



BOARD MEMBER MANUAL

Cal-ICMA
California Consortium
A State Affiliate of **ICMA**

HAVE QUESTIONS?

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WELCOME

Congratulations and welcome to the Cal-ICMA Board:

On behalf of the over 1,000 California members of ICMA, thank you for making the decision to serve on the Cal-ICMA Board of Directors.

Serving on our board provides you with an opportunity to support the local government profession. The collaborative partnerships on the Cal-ICMA Board represent diverse organizations and affiliates in service to local government. Cal-ICMA is a collaboration of these organizations representing the broader local government management community including city and county staff, regional government officials, local government academic members, senior advisors and encore managers, as well as our corporate partners who help to deliver the many services local government provides.

Cal-ICMA is a unique organization in a unique state with a strong and rich history of support of the Council manager form of local government which also has the largest number of ICMA Members. Cal-ICMA serves as a liaison representing the interests of our diverse local members in support of ICMA initiatives while providing ICMA with valuable input from a California membership perspective. In my time serving on this board I have found that our membership shares a very strong passion and commitment to local government. We take pride in being innovative and being a model for others to follow with our Preparing the Next Generation, Talent Initiative and Senior/Encore Manager efforts which are now offered nationally. Thank you for bringing your voice in support of advancing and growing our profession.

On behalf of our board, I appreciate you for your willingness to take on a leadership role on our board. I hope you will find the experience of serving on the Cal-ICMA Board a personally and professionally rewarding one.



Steve Rogers
Cal-ICMA President
Town Manager
Town of Yountville

WHAT IS CAL-ICMA?

Cal-ICMA is the official state affiliate of ICMA and provides an opportunity for all ICMA members to participate without creating another “organization” with a separate dues structure. Cal-ICMA is a collaboration of the League of Cities City Managers’ Department (CMD), the California City Managers Foundation (CCMF), the two assistants groups (MMANC and MMASC), the County CAOs, the COG Directors, along with members of the academic community and from all of the other ICMA membership categories.

Cal-ICMA’s mission is to strengthen the quality of local government in California, in cooperation with ICMA and other California local government professional associations, to promote local government professional management in a variety of ways including training, networking, maintaining standards of professional conduct and resource sharing.

Cal-ICMA coordinates member service activities for California including professional development and training, new member recruitment and member retention, response to ethics issues relating to ICMA members, and appointments to ICMA committees, task forces, and nominees for the ICMA Executive Board.

This collaborative maintains a strong relationship between ICMA and its members in California and creates a broader base of collaboration between all local government management professionals in the state, particularly in the area of professional development and training.

CAL-ICMA LEADERSHIP AND STAFFING

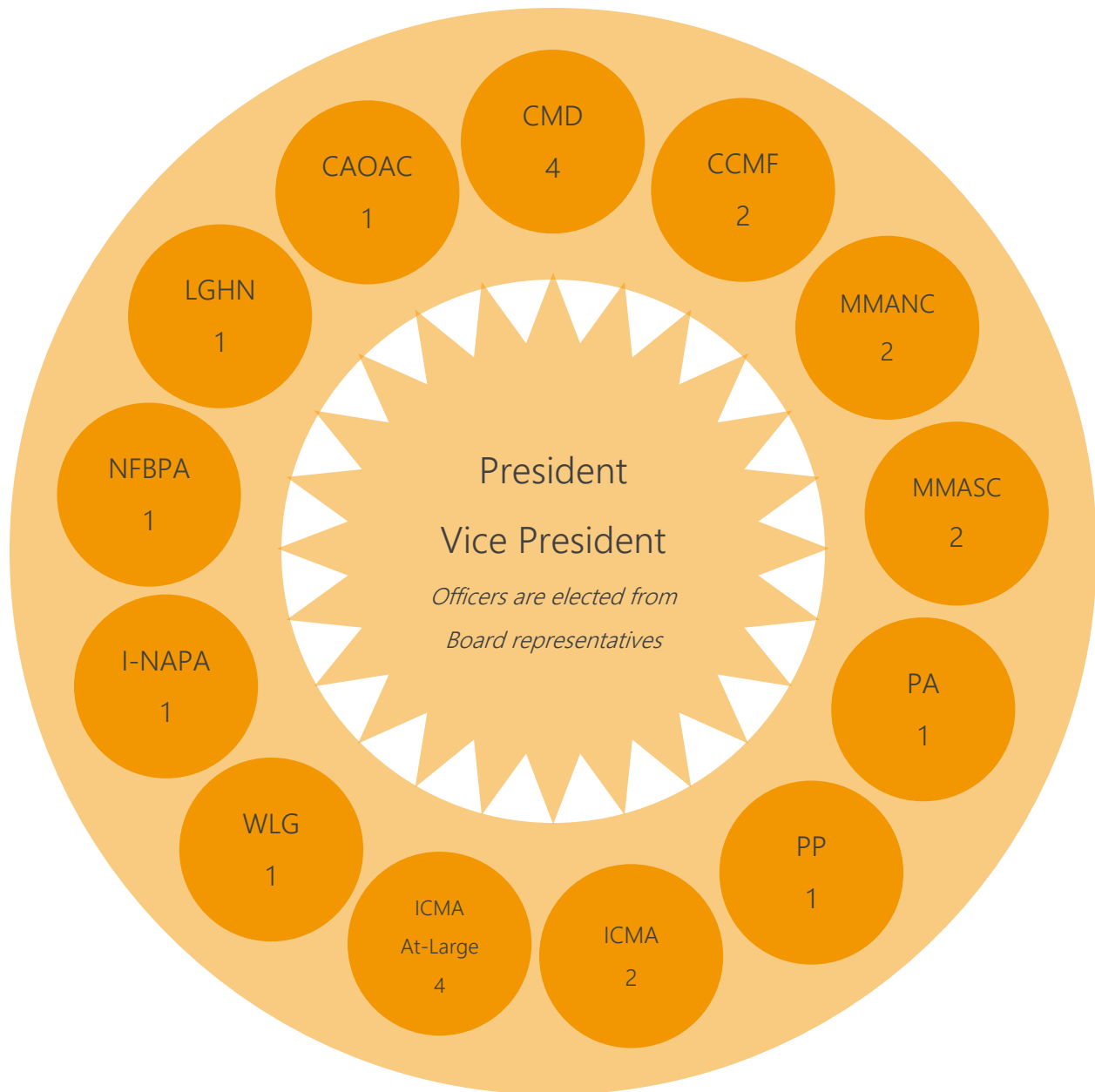
Cal-ICMA has a 23-member Board of Directors composed of representatives from the various groups of ICMA members within the state.

- Pat Martel supports Cal-ICMA in her capacity as West Coast Regional Director for ICMA.
- A team of ICMA Senior Advisors serve as in-state resources on professional local government management, ethics, next generation activities, and overall links to ICMA.
- Robert Donnan, Program Manager, ICMA, provides communication and web content support to Cal-ICMA.

BYLAWS

Cal-ICMA is governed by bylaws that were adopted by the Board and can also be amended by the Board when necessary. The bylaws outline the organizational governance structure for Cal-IMCA. A copy of the bylaws is included in this handbook for your reference.

CAL-ICMA BOARD STRUCTURE



- 4 from the League of California Cities City Managers Department (CMD)
- 2 from the California City Management Foundation (CCMF)
- 2 from the Municipal Management Association of Northern California (MMANC)
- 2 from the Municipal Management Association of Southern California (MMASC)
- 1 Principal Assistant, who serves as an Assistant, Deputy, or Assistant to the City/County Manager, Department Head and/or Analyst in the City/County Manager's Office (PA)
- 1 from the County Administrative Officers Association (CAOAC)
- 1 from the Local Government Hispanic Network (LGHN)
- 1 from the National Forum for Black Public Administrators (NFBPA)
- 1 from International Network of Asian Public Administrators (I-NAPA)
- 4 from Women Leading Government (WLG)
- 4 ICMA at-large members (with a goal of maintaining 1 public administration academic, 1 retired ICMA member, and 1 ICMA Senior Advisor (ICMA At-Large)
- 2 ICMA Executive Board West Coast Vice Presidents (ICMA)
- 1 Past President of Cal-ICMA (PP)

WHAT WE DO | Programs and Activities

The Cal-ICMA leadership meets to share information during a monthly telephone conference call. Updates are offered on activities in several program areas, including the Talent Initiative, Senior/ Encore Manager Initiative, Manager-in-Residence Program, professional development, membership development and outreach efforts, governance and nominations activities related to ICMA leadership opportunities, and ethics and professional conduct.

The Cal-ICMA Board meets bi-monthly, usually via conference call. The President, Vice President, ICMA West Coast Regional Director and ICMA Program Manager create and review the agenda prior to distribution, based upon conversations with Cal-ICMA Board Members and others. The Board is also responsible for creating and approving an annual budget for the effective operation of Cal-ICMA and requested amendments to the budget throughout the year.



BOARD MEMBER RESPONSIBILITIES

ADVOCATE

- Promote Membership
- Learn about the programs offered by Cal-ICMA and ICMA so you can explain them to prospective members.
- Keep up-to-date on upcoming events and opportunities for members in the State.



LEADER



- Provide Leadership on issues of statewide and national importance to the local government profession.
- Serve on ad-hoc, planning and other standing committees.
- Lead the completion of a strategic priority or project.
- Set Statewide goals in partnership with other Cal-ICMA Board Members and work with committee co-chairs to achieve them.

AMBASSADOR

- Represent the Board of Directors via special appointments to other Boards or planning efforts.
- Conduct new member outreach within your Region.
- Volunteer to serve as a subject matter expert for speaking engagements at conferences, when required.
- Communicate Cal-ICMA information to City and County Managers, and other local government professionals within your Region.

PARTICIPANT

- Attend Cal-ICMA and ICMA Functions.
- Attend all Board meetings.
- Attend signature events and the ICMA Annual Conference.



COMMITTEES

The work of standing and ad hoc committees is facilitated by Cal-ICMA committee chairs appointed by the Cal-ICMA president:

Ethics Committee

Ethics and professional conduct.

Nominations, Governance, and Membership Committee

Cal-ICMA board and ICMA board nominations, and membership development.

Scholarships and Events Committee

Developing and attracting professional development activities to California.

Talent Initiative Committee

Engaging leaders of cities, counties and special districts in a conversation about the best practices to build organizational culture that supports talent attraction, retention and growth.

Senior/Encore Managers Program Committee

Supporting managers retiring from careers in local government management and moving into their next professional endeavors.

AFFILIATE GROUPS

In addition, several active membership groups report on activities in the state that enhance the Cal-ICMA collaborative. Each affiliate organization partners with Cal-ICMA to promote programming and professional development opportunities offered by both organizations, and to help provide a stronger, more diverse perspective for the Board.

ICMA Senior Advisors

Municipal Management Association of Northern California (MMANC)

Municipal Management Association of Southern California (MMASC)

League of Cities City Managers' Department (CMD)

California City Management Foundation (CCMF)

Women Leading Government (WLG)

National Forum of Black Public Administrators (NFBPA)

Local Government Hispanic Network (LGHN)

California Association of County Executives (CACE)

International Network of Asian Public Administrators (I-NAPA)

SOCIAL MEDIA

Social media is an important tool to communicate with Cal-ICMA members. Members of the executive board, as selected by the President, directly participate in social media on behalf of Cal-ICMA, to create valuable conversations with existing and prospective members, and to help disseminate messaging on various priority projects and programs of Cal-ICMA. Cal-ICMA's Twitter handle is @Cal-ICMA. Members are encouraged to utilize Twitter, and retweet messages from Cal-ICMA and ICMA to get information to our membership in a timely manner.



MEMBERSHIP | CATEGORIES AND RECRUITMENT

A crucial role of a Cal-ICMA Board Member is to encourage others to join the organization and help answer questions about the administration of both the California Board, and ICMA. Membership allows you to build your leadership and management skills, expand your professional network, gain access to the specialized leadership development training that Cal-IMCA and ICMA offers, and to prepare yourself for challenges in the local government profession.

The following is a brief description of each membership category available, and dues structure.

Full (voting) membership is for chief administrative officers (CAOs) whose scope of responsibility meets these six criteria: appointment, policy formulation, budget, appointing authority, organizational relationships, and qualifications; assistant/deputy chief administrative officers; and other senior-level staff in local government who have significant administrative duties and report to a CAO whose position meets the six criteria for joining.

Affiliate (non-voting) membership is for any person who does not meet the qualifications for the above full membership category, including entry to mid-level local government employees, professors, private and nonprofit sector employees, federal/state government employees, and full-time students and interns.

- Managers and Assistant Managers: membership dues are dependent upon your salary based upon the following formula: Chief Administrative Officers (CAOs), assistant/deputy CAOs, and other senior-level staff in local government: annual salary \times 0.008, up to \$1,400.
- Local Government Staff (department directors and entry-level to mid-management staff)
 - Department Head Membership: \$200
 - Entry-level to mid-management staff: Initial membership year: \$150, Year 2: \$175, Years 3+: \$200.
- Professors and Students/Interns: Interns: \$25 a year. Full-time academics \$165 a year.
- Outside the United States: dependent upon location.

TIPS FOR RECRUITING NEW MEMBERS

Recruiting new members is a critical role for Board Members. While you have the ICMA staff as a resource, it is likely that you know far more about potential members within your region. Unfortunately, many potential members have never realized the value of belonging to ICMA/Cal-ICMA. In many instances, simply making potential members aware of what ICMA/Cal-ICMA membership can offer is all you need to gain a new member.

For any questions or support, call the ICMA Member & Benefits Support Team at 800-745-8780 or email membership@icma.org.

Other strategies for encouraging membership include:

- Set a recruitment goal at the beginning of the year and work steadily to achieve that goal.
- Work with the ICMA staff to develop the types of information that would benefit you in your efforts. ICMA staff can provide you with updated membership information and recruitment materials.
- Target your recruitment efforts towards individuals and agencies that are not members or have little or no representation in ICMA.
- Develop an email list of potential members to send event and other professional development information as a means of bringing their attention to ICMA/Cal-ICMA. Pass this list on to ICMA staff to add to your region's non-member list in the membership system. This type of "cold emailing" actually has a huge effect on attracting new members.
- Communicate ICMA/Cal-ICMA information occasionally among local government professionals in your region at various events and gatherings. This helps generate interest and support for ICMA/Cal-ICMA.

ICMA RELATIONSHIP AGREEMENT

Cal-ICMA maintains a formal agreement with ICMA, which serves as a written understanding of the affiliation agreement between ICMA and Cal-ICMA. The collaborative measures outlined in the agreement contribute to greater success for both the affiliate and ICMA in the areas of membership development, professional development, and awareness of the value of professional local government management.

A copy of the relationship agreement is included in this handbook for your reference.

Priority Areas for collaboration between ICMA and Cal-ICMA include the following:

ETHICS

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Promoting an ethical culture is a key leadership responsibility. ICMA promotes the highest standards of ethical conduct in the local government management profession by providing advice, education, and training to members and enforcing the ICMA Code of Ethics through a peer review process.

LEADERSHIP AND PROFESSIONAL DEVELOPMENT

- Promote leadership development as an overarching ICMA priority, coequal to Ethics. Commit to a standard ICMA leadership curriculum and to individually tailored leadership training plans for members.

ADVOCACY FOR THE PROFESSION

- Through its Life, Well Run campaign, ICMA has raised awareness of and appreciation for the role that professional managers play in delivering community services ethically, efficiently, and effectively.
- ICMA's Fund for Professional Management aids community efforts to adopt, retain, and promote the council-manager form and professional local government management.

MEMBER DEVELOPMENT, ENGAGEMENT, AND SUPPORT

- ICMA and states will strive to achieve 100% alignment of membership.
- State and affiliate associations will be represented in ICMA leadership positions on the ICMA Executive Board and ICMA committees and task forces.

ICMA GOVERNANCE

- Ongoing coordination, collaboration, and outreach for ICMA Regional Nominating Process.

EQUITY AND INCLUSION INITIATIVES

- Increase the diversity, equity, and inclusivity of ICMA.

CAL-ICMA RESPONSIBILITIES AS A STATE AFFILIATE OF ICMA

Cal-ICMA coordinates member service activities for California, including: professional development and training; new member recruitment and member retention; responses to possible ethics violations relating to ICMA members; and appointments to ICMA committees, task forces, and nominees for the ICMA Executive Board.

This collaboration ensures a strong relationship between ICMA and its members in California and creates a broader base of coordination between all local government management professionals in the state, particularly in the area of professional development and training. Cal-ICMA takes a strong role in development of conference and training session content materials in support of and in partnership with MMANC, MMASC, and the League of California Cities.

President and Vice-President Responsibilities: The Cal-ICMA President and Vice-President represent the state's membership and participate in ICMA West Coast Leadership conference calls and in-person meetings at the annual ICMA West Coast Conference providing input and feedback to ICMA's West Coast Presidents and ICMA staff. The President is also responsible for the nomination of Cal-ICMA members to various ICMA task forces and committees such as the Annual Conference Planning Committee. The President also serves on the West Coast nominating committee to the ICMA Executive Board and may serve as chair of that committee when the opening is for the non-California seat on the board. In addition, the President receives sensitive and confidential information related to the status and conclusion of any ethics investigations of a California member.

ICMA Board and West Coast Regional Vice Presidents

The 21-member Executive Board oversees the business of ICMA and enforces ICMA's Code of Ethics. The Regional Vice Presidents are the elected representatives of all ICMA members to the ICMA Board of Directors and serve as the direct link between members and ICMA leadership. Three vice presidents are from each of the organization's five U.S. regions, and California has traditionally represented one of the three West Coast Regional Vice President roles. One of the vice president seats is held by an Assistant/Deputy City Manager.



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City Manager

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ICMA

APPENDIX

- 1) Sample Agenda
- 2) Board Roster
- 3) Bylaws
- 4) ICMA Agreement

SAMPLE AGENDA

- 1) Call to Order / Establish Quorum
- 2) Approve Meeting Minutes (Action Item) *Attachment*
- 3) President/Vice President Reports
- 4) ICMA West Coast Board Member Report
- 5) Committee Chair Updates:
 - Ethics Committee
 - Scholarships and Events Committee
 - Talent Development Team/ICMA National Coaching Program
 - Senior Manager/Encore Managers Committee
- 6) Affiliate Group Updates:
 - Women Leading Government
 - Senior Advisor Report
 - NFBPA
 - MMASC
 - MMANC
 - LGHN
 - CACE
 - CMD
 - CCMF
 - I-NAPA
- 7) Additional Staff Reports:
 - Cal-ICMA Bi-Monthly Newsletter Schedule
- 8) Adjourn to Next Board Conference Call

Remaining Cal-ICMA Board Meetings

Cal-ICMA Board Roster *Attachment*

BOARD ROSTER

Cal-ICMA Board Members

Name	Title	Jurisdiction	Representation
CACE			
Mona Miyasato	County Executive Officer	Santa Barbara County	CACE
CACE Alternate*			
CCMF			
Karen Pinkos	City Manager	City of El Cerrito	CCMF
Kurt Wilson	City Manager	City of Stockton	CCMF
CMD			
Matt Bronson	City Manager	City of Grover Beach	CMD #1
Brett Channing	Director of Management Services	City of Lake Forest	CMD #2
Steven Rogers President	Town Manager	Town of Yountville	CMD #3
Kevin Woodhouse	City Manager	City of Pacifica	CMD #4
ICMA			
Ed Shikada	City Manager	City of Palo Alto	ICMA VP
Maria Hurdado	Assistant City Manager	City of Hayward	ICMA VP

I-NAPA

Yoko Igawa	Manager of Public Affaris	Foothill Transit	I-NAPA
Anil Comelo	Deputy Administrative Officer-HR	Santa Clara Valley Water District	I-NAPA Alternate*

LGHN

Magda A. González			LGHN
Past President			

MMANC

Carla Hansen	Assistant to the City Manager	City of Walnut Creek	MMANC
Jessica Deakyne	Assistant to the City Manager	City of St. Helena	MMANC

MMASC

Nicholas Gonzalez	Community Life & Culture Officer	City of Ontario	MMASC
Tony Winney	Assistant to the City Manager	City of Vista	MMASC
Vice President			

NFBPA

Jovan Grogan	City Manager	City of San Bruno	NFBPA
Lorenzo Hines	Assistant City Manager	City of Pacifica	NFBPA Alternate*

WLG

Sharon Landers	City Manager	City of Carson	WLG
At-Large			
Greg Hermann	Deputy City Manager	City of San Luis Obispo	At-Large
Kevin O'Rourke	Encore Manager		At-Large / Retiree
A.J. Wilson	Senior Advisor		At-Large / Senior Advisor
			At-Large / Academic
			AT-LARGE (formerly COG)
Elisa Cox	Deputy City Manager	City of Rancho Cucamonga	Deputy City Manager
Cal-ICMA Committee Members			
Chairs	Title	Jurisdiction	
Ethics			
Brett Channing	Director of Management Services	City of Lake Forest	
Kevin O'Rourke			
Nominations, Governance & Membership			
Karen Pinkos	City Manager	City of El Cerrito	
Scholarships and Events			

Peter Ibrahim	Management Analyst II	City of Menlo Park
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Elisa Cox	Deputy City Manager	City of Rancho Cucamonga
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Senior/Encore Manager

Frank Benest	ICMA Liaison / Next Gen Initiatives	ICMA
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Mike Garvey

Kevin O'Rourke

Talent Initiative

Dominic Lazzaretto	City Manager	City of Arcadia
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Nat Rojanasathira	Assistant City Manager	City of Monterey
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ICMA Liaisons and Staff

Full Name	Title	Jurisdiction	Representation
Frank Benest	ICMA Liaison / Next Gen Initiatives	ICMA	ICMA Liaison (Next Gen)
Dave Mora	ICMA Liaison	ICMA	ICMA Liaison (MMANC/MMASC)
Pat Martel	ICMA West Coast Regional Director	ICMA	ICMA
Robert C. Donnan	ICMA Program Manager	ICMA	ICMA Secretariat

BYLAWS

California Local Government Management Collaborative (Cal-ICMA) Bylaws

Amended May 9, 2018

Article 1. NAME:

The name of this organization shall be the California Local Government Management Collaborative (Cal-ICMA), herein referred to in these Bylaws as "Cal-ICMA" or "the Collaborative."

Article 2. DEFINITIONS:

1. *Collaborative*—An organization that is not a corporation, or an organization that possesses the privileges and powers of a non-profit corporation in California. Cal-ICMA is a confederation of existing local government management professional associations in the State;
2. *Coordinating Organization*—An existing local government management professional association in California that has been invited to participate in the collaborative, and is represented on the governing board of Cal-ICMA;
3. *ICMA*—International City/County Management Association;
4. *Scope of Services Agreement*—An agreement between ICMA and Cal-ICMA that specifies the secretariat services to be provided to Cal-ICMA;
5. *Program or operating year*—Calendar year from July 1st through June 30th;
6. *Committee*—Permanent or standing committee from year-to-year; and
7. *Task force*—Temporary committee or working group (created and dissolved by Cal-ICMA board action).

Article 3. PURPOSE:

The purposes of this Statewide collaborative shall be to:

1. Represent ICMA as California's statewide organizational unit, and to maintain a close liaison and working relationship with ICMA. Also, to serve as the entity that develops and maintains a Scope of Services Agreement with ICMA;
2. Provide a structure through which the discussion of local government management and ICMA-related issues can be accommodated;
3. Maintain coordinating organizations' emphasis on matters unique to its members;
4. Promote professional development and networking among members of the coordinating organizations;
5. Promote ICMA membership in California;
6. Promote the high ethical standards of local government management;
7. Encourage and support the Council-Manager form of local government; and
8. Identify and implement programs and projects that recruit and retain talented individuals in the profession.

Article 4. GOVERNING BOARD, TERMS OF OFFICE, APPOINTMENTS & PURPOSE:

Sect. 1—Governing Board: The affairs of the collaborative shall be conducted by a Board of Directors (hereafter referred to as "Board") composed of the following representatives:

- Four (4) from the League of California Cities' City Managers' Department;
- Two (2) from the California City Management Foundation;
- Two (2) from the Municipal Management Association of Northern California (MMANC);
- Two (2) from the Municipal Management Association of Southern California (MMASC);
- One (1) Principal Assistant, who serves as an Assistant City/County Manager, Deputy City/County Manager, Assistant to the City/County Manager, Department Head and/or Analyst in the City/County Manager's Office in California;

- One (1) from the County Administrative Officers' Association;
- One (1) from the Local Government Hispanic Network (LGHN);
- One (1) from the National Forum for Black Public Administrators (NFBPA);
- One (1) from Cal-NAPA;
- One (1) from Women Leading Government (WLG); and
- Four (4) ICMA at-large members (with a goal of maintaining one public administration academic as an at-large member) and one (1) retired ICMA member and one retired ICMA member who serves as an ICMA Senior Advisor.
- Two (2) ICMA Executive Board West Coast Vice Presidents
- One (1) Past President of Cal-ICMA

ICMA membership is a prerequisite for service on the Cal-ICMA Board. Each year, the Cal-ICMA President and Vice-President will be selected from the existing Board of Directors. Each coordinating organization may designate an alternate member to attend Board meetings in the absence of its representative. Also, the Board may designate alternate members to serve in the absence of Board members who do not represent a coordinating organization.

Sect. 2—*Officers*. The Board will maintain a flat organizational structure, with no executive committee. The Board's secretariat function will be performed by ICMA as described in a scope of services agreed upon by ICMA and Cal-ICMA. The Board's "treasurer function" will be performed by the League of California Cities or through a partnership or contract with another organization.

During the month of November of each year, a majority of the Board shall elect a President who will have the responsibility of presiding over Board meetings as well as appointing Committee Chairs and Task force Chairs. The President will also have the discretion to work with the Committee Chairs to appoint Committee Vice Chairs or Co Chairs to assist in the work of each committee or task force.

A Vice President shall be appointed to perform the same functions in the absence of the President.

The term of office for the President and for the Vice President shall be January 1 through December 31 of each year

Sect. 3—*Terms*. All Board members' terms of office shall be three (3) years running from January 1 through December 31. There are no term limits to the number of terms that a Board member can serve on the Cal-ICMA Board.

Sect. 4—*Appointments*. All coordinating organizations' Cal-ICMA Board representatives shall be appointed by their respective organizations in a manner determined by each coordinating organization. A majority of a quorum of the Board shall appoint all other Board members, including: the positions of At-large, retirees and Principal Assistant in accordance with Article 8 Section 4. Vacancies shall be filled in the same manner as appointments. Members who serve in non-retired At Large Board positions appointed by the Cal-ICMA Board (At Large and Principal Assistant), who are no longer employed by a local government agency in California can remain serving on the Board, at the discretion of the Cal-ICMA Board.

Sect. 5—*Purpose*. The Board (or Board's designee(s)) is (are) responsible for the following functions: assisting ICMA to perform ethics reviews/acting as a fact-finding committee when requested by ICMA; raising awareness about ethics-related issues in the profession in California; nominating members to the ICMA Executive Board and ICMA Committees and Task Forces in accordance with Article 8 Section 4; promoting ICMA membership; coordinating local government management training in California; providing general guidance to Cal-ICMA staff; appointing Cal-ICMA committee members; assisting ICMA to implement the Public Awareness Campaign in California; and assisting ICMA with the implementation of priority projects in California.

Sect. 6—*Quorum*. Nine of the 23 members of the Cal-ICMA Board shall constitute a quorum.

Article 5. MEETINGS & PROCEEDINGS:

Sect. 1—Board meetings will be held generally during coordinating organizations' scheduled activities. Board meetings shall follow Robert's Rules of Order or rules of order as modified by the Board. A quorum is established with eight (8) board members. Each Board member has one (1) vote. Every effort should be made to schedule Cal-ICMA professional development and networking events in conjunction with coordinating organizations' existing programs. Board meetings will occur no less than three times per year. Board meetings can be held in-person or by teleconference.

Article 6. MEMBERSHIP, DUES & FEES:

Sect. 1—*Full Member*. A member who is an ICMA member in California.

Sect. 2—*Associate Member*. a member who is not a member of ICMA but is a member of one of Cal-ICMA's coordinating organizations. Associate memberships have a limited term of one year and are initiated by a written acknowledgement by Cal-ICMA staff.

Sect. 3—*Dues*. No dues shall be levied against any member of Cal-ICMA except as determined by three-fourths of the full members of Cal-ICMA.

Sect. 4—*Fees*. Event-specific fees may be assessed by a majority of the collaborative's governing board for Cal-ICMA-initiated professional development and networking events or for events with which Cal-ICMA is a co-sponsor. With regard to co-sponsored events, no fee shall be levied if the co-sponsoring organization(s) is/are assessing a fee for the joint event.

Sect. 5—*Net Revenue/Cash Balance*—The collaborative may retain net revenue/cash balance but may not transfer funds to any other organization without an approval of three-fourths of Cal-ICMA's board members.

Article 7 SUPPORT SERVICES:

Sect. 1—*Secretariat services*. Secretariat services will be provided by ICMA as described in the Scope of Services agreed upon by ICMA and Cal-ICMA.

Article 8. COMMITTEES AND TASK FORCES:

Cal-ICMA will maintain standing committees from year-to-year. Additionally, the collaborative may establish and dissolve task forces, as it deems necessary. Each such committee or task force shall consist of one or more Cal-ICMA members and shall have such duties and responsibilities as designated by the President and/or the Board. In the selection of members, consideration will be given to such representation factors as agency size, geographical location, and membership profile (e.g., city, county, academic, etc.), as well as to the diversity of members including but not limited to gender, age, ethnicity, and background. Every effort will be made to appoint committee and task force Chairs who are not members of the Board. Committee members' terms begin October 1 of each year and end September 30, depending on their term of office (i.e., two-year terms, three-year terms, etc.). All current committees and task forces will be identified and defined on the Cal-ICMA website.

Sect. 1—*Ethics Committee*. The Board shall establish a standing Ethics Committee. The Ethics Committee shall be composed of no fewer than eleven (11) full members of the collaborative.

Sect. 2— The President shall appoint members of additional standing committees and task forces to carry out the business of the collaborative as deemed advisable from time to time by the Board.

Article 9. BYLAW AMENDMENTS:

Sect. 1—Amendment Process

Any member of the Board or the Board itself, by affirmative motion, can submit a by-law change for consideration by the Nominations and Governance Committee.

The Chair of the Nominations and Governance Committee will convene a meeting of the Committee within 10 business days of submission of the by-law petition.

The Nominations and Governance Committee Chair will then send to the Chair of the Board and a notice to the General Membership, the recommendation of the Committee within 10 business days after the Committee's final recommendation is made.

There shall then be a 30 day "Notice Period" once the Nominations and Governance Committee Chair sends out the recommendation notice. No actions on these amendments can take place by the Board during this 30 day "Notice Period".

At the next regularly scheduled Board meeting after the 30 day "Notice Period", the President of the Board will agendize and call up the item for Board consideration. The President will also be responsible to ensure any feedback from general Cal-ICMA Members are presented to the Board as well.

Sect. 2—Voting Options of the Board on Recommended Bylaw Amendments

The Board has four options when all provisions of Section 1 are fulfilled:

1. Approve the Nominations and Governance Committee recommendation,
2. Amend and Approve the Nominations and Governance recommendation,
3. Disapprove the Nominations and Governance Committee recommendation,
4. Return the recommendation to the Nominations and Governance Committee for further review with a return to the Board in 30 days or less.

Sect. 3—Amendment Voting Quorum for Approval

Final Amendments to the Bylaws require a two-thirds majority of a quorum of the Board for approval.

Sect. 4—Bylaw Dating

All Amended Bylaws approved by the Board in accordance with Sections 1-3 must be dated with the date of approval by the Board.

Article 10. CONFLICT OF BYLAWS:

If any portion of these Bylaws are declared to be contradictory or in any way in conflict with the Constitution and Bylaws of ICMA, then that portion shall become inapplicable, and the deleted provision shall be redrafted to be in conformance with ICMA's Bylaws.

Amended by the Cal-ICMA Board on August 8, 2008; December 16, 2009; June 16, 2010; November 14, 2012; February 3, 2016; February 8, 2017; May 9, 2018.

ICMA AGREEMENT

RELATIONSHIP AGREEMENT BETWEEN ICMA & Cal-ICMA

INTRODUCTION

This agreement serves as a written understanding of the affiliation agreement between ICMA (International City/County Management Association) and Cal-ICMA.

ICMA and Cal-ICMA seek to work collaboratively to achieve mutual goals.

- The collaborative measures outlined in this agreement will contribute to greater success for both the affiliate and ICMA in the areas of membership development, professional development, and awareness of the value of professional local government management.
- Working more closely, ICMA and Cal-ICMA will be able to achieve their full membership potential, reduce duplication of effort, and use existing resources more efficiently.
- This agreement supports ICMA's vision and mission and core beliefs:

ICMA's Vision

To be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world.

ICMA's Mission

To advance professional local government through leadership, management, innovation, and ethics.

ICMA's Core Beliefs

We believe in...

- Public Service
 - Ethics
 - Council Manager Form of Government and Professional Management
 - Equity and Inclusion
 - The Continuous Pursuit of Excellence
 - Stewardship
 - Leadership
- This agreement supports Cal-ICMA's mission and goals:

Cal-ICMA's Mission

To strengthen the quality of local government in California, in cooperation with ICMA and other California local government professional associations, to promote local government professional management in a variety of ways including training, networking, maintaining standards of professional conduct and resource sharing.

Cal-ICMA's Goals

- To support the provision of effective, efficient and professional local government services in California
- To promote the highest standards of professional conduct
- To assist members in developing and maintaining a high level of skill and knowledge
- To serve as ICMA's official affiliate organization in California
- To support ICMA's major initiatives
- To provide support to members at all phases of their professional careers
- To coordinate with the efforts of the Regional Director, ICMA Liaisons, and Senior Advisors to support local government professionals
- To support the professional/personal development needs of members through a variety of strategies and services including the Cal- ICMA Talent Initiative.

DEFINITIONS

- Cal-ICMA is composed of all ICMA members in California.
- Cal-ICMA is led by a 24-member board as defined in the Cal-ICMA Bylaws, including a president and vice-president.
- Cal-ICMA is a consortium of a diverse array of local government professional associations in California and strives to include representation from all such groups in the state, including the International Hispanic Network (IHN), The National Forum for Black Public Administrators (NFBPA), The International Network of Asian Public Administrators (INAPA), the County Administrators' Association of California (CAOAC), Women Leading Government (WLG), the Municipal Management Association of Northern California (MMANC) and the Municipal Management Association of Southern California (MMASC).

BENEFITS OF AFFILIATION

Value Statement

Members of the local government management profession are better served by engaging at the state level as well as with ICMA. ICMA, state associations, and affiliates have been long-standing partners on behalf of the profession, providing services and benefits that complement each other.

This agreement lists priority areas for collaboration and mutual support between ICMA and state and affiliate associations of professional local government managers. It will serve as a mechanism for tracking commitments and progress in achieving agreed upon goals on a semiannual basis.

THE ACTIVITIES IN THIS AGREEMENT ARE CATEGORIZED IN THESE PRIORITY AREAS:

- ETHICS
- LEADERSHIP AND PROFESSIONAL DEVELOPMENT
- ADVOCACY FOR THE PROFESSION
- MEMBERSHIP DEVELOPMENT, ENGAGEMENT, AND SUPPORT
- ICMA GOVERNANCE
- INCLUSIVENESS AND DIVERSITY INITIATIVE

PRIORITY AREAS FOR COLLABORATION BETWEEN ICMA AND STATE & AFFILIATE ASSOCIATIONS:

- 1) ETHICS: Promote, enforce, and celebrate the highest ethical standards of professional behavior.

Promoting an ethical culture is a key leadership responsibility. ICMA promotes the highest standards of ethical conduct in the local government management profession by providing advice, education, and training to members and enforcing the ICMA Code of Ethics through a peer review process.

- 2) LEADERSHIP AND PROFESSIONAL DEVELOPMENT: Promote leadership development as an overarching ICMA priority, coequal to Ethics. Commit to a standard ICMA leadership curriculum and to individually tailored leadership training plans for members.

- 3) ADVOCACY FOR THE PROFESSION:

- Through its Life, Well Run campaign, ICMA has raised awareness of and appreciation for the role that professional managers play in delivering community services ethically, efficiently, and effectively.
- ICMA's Fund for Professional Management aids community efforts to adopt, retain, and promote the council-manager form and professional local government management.

- 4) MEMBER DEVELOPMENT, ENGAGEMENT, AND SUPPORT:

- ICMA and states will strive to achieve 100% alignment of membership
- State and affiliate associations will be represented in ICMA leadership positions on the ICMA Executive Board and ICMA committees and task forces.

- 5) ICMA GOVERNANCE: Ongoing coordination, collaboration, and outreach for ICMA Regional Nominating Process

- 6) INCLUSIVENESS AND DIVERSITY INITIATIVES: Increase the diversity and inclusivity of ICMA

PRIORITY AREA OF COLLABORATION	ICMA COMMITMENT	Cal-ICMA COMMITMENT
ETHICS	<p>ICMA will:</p> <ul style="list-style-type: none"> • Make ICMA ethics training available upon request from the state • Up to 75-minute ethics session free of charge from Regional Director upon request • Conduct ethics investigations for ICMA members in California (state leads fact finding) • Provide consultation on complaints for individuals who are not ICMA members but are in local government management positions in California • Facilitate an annual conference call with the Cal-ICMA board to review ethics priorities and issues 	<p>Cal-ICMA:</p> <ul style="list-style-type: none"> • A Cal-ICMA standing committee on Ethics will spearhead plans for ethics education, information sharing, ethics inquiries for Cal-ICMA members, and will form fact-finding efforts as needed in the state • Recognize the importance of ethics education for members in your state • Strive to include one ICMA Ethics training for your state association members per year • When needed, the state association will support fact finding for a potential ethics investigation if requested by ICMA
LEADERSHIP AND PROFESSIONAL DEVELOPMENT	<p>ICMA has valuable content available for events in California:</p> <ul style="list-style-type: none"> • Your ICMA West Coast Regional Director will assist in the development educational and professional development activities for organizational participants in the Cal-ICMA consortium 	<ul style="list-style-type: none"> • Cal-ICMA will recommend the array of ICMA content sessions or speakers available annually to organizational participants in the Cal-ICMA consortium
ADVOCACY FOR THE PROFESSION	<ul style="list-style-type: none"> • ICMA supports and responds to requests for advocacy (adoption/defense) of the C- M form of government • Financial support from ICMA's Future of Professional Management Fund for citizen led adoption/retention campaigns • ICMA will continue to actively promote the value of professional local government management globally 	<p>Cal-ICMA will:</p> <ul style="list-style-type: none"> • Contact ICMA in case of an opportunity for adoption or possible abandonment of the C-M form in California • Consider making contributions .to the Future of Professional Management Fund • Encourage individual members to contribute to the Future of Professional Management Fund

<p>MEMBERSHIP DEVELOPMENT, ENGAGEMENT, AND SUPPORT</p>	<p>ICMA will:</p> <ul style="list-style-type: none"> • Spearhead and administer ICMA membership recruitment campaigns In California for every career stage from student to encore • Ensure that ICMA leadership and/or senior staff will attend/present an ICMA update at one California- based local government management event per year • Convene state secretariat meeting at ICMA Annual Conference • Provide 50% support of Senior Advisor program expenses in California 	<p>Cal-ICMA will:</p> <ul style="list-style-type: none"> • Collaborate with ICMA staff on membership recruitment initiatives in California through formal outreach and personal contact • Provide 50% support of Senior Advisor program expenses in California
<p>ICMA GOVERNANCE</p>	<p>ICMA will:</p> <ul style="list-style-type: none"> • Organize the Regional Nominating Committee process for state and affiliate organizations annually • Encourage candidates to consider Regional Vice President positions on the ICMA Executive Board 	<p>Cal-ICMA will:</p> <ul style="list-style-type: none"> • Designate a representative to the annual regional nominating committee • Distribute information provided by ICMA on how to participate on member committees, task forces, and the ICMA board
<p>INCLUSIVENESS AND DIVERSITY INITIATIVES</p>	<p>ICMA will:</p> <ul style="list-style-type: none"> • Continue to seek new ways to strengthen the selection process for the ICMA Executive Board to encourage diversity and inclusion • Promote ICMA student chapters in every state • Include key skills that support inclusive behavior into ICMA training and development portfolio 	<p>Cal-ICMA will:</p> <ul style="list-style-type: none"> • Acknowledge and support of ICMA commitment to a diverse Executive Board • Assist in identification of college/university links for prospective student chapters • Recommend inclusion of ICMA diversity and inclusiveness offerings for professional development events in California

AGREEMENT ADDENDUM: ICMA WILL SERVE AS FISCAL AGENT AND WEBSITE HOST FOR Cal-ICMA

ICMA will provide fiscal services as follows:

- ICMA will serve as fiscal agent for Cal-ICMA and shall establish a separate account, including accrued interest, for the receipt and dispersal of funds forwarded or collected for Cal-ICMA. Reports on this fund shall be available for review by the Cal-ICMA Board on a quarterly basis, or whenever requested by the Cal-ICMA Board.
- ICMA will receive and be the trustee for all Cal-ICMA funds including sponsorships, fund raising, advertising, donations, and other monies, including the former Cal-ICMA Coaching program funds, that combine to support of Cal-ICMA activities.
- ICMA will be the trustee for the residual Cal-ICMA Coaching Program funds which are designated to support professional development programs in California and will be disbursed as authorized by the Cal-ICMA Board.
- ICMA will disburse these funds as directed by the Cal-ICMA Board of Directors or its designated representatives.
- ICMA will account for these funds and provide a reporting of Cal-ICMA funds to the President of Cal-ICMA and the West Coast Regional Director. This report will occur annually or at the request of Cal-ICMA.
- Expenditure of Cal-ICMA funds on expenses incurred by ICMA shall only be paid after authorized by the Cal-ICMA Board or as otherwise consistent with Cal-ICMA Financial Policies.

ICMA will provide the following additional support services:

- Staff support to Cal-ICMA will be provided by the West Coast Regional Director, with assistance from ICMA's Director of State and Affiliate Relations, including support for programmatic initiatives, bimonthly board conference calls, and bimonthly communications to all ICMA members in California.
- ICMA will host and maintain a website for Cal-ICMA and the ICMA.org platform.

The parties agree that ICMA shall not be liable for any act or failure to act with respect to the services to be rendered under this agreement, except for any loss resulting from willful misfeasance, bad faith, gross negligence, or reckless disregard in the performance of its duties. ICMA shall not be responsible for any acts or omissions of any person other than ICMA that may provide financial or other services to Cal-ICMA.

DURATION

This agreement shall remain in force indefinitely, by mutual consent of Cal-ICMA and ICMA. Agreed upon goals will be reviewed and updated annually by the Cal-ICMA's executive committee in collaboration with the ICMA West Coast Regional Director. The agreement will remain in effect indefinitely, and can be amended or expanded by mutual consent at each semi-annual review/update.



Cal-ICMA
California Consortium
A State Affiliate of **ICMA**