing in the international arena. He suggested that either the Board or members of the International Committee should attempt to do a better job of communicating the organization's international activities through regular columns in the *ICMA Newsletter* and *PM Magazine*.

### **Third International Vice-President**

Simon Farbrother formally introduced the topic of the third international vice president position. He said that there were two points in particular that needed to be made:

First: The ICMA Executive Board determined that they wanted to hear back from the members of the International Committee about their desire to be responsible for marketing the proposed constitutional amendment that would allow for the early creation of the third international vice president position (and not having to wait for the membership trigger point to be hit).

Second, it was pointed out that the ICMA Strategic Plan and bylaws of the organization have identified the eventual need for a third international vice president. Moving forward with conforms with the directions of the Strategic Plan.

Committee Chair Watson asked members of the Committee to create a list of pros and cons related to the topic of the third international vice president slot. The exercise was designed to help develop a marketing plan for selling the concept to the membership. Ron Chandler, City Manager, Cedar City, Utah, captured the various pros and cons on a flip chart.

At the conclusion of the exercise, Wally Bobkiewicz moved and Joshua Smith seconded a motion to support the action of the ICMA Board to place the topic of a constitutional amendment for the creation of the third international vice president before the ICMA membership in January of 2011. After a brief discussion Chair Watson called for a vote on the motion and it passed unanimously.

Wally Bobkiewicz then moved and Patrick Brennan seconded a motion to develop a one-page, three-point marketing plan to sell the proposed constitutional amendment to the membership as follows:

- 1) It should be adopted to help strengthen the “I” in ICMA.
- 2) It should be adopted in order to position ICMA for the future by growing the membership worldwide.
- 3) It is an issue of equity (when compared to the three VP positions that exist for each of the five domestic regions of ICMA).

Significant discussion ensued among the committee members. At the close of the discussion, Wally Bobkiewicz amended his original motion and Patrick Brennan accepted the amendment to develop a one-page, three-point marketing plan to sell the proposed constitutional amendment to the membership as follows:

- 1) It should be adopted to strengthen ICMA member for the future via:
  - a) Knowledge sharing, and
  - b) Growth of membership worldwide.
- 2) It should be adopted to strengthen the exchange of international best practices.
- 3) It should be adopted to strengthen the partnerships of the ICMA organization.

The motion went on also to state that this marketing plan should be completed within the next three weeks (due to the fact that some state associations were having their annual meetings during the month of May) and that Chair Watson should appoint an ad hoc committee to put the finishing touches on the marketing plan document. After some additional discussion by the members of the committee, Chair Watson called for a vote on the motion and it passed unanimously.

Wally Bobkiewicz then moved and Joshua Smith seconded a motion to have the committee identify an ICMA member in every state to market the campaign of the proposed constitutional

amendment. After a brief discussion by the committee Mr. Bobkiewicz withdrew his motion. Chair Watson announced that as Chair of the International Committee he would make a series of appointments and he asked for volunteers to work with him and Ross Hoff and Betsy Sherman of the ICMA staff. The following committee members volunteered: Bill Hammon, Sarah Phillips, Ron Chandler, Dave Timmons, Terry Zerkle (for purposes of providing feedback on the initial draft).

### **State of the Association**

ICMA Executive Director Bob O'Neill gave a brief State of the Association report as follows:

- The Association is generally strong due to a variety of different business lines.
- There are a lot of revenue streams that are not membership driven.
- Will end the year (June 30<sup>th</sup>) with the highest amount of international contract revenue in the organization's history.
- This is so, even though the contracts within Afghanistan are on hold at the federal level.
- ICMA membership overall is down just 2% year-over-year compared to other similar organizations, which are experiencing membership drops of 10% to 15%.
- Conference attendance in Montreal in 2009 was down approximately 40% compared to the 2008 conference in Richmond, Virginia. Overall, the conference fell short of its budgeted contribution to the association bottom line by approximately \$150,000.
- ICMA's Distance Learning program has been very well received, as has the association's teleconference programming. It was a bit of a slow start but it appears that all of the technology bugs have now been worked out.
- A joint proposal with an Australian firm to the Australian equivalent to USAID finished second and was not awarded. This contract would have established a partnership between ICMA and LGMA, in part, to establish a CityLinks relationship between cities in Indonesia and Australia.
- Work in China has been slow but steady. Due to the fact that working relationships in that country are treated a bit differently than we are used to, we have moved very cautiously and now propose to establish a partnership with a leading China University. We also will work with a private Chinese organization which may represent ICMA in China as our agent. The proposed program would be set up along the lines of a Good Governance project.
- Also working with Chemonics under a USAID contract that would be set up for an IQC decentralization project. In this partnership, Chemonics would be 51% responsible and ICMA would be 49% responsible for the contract. The proposed partnership is advantageous because it would establish ICMA as a partner rather than a subcontractor.
- ICMA will partner with the California Assistants' organization to be offering a discounted fee for young professionals to attend the annual conference.
- Bob was personally very excited about the Knowledge Network.
- When asked about his take on the international perspective of ICMA, when in fact ICMA only has about 400 international members, Bob said that ICMA tries to think of the "I" in ICMA as a lens in the type of work that we do as an association. If we make the effort to create value as an organization, then the membership will come.

Chair Watson thanked Bob for his State of the Association report and announced that if there were no further questions or if there was no further discussion by the attendees, that the meeting would be adjourned. There were neither further questions nor discussions by the members in attendance, and the meeting was adjourned at 12:45 pm.

Respectfully submitted,

Dale S. Sugerman, Town Manager, Highland Beach, Florida, Acting Recording Secretary

## **Roster of Meeting Attendees**

Wally Bobkiewicz, City Manager, Evanston, Illinois  
Victoria Brailitsa, Deputy. CEO, Russian National Congress of Municipalities  
Patrick Brennan, Assistant City Manager, Highland Park, Illinois  
Ronald Chandler, City Manager, Cedar City, Utah  
Noelene Duff, CEO, Whitehorse Council, VIC, Australia; ICMA VP  
Charles Duggan, City Manager, Auburn, Alabama  
Simon Farbrother, City Manager, Edmonton, Alberta, Canada; ICMA VP  
Mike Garvey, San Carlos, California, ICMA Senior Advisor  
Bill Hammon, Assistant City Manager, Alcoa, Tennessee  
Neil Hartley, CEO, Kwinana, WA, Australia; President, LGMA  
Robert Jean, University Place, Washington, ICMA Range Rider  
Chris MacPherson, Assistant City Administrator, Fredericton, NB, Canada; President, CAMA  
Robert O'Neill, Executive Director, ICMA  
Victor Pankraschenko, CEO, Russian National Congress of Municipalities  
Steve Parry, Chief Executive, Gore District Council, New Zealand; President, SOLGM  
Clay Pearson, City Manager, Novi, Michigan  
Sarah Phillips, City Manager, Rolling Meadows, Illinois  
John Ravlic, Chief Executive, LGMA  
David Smith, Chief Executive, SOLGM  
Joshua Smith, Village Administrator, Howard, Wisconsin  
Dale Sugerman, Town Manager, Highland Beach, Florida  
David Timmons, City Manager, Port Townsend, Washington  
Mark Watson, Yuma, Arizona; International Committee Chair  
Terry Zerkle, Cave Creek, Arizona