



International Committee Meeting AGENDA

Hilton Baltimore – Peale ABC

Sunday September 23, 2018
8:30 AM - 11:30 AM

Time	Item	Responsible
8:30 A.M.	Welcome	Michele Meade, International Committee Chair
8:35 A.M.	Introductions – Committee members, IC Alumni & Friends, guests Attachment 1 : International Committee Roster 2018-2019	All
9:00 A.M.	Greetings from ICMA Leadership	President David Johnstone, President-Elect Karen Pinkos, Past-President Lee Feldman and Executive Director Marc Ott
9:10 A.M.	International happenings at the ICMA conference Attachment 2 : ICMA 2018 Annual Conference International Happenings	Michele Meade
9:15 A.M.	Hansell Scholarship Recipients Presentation on International Summit Tel Aviv, February 2018	Christal Klierer-Weber, Opal Mauldin-Jones
9:30 A.M.	Approval of Minutes Attachment 3 : International Committee Meeting Minutes – Tel Aviv	Michele Meade & Committee
9:35 A.M.	Presentation annual China Study Tours	Bill Monahan
9:45 A.M.	Update from ICMA China Center	Linda Wang, ICMA China Center
9:55 A.M.	ICMA International Contract Programs Update Attachment 4 : Membership Opportunities	David Grossman, Director, ICMA Global

	Attachment 5 : List of Global Program's International Projects in 2018 Attachment 6 : Global Programs PowerPoint	Program Management
10:15 A.M.	Tranter & Leong Fellowship for International Work Attachment 7 : Tranter & Leong Fellowship Application	Kelly McAdoo
10:25 A.M.	State Association Guide for International Programs Attachment 8 : State Association Guide - Draft	Michelle Crandall
10:35 A.M.	International Ideas for 2019 ICMA Conference in Nashville, TN	Raoul Lavin & Committee
10:45 A.M.	Report on meeting with ICMA Executive Board	Michele Meade & Marc Landry
10:55 A.M.	Discussion on ICMA Strategic Plan – international focus and feedback to the ICMA Board Attachment 9 : Envision ICMA	Marc Landry & Committee
11:15 A.M.	Future ICMA Spring Conference meetings Attachment 10 : List of past International Committee meetings	Michele Meade
11:25 A.M.	For the Good of the Order	
11:30 A.M.	Adjournment	

ICMA International Committee 2018- 2019

Updated September 14, 2018

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International Happenings at ICMA's 104th Annual Conference

(Unless otherwise indicated, events are being held at the Baltimore Convention Center)

Suggested international meetings and events:

- **International Development Academy:** Friday, September 21, 2-6p.m., Saturday, September 22, 9-4p.m. Brent, 3rd Floor, Hilton Baltimore
- **International Committee Meeting:** Sunday, September 23, 8:30-11-30a.m. Peale ABC, Hilton Baltimore
- **European City Managers Network:** Monday, September 24, 1:15–2:15 p.m., Meeting Room 347, Level 300
- **International Affiliate Organizations:** Monday, September 24, 2:30–4:30 p.m. Johnson AB, Hilton Baltimore
- **International Network of Asian Public Administrators:** Monday, September 24 2:30–5 p.m. Key 9, Hilton Baltimore
- **Japan Local Government Center:** Monday, September 23, 5:30–6:30 pm
- **Local Government Hispanic Network, National Forum for Black Public Administrators, International Network of Asian Public Administrators Reception:** Monday, September 23, 5:30-7:30p.m

Suggested conference sessions with international topics or international speakers by day:

Saturday September 22

- **Fatal Flaws of a Council-Management Relationship**
8:30am-12pm. All workshops require advance registration. Please check in at the workshops' central registration area, located outside the Key Ballroom, Sections 9-12, East Foyer, 2nd Floor for room assignment and workshop materials.
Workshop Leader: *George Cuff*, Spruce Grove, Alberta, Canada

Monday September 24

- **Film: Chasing Ice**
9:45–11 a.m. Meeting Room 312, Level 300 In the spring of 2005, acclaimed environmental photographer James Balog headed to the Arctic on a tricky assignment for *National Geographic*: to capture images to help tell the story of the Earth’s changing climate. The Emmy-winning *Chasing Ice* is the story of one man’s mission to change the tide of history. As the intensity of natural disasters ramps up globally, Balog finds himself at the end of his tether and comes face to face with his own mortality
- **Special Session: Urban and Rural Governance in a Globalized World**
11:15-12:15pm. Holiday 1, Hilton Baltimore As cities continue to experience the impact of globalization, local government plays an essential role in shaping the urban and rural governance agenda. This session will examine the role and impacts of globalization in urban and rural governance in Chinese cities and utilize U.S cities as a frame of reference. Panelists will look at the role of the One Belt One Road Initiative and its implication in local governance. The session will provide an opportunity to identify the potential collaboration between the two countries as well as how members can engage in China programs that ICMA offers.
Session Leader: *David Grossman, Director, Global Programs, ICMA, Washington, DC*
Speakers: *Joaquin Gonzalez, Student Chapter Faculty Advisor, Golden Gate University Student Chapter, San Francisco, CA; Mingwei Jiao, Deputy Chief Executive, Shibe District Government of Qingdao, Qingdao City, China, Xin Li, Science Counsellor, Embassy of China, Washington, DC*
- **Film After Silence: Civil Rights and the Japanese American**
4–4:30 p.m. Meeting Room 312, Level 300. In *After Silence*, the past comes alive as Frank—who spent 3 1/2 years of his childhood in a U.S. internment camp during World War II—and five students from his island community develop archival photographic prints in the high school darkroom. Together, Frank and the students discuss the need to safeguard the constitutional rights of those living in the United States . . . especially in times of crisis.
- **Roundtable Discussion: The Smart City of 2030**
4-5pm. Future-oriented leaders need to be able to see over the horizon and prepare for a coming wave of new technologies and applications that have the potential to improve city service delivery. During this roundtable, participants will discuss: what local governments should be doing now to prepare for the next ten years of technology disruptions; the cost-effective strategies that leaders can put into place to guide their community into the smart city era; and what caveats they should consider in pursuing innovations.
- **Roundtable Discussion: Scaling Big Ideas to Smaller Communities**
4-5pm. Small communities need big ideas as much or more than bigger communities do. With limited resources and staff stretched to their limits it is often hard to identify new practices let alone to implement them. Attend this roundtable discussion and share ideas relevant to all communities but especially focused on how to scale big ideas to manageable implementations for small communities.

- Special Session: President's Colloquium: Creating Cities People Love**
 4-5pm. Meeting Room 318-323, Level 300. Creating great cities doesn't happen by chance; it is the result of deliberate choices made by leaders. This year's president's colloquium will explore the worldwide movement to develop people-centered cities where a resident's physical health is cultivated hand in hand with urban design. Child and elder-friendly design yields engaged residents in love with their town.
Session Leader: *David Johnstone*, Candiac, Québec, Canada
Speaker: *Chuck Marohn*, Founder and President, Strong Towns, Brainerd, MN

Tuesday September 25

- Learning Lab Session: Engaging the Herd**
 10:15- 10:45am. Meeting Room 337. Czechia (formerly a part of Czechoslovakia): A journey from a prosperous young democracy to a German protectorate during WW2 to a Soviet satellite state. How do you engage citizens, who lived through several dictatorships, to take an active part in the decision-making process?
Speaker: *Radim Rouče*, Town Manager, Český Krumlov, Czech Republic
- Educational Session: Unleashing the Potential of Teams and Individuals**
 10:15- 11:30am. Ballroom III, Level 400. Join today's keynote speaker, Greg Bell, to continue a discussion about transformational leadership and cultivating the potential of those around you.
Session Leader: *Anneke Knol-van Leeuwen*, City Manager, Vlaardingen, The Netherlands
- Roundtable Discussion: How to Make Your Community More Business and Tourist Friendly**
 11:45-12:45pm. Join eight mayors from the Republic of the Philippines, partners of the United States Agency for International Development (USAID) Cities Development Initiative (CDI), to discuss how to make your community more business and tourist-friendly. The lively economies of Philippine cities demand being responsive to the needs of businesses, established and start-up, for a clear efficient system to interact with local government. Similarly, the beautiful islands are a major tourist destination and the same need exists to be friendly and welcoming. Join us and see the work being implemented by ICMA through the Strengthening Urban Resilience for Growth with Equity (SURGE) project.
- Roundtable Discussion: Local and Global: How Globalization Impacts Local Governments**
 11:45-12:45p, Local government professionals must recognize that globalization is impacting their communities and will continue to do so. Come and join your colleagues to discuss how your local government and others are dealing with global problems related to environment, public safety, public health, immigration, housing, and local economy.
- Educational Session: Unleashing Smart Risk in Your Organization**
 3:15-4:15 Ballroom III, Level 400 Join today's keynote speaker, Greg Bell, to continue a discussion about transformational leadership and cultivating the potential of those around you.

Session Leader: *Anneke Knol-van Leeuwen*, City Manager, Vlaardingen, The Netherlands

- **Educational Session: We, Not Me: Beyond Service Awards**
3:15-4:15. Meeting Room 339-342, Level 300. How do you build a culture of success, employee trust and engagement, and continuous improvement? Explore the most effective ways of recognizing high performers, dealing with “energy vampires,” and fostering team cohesion.
Session Leader: *Steven Taylor*, County Administrator, Sherburne County, Minnesota
Panelists: *Dr. Pim Borren*, Chief Executive, Masterton District Council, Masterton, New Zealand; *Sylvia Carrillo-Trevino*, Assistant City Manager, Corpus Christi, Texas; *Willie Morales*, Town Administrator, Northfield, Massachusetts
- **Film: After Silence: Civil Rights and the Japanese American**
3:45–4:15 p.m. Meeting Room 312, Level 300

Wednesday September 26

- **Roundtable Discussion: Puerto Rico Recovery: The role for professional local government management**
11:15 a.m.–12:15 p.m. Participate in a discussion on the results of the governance and service delivery survey ICMA conducted with partners IBTS and the University of Puerto Rico of the Commonwealth’s 74 municipalities. Provide your recommendations for creating more professional local government management in Puerto Rico while helping them build back in a more resilient way.
- **Roundtable Discussion Recycling: Challenges and Opportunities for Local Governments in Response to the China Ban**
11:15 a.m.–12:15 p.m. In 2017, more than 31% of the scrap commodities collected through recycling programs was sent to China for remanufacturing and other uses. Much of that total export was collected through recycling efforts run by local governments and solid waste management districts. In 2018, the national government of China imposed a ban on certain recycled plastic and paper, which is affecting recycling programs throughout North America, Europe, and elsewhere. Join this very active discussion to learn about possible solutions to this potential challenge to your local recycling program.

International Committee Minutes

Tel Aviv, Israel

February 2018

Michele Meade, Committee chair, convened the meeting.

Michele introduced the Bill Hansell and John Garvey **scholarship recipients**. Chris Gerry, Garvey scholarship recipient spoke about the importance of smart cities, data driven decision-making and analytics. Christal Weber, Hansell recipient, mentioned the relevance of the Muni World conference we were about to attend with respect, especially, to cyber-security. Opal Jones, Hansell recipient, also spoke about cyber-security and the importance of entrepreneurship.

Next, Michele gave the floor to the international **affiliate committee liaisons** present who provided brief statements regarding their interactions with the affiliates:

- India: Highlighted the emerging 10 Indian “mega-cities”.
- Europe: Local governments are experiencing reduced budgets across the region, especially in the UK. Announcement of conference in Oslo June 18-20 on the topic of “How to Run an Association”.
- Ireland: The Irish affiliate expressed the desire to increase dialogue with the Committee.
- Belgium: Held a one-day conference on May 24 on the Local Government Reform Process.
- Cuba: This relationship has taken on a “stop and go” nature given the political realities of the country.
- Philippines: The League of Philippine Cities is interested in connecting more with the Committee.

Following these affiliate briefs, Lily Luo, Executive Director of the **ICMA China Center**, provided an overview of ICMA work in China since 2011 and described the upcoming April study tour to China.

The subcommittee on the **Tranter-Leong Fellowship** provided an update of how they are preliminarily defining the parameters of the fund. For example, scholarships will be made available on a rolling basis throughout the year with an individual cap of \$5,000. The next step would be to work with the ICMA Outreach team to publicize the opportunity. The discussion also covered the prospects of fund-raising for all the internationally oriented scholarship funds.

A brief discussion of the 2018 **ICMA annual conference** ensued focusing on mainstreaming international topics rather than scheduling “special” international sessions. There was consensus that by mainstreaming the international speakers and practices, more members would be exposed to these global perspectives. The use of social media during the conference was encouraged as was the notion of in-home hosting of international conference attendees.

The **minutes** of the San Antonio meeting were approved.

A discussion of the **2019 Spring conference** of the Committee took place. Country suggestions included Australia, Belgium, Romania and India. The Committee Chair suggested that a formal process for

identifying Committee meeting locations be established to plan well in advance for these events. It was suggested that a solicitation be issued within the next 60 days to develop a pipeline of locations several years out. The international meetings of the ICMA Board would need to be coordinated within this Committee process. One key selection criteria would be the extent to which the host could provide a learning opportunity for members. The example of the Dominican Republic was cited as the knowledge provided by our contract work there contributed greatly to the meeting.

The Committee then focused on issues to be raised with **ICMA Executive Board** who were about to join the Committee meeting. Issues included:

- suggesting that more Board members attend the Committee meetings;
- that a function of the Committee might be to advise the Board on the international project portfolio being managed by staff;
- assisting in raising funds for the internationally focused scholarships;
- to advise State Association meetings of the international opportunities including International Committee meetings available to them.

Joint meeting with the ICMA Executive Board – discussion covered the challenges of international affiliate communications; that ICMA financial resources would be beneficial for Committee members to serve as Ambassadors to international conferences; and that the Committee together with ICMA staff would draft a paper on advancing the global perspectives embedded within the Envision ICMA organization-wide five-year strategy.

International Opportunities for ICMA Members

During the coming year, ICMA will have opportunities for volunteers to participate in our international work. Members and their staffs who participate in these assignments share their expertise with professionals in developing and decentralizing countries. Typical assignments include exchanges, technical assistance, and/or training. We need professionals with expertise in topics such as climate change, water and sanitation solutions, urban food security, crime prevention and public safety, local economic development, and disaster management.

If you are interested in any of these possibilities, please contact the individuals listed below.

SOUTHEAST ASIA

Host Communities for Southeast Asia Fellows: ICMA is currently implementing the U.S. State Department's Young Southeast Asian Leaders Initiative (YSEALI)'s environmental sustainability professional fellows programs. This program brings professionals from Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar (Burma), Philippines, Singapore, Thailand, Timor-Leste, and Vietnam to the U.S. to learn from their American counterparts.

The Environmental program builds the capacity of young leaders to address environmental sustainability challenges in their communities, specifically highlighting climate change, sustainable energy and environmental justice.

ICMA is looking for communities to host fellows for four weeks in April-May 2019. No monetary commitment is required. As part of the exchange, a host community staff member may have the opportunity to travel abroad to a YSEALI country to learn and provide technical expertise. If your community is interested in hosting a fellow, please contact Tony Green, tgreen@icma.org or visit <https://icma.org/YSEALI> to submit an interest form.

Pro-Bonos for SURGE Project: ICMA is looking for volunteers who are interested in providing technical assistance and building the capacity of the SURGE partner cities in the Philippines. Experts in the following areas are needed: Asset Management, Construction Permitting, Tourism Development, Water and Waste Water, and Public Finance Management. Contact: Jocelyn Fortis, jfortis@icma.org.

LATIN AMERICA

Partners in Crime Prevention: ICMA seeks U.S. cities and counties for potential partnerships with municipalities in Honduras. U.S. cities must have an excellent record of crime prevention as a result of commitment by the local government's leadership and collaborative work with the police, the community, the private sector, and religious and youth organizations. Contact: Cintya Renderos, crenderos@icma.org.

Partners in Local Economic Development: ICMA seeks U.S. cities and/or counties for potential partnerships with municipalities in El Salvador. U.S. cities must have an excellent record of promoting economic development, including attracting investment and creating public-private partnerships, business improvement districts, and regulations for economic development. Contact: Cintya Renderos, crenderos@icma.org.

Spanish and Portuguese Language Skills: For projects in Latin America and elsewhere, ICMA continually seeks members and others who have Spanish and Portuguese language skills. Contact: Isabelle Bully-Omictin, iomictin@icma.org.

CHINA

ICMA-CUPL Guest Lecturer Program: The China Center offers several guest lecturer opportunities. ICMA members have been placed at Chinese universities to deliver one- to two-week courses on city management and related subjects. In addition, members are invited to deliver sessions at training courses and at conferences. Opportunities are announced as they become available. The China Center will offer basic and advanced certification training programs in city management for Chinese local government officials. The programs will help develop city management standards and build management capacity in Chinese cities.

ICMA China Center Study Tours: Study tours are offered for local government officials and others who want to combine professional learning with tourism. *Study tours from the U.S. to China* offer opportunities to meet with local government staff and civil society groups who provide a glimpse of the inner workings of Chinese cities and visits to landmark sites.

Next spring, ICMA anticipates a four-city study tour to China focused on urban planning, technology and innovation and land use and redevelopment (April 10-22, 2019). The China Center would like to hear from interested participants. Contact: Daniet Moges, dmoges@icma.org

TANZANIA

Pro-Bono Opportunity: ICMA is an implementing partner in the Enabling Growth Through Investment and Enterprise (ENGINE) Program in Tanzania, a project designed to increase private-sector investment leading to inclusive broad-based economic growth in the agricultural regions of Mbeya, Morogoro and Iringa as well as in Zanzibar. ENGINE is a four-year Feed the Future activity funded by the U.S. Agency for International Development and awarded through the Volunteers for Economic Growth Alliance, with the International Executive Service Corps taking the lead. ICMA's role is to advance implementing policies for growth by assisting local authorities and fielding local, regional, and international volunteers. Contact: Damian George, dgeorge@icma.org.

OTHER

Contribute to Proposal Development and Prospective Programs: ICMA members contribute to the development of proposals for funding by conducting reconnaissance trips to target countries, participating in design teams to develop technical approaches, and/or providing technical writing or review. Within these proposals, ICMA oftentimes proposes selected members to provide pro-bono technical expertise during the life of the program. Should ICMA win the bid, these members could be involved with the program's implementation. Contact: Harleen Kovala, hkovala@icma.org.

ICMA International Projects

International Projects Managed or Supported by ICMA in 2018

Funder	Project Name	Location	Primary Technical Area	Project Goal
USAID	Strong Hubs for Afghan Hope and Resilience (SHAHAR)	Afghanistan	Local Governance	Realize the national government's vision for a nationwide municipal governance system that supports individual municipalities.
USAID	Municipal Partnerships for Violence Prevention in Central America and the Dominican Republic (AMUPREV)	Brazil, Dominican Republic, El Salvador, Guatemala, Honduras, Panama	Crime and Violence Prevention	Help Central American municipalities develop collaborative, multi-sectoral violence prevention programs and establish networks that share best practices and lessons learned in crime and violence prevention and reduction.
USDOS	YSEALI Environmental Fellows and YSEALI Legislative Fellows	Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam and USA	Local Governance	Enable young leaders from ASEAN countries to work directly with their local government counterparts in the United States through a reciprocal exchange to enhance their professional aptitude and build professional networks.
ICMA	China Center	China, USA	Local Governance	In partnership with China University of Political Science and Law (CUPL), contribute to the quality of local government management in China by conducting research projects, providing technical assistance and training for Chinese local governments, and creating model projects for city improvement to be replicated throughout China.
USAID	Planning for Climate Adaptation Program	Dominican Republic	Resilience	Increase the resilience of Dominican municipalities to the impacts of climate change by mainstreaming climate change considerations into participatory urban planning.
USAID	El Salvador Competitive	El Salvador	Economic Growth	Provide technical assistance to municipalities in El Salvador with the primary objective of increasing the

				competitiveness of key economic sectors.
USAID	Waste Management Technologies in Regions (WMTR)	Georgia	Service Delivery	Provide technical assistance to local and regional authorities supporting the development of integrated waste management systems and the recycling sector in the country
USAID	Guatemala Creating Economic Opportunities (CEO)	Guatemala	Economic Growth	Create local economic opportunities to reduce irregular outward migration through the promotion of investment, financial mobilization, productive infrastructure development, workforce solutions, and small and medium-sized enterprise (SME) growth.
USAID	Jordan Local Enterprise Support (LENS)	Jordan	Economic Development	Support local economic development (LED) and planning by working with local government officials in targeted areas to help them attract investment to their communities and facilitate growth in targeted governates in Jordan.
USAID	Local Effective Governance (LEGO) activity in Kosovo	Kosovo	Local Governance	Strengthen the operations and inclusiveness of municipal governance in municipalities with non-majority communities in Kosovo.
USAID	Supporting the Government of Mexico's Transparency Goals	Mexico	Local Governance	Develop appropriate codes of ethics and conduct for public servants, thereby promoting ethical conduct that complements the Government of Mexico's efforts to reduce corruption in the public sector and building citizen trust in public entities.
USAID	Strengthening Urban Resilience for Growth with Equity (SURGE)	Philippines	Economic Growth	Support second-tier cities to become more globally competitive and less vulnerable to all types of disruptions through efficient, equitable and resilient governance.
USAID	Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)	Tanzania	Economic Growth	Improve the capacity of the public sector to establish and implement policies which promote an enabling business environment.
USAID	Support of the Urban Policy (SOUP)	USA	Communications	Conduct knowledge management and communications activities in support of USAID's Urban Team.

National Science Foundation	EPIC-N International Training and Development Workshop	USA	Sustainability	Facilitate the formation of partnerships between local governments and higher education institutions to create more sustainable and resilient communities.
USAID	Decentralization Offering Better Results and Efficiency (DOBRE) Study Tour	USA	Local Governance	Share successful approaches for local economic development in the U.S. through study tours that include site visits, meetings with public officials, local tours, and other active learning approaches in multiple U.S. locations.

*This chart includes both project led by ICMA, along with projects ICMA supports or is partnering with another organization.

*This chart excludes projects that are based in the US and that do not have an international component.

International Committee Meeting

September 2018

ICMA Global Programs

We encourage sharing and replication of leading practices through technical assistance, peer exchanges, and hands-on practical training with local governments and their national associations.

GPM Overview

- From Philadelphia to the Philippines, ICMA provides technical assistance, training, and professional development to address local challenges and develop local management capacity.



GPM Overview

- Manage programs in the U.S. and around the world to increase the capacity of local governments
- 27 active programs in 25 countries and the U.S.
- > \$50 million obligated, total contract value > \$97 million
- 2018-to date Results:
 - 227 communities
 - 328 volunteer advisors
 - 9,391 participants trained



GPM Overview



ECONOMIC
DEVELOPMENT



DECENTRALIZATION &
LOCAL GOVERNANCE



MUNICIPAL FINANCE



COMMUNITY ENGAGEMENT



PUBLIC SERVICE DELIVERY



SUSTAINABILITY



WATER & SANITATION

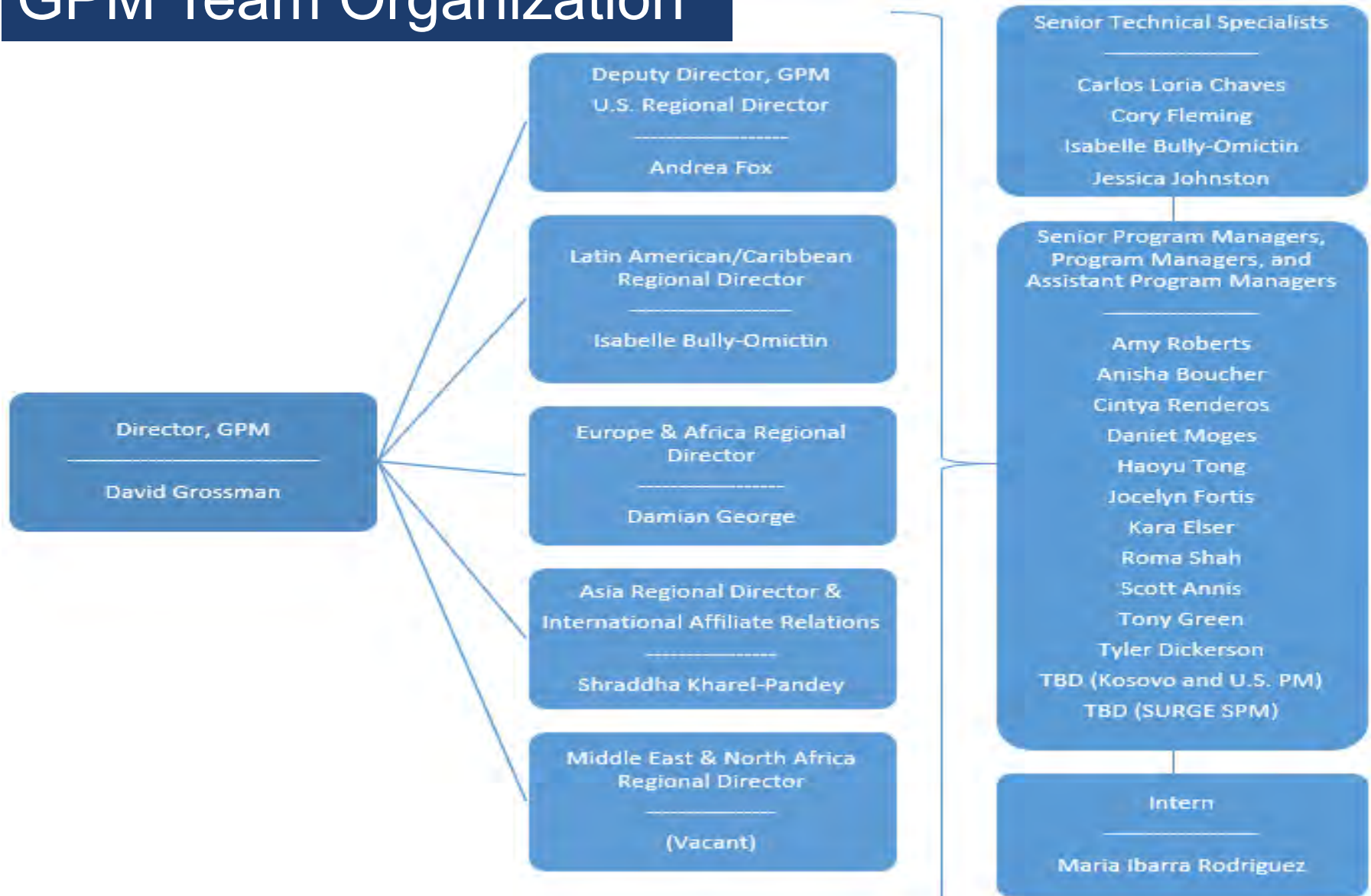


PUBLIC SAFETY &
CITIZEN SECURITY



CLIMATE ADAPTATION
& MITIGATION

GPM Team Organization



ICMA Global Programs

- International Programs launched in 1989
- Focus on developing and, decentralizing countries
- Current and recent projects in 25 countries
- Donor funded (USAID, World Bank, Inter-American Development Bank, USDA, USEPA, Dept. of Defense, Dept. of State, Dept. of Housing and Urban Dev.)
- Presence in Mexico (ICMA México-Latinoamérica in Guadalajara), South Asia (Urban Management Center in Ahmedabad, India), China (ICMA China Center in Beijing), and Slovakia (ICMA Europe)

How we work to develop sustainable, local solutions to local challenges

- Facilitate partnerships for joint problem solving and sustainability (cities, NGOs, associations, other resource organizations)
- Tap the expertise and knowledge base of ICMA members and their staffs to introduce sound management practices
- Techniques: Peer-to-peer learning, technical assistance, formal training, partnerships, association building

Alignment with ICMA Vision, Mission, and Core Beliefs

- We put the “I” in ICMA
- Focus on local governance – building professional, efficient, effective, equitable and transparent local governments around the world
- Grounded in principles of representative democracy, transparency and ethics, professional management, exchange of knowledge and skills internationally
- Consistent with ICMA strategy and priorities/interests of ICMA International Committee

Areas of Focus

- Public works (water and sanitation, streets and roads)
- Local economic development and competitiveness
- Financial management and budgeting
- Disaster mitigation and recovery
- Solid waste and environmental management
- Climate change (adaptation and mitigation)
- Urban and Regional Planning
- Performance measurement and program evaluation
- Strategic planning
- Violence prevention and public safety
- Citizen participation and engagement (focus on youth)
- Conflict mitigation

ICMA Global Programs

Build Sustainable Local Capacity

+

Promote Good Governance

=

Stability, growth, and development

Building Sustainable Local Capacity

- Map and support local systems
- Tap into local knowledge
- Take the long road - mentoring and teaching
- Engage ALL stakeholders
- Connect the dots – vertically and horizontally
- Build capacity to oversee, monitor and evaluate

Promoting Good Governance

- Incorporating principles of transparency and accountability into local government decision making (financial management, procurement, hiring)
- Leadership development: Increasing the effectiveness of local elected officials
- Improving local government ability to respond to community needs/service delivery
- Increasing citizen confidence in local government (through infrastructure improvements, responsive service delivery, opportunities for citizen participation and oversight)

ICMA Global Programs

On the Ground: Making a Difference

CityLinks Approach

CityLinks™ is a model that was designed by ICMA to enable municipal officials in developing & decentralizing countries to draw on the resources of their international counterparts.

It is based on the premise that well-managed cities are the key to efficient service delivery, economic growth, sound management of resources, and political stability.

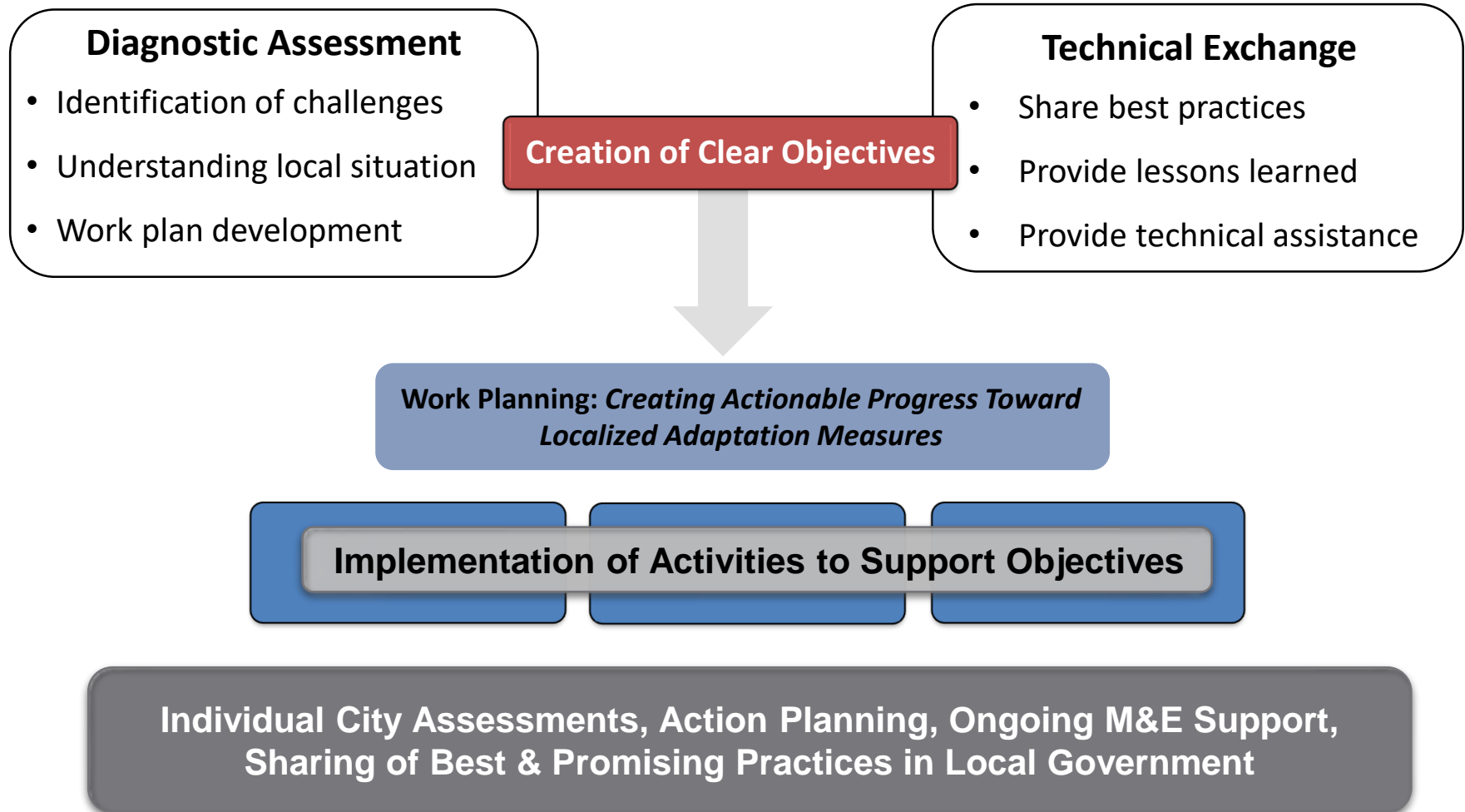
CityLinks leverages the experience and expertise of ICMA's membership of 11,000 local government chief administrators and their professional staffs.



Cities Learn Best from Each Other



CityLinks Partnership Model



IN THE LAST DECADE ALONE...

Over 100

partnerships created between municipalities, academia, private-sector, and NGOs.

Over \$1 Million

leveraged in financial and in-kind support from local governments, individuals, counterpart organizations, and NGOs

More than 700

dedicated city and county professionals shared their experience and expertise with their counterparts in other countries.

Over 500 institutions & thousands of stakeholders

improved their capacity to address local government challenges.

NORTH AMERICA PARTNER CITIES:

Auburn, AL; Anchorage, Juneau, Kenai, Skagway, Wasilla, Kenai Peninsula Economic Dev. District, Skagway Dev. Corp., AK; Avondale, Brea, Bullhead City, Chandler, Gilbert, Scottsdale, Tempe, Tolleson and Yuma, Pinal County, AZ; Monterey, Sacramento Co., San Bernardino Co. Economic Dev. Agency, San José, Santa Ana, Stockton, CA; Boulder, Golden, CO; Broward Co., Flagler Beach, Ft. Lauderdale, Miami Beach, Miami-Dade Co. Oldsmar, Palm Bay, Pinellas County, Port Orange, Sarasota, FL; Athens-Clarke Co. Savannah, GA; Honolulu, HI; Des Moines, Dubuque, IA; Kansas City-Wyandotte Co. KS; Somerville, MA; Great Falls, MT; Reno, NV; Catawba Co., Charlotte, East Carolina University, NC; Johnstown, Kettering, OH; Coos Bay, Gresham, La Grande, Pendleton, Portland, Port Angeles, Port Townsend, Tigard, Union Co., OR; Arlington, Austin, Garland, TX; Alexandria, Charlottesville, Virginia Beach, Winchester, VA; Seattle, WA; West Bend, WI; Vancouver, BC

ALBANIA:

Tirana revamped its management systems for solid waste, construction and demolition, landfills, and material recovery facilities through pilot projects, citizen surveys, and producing how-to manuals.

BULGARIA:

A consortium of Bulgarian cities implemented 25 new local economic development programs that resulted in the creation of 2,500 new jobs and the investment of 140 million Euros in new and expanding businesses.

AFGHANISTAN:

Kabul established systems for solid waste management and infrastructure repair and maintenance, including its first public-private partnerships.

THAILAND:

Chiang Mai, Khon Kaen, and Phuket increased citizen participation in decisions about redevelopment plans, fees for services, and other policies that affect their lives.

JAMAICA:

Portmore adopted climate education initiatives to teach students at all levels how to monitor indoor energy consumption and temperature, and why measuring these things is important.

JORDAN:

Partners in Amman designed and implemented centralized medical waste collection and disposal practices that helped to safeguard the health of the community.

INDIA:

Shimla adopted standard operating procedures that reflect industry standards and best practices in water distribution and management centers.

CENTRAL AMERICA:

Municipalities in Central America & the Dominican Republic have implemented after-school and in-school programs as well as mentoring for vulnerable youth; improved police-community relations; engaged police in planning for citizen security and as resource officers in schools; developed initiatives to reduce gender violence and organized values-based recreational activities.

HONDURAS:

La Ceiba created a sectoral climate change adaptation planning tool that provides different strategies for land use services.

TANZANIA:


Representatives from 110 Tanzanian local authorities were trained on climate change impacts and the role local governments can play to help their communities adapt.

ETHIOPIA:

Dire Dawa institutionalized an urban disaster preparedness unit to better respond to flash floods and other hazards.

AUSTRALIA PARTNER CITIES:

Partners: Townsville, QLD
Gold Coast, QLD

 CityLinks Country Programming

YSEALI Professional Fellows Program

Objective: to conduct a two-way Professional Fellows Program on the theme of sustainable development and the environment in support of the Young Southeast Asian Leaders Initiative (YSEALI). The program goal is to develop long-term partnerships that inspire citizens to create more sustainable communities in Southeast Asia and the United States.

Accomplishments:

- 15 International Fellows from 10 countries are participating in the Fall 2018 exchange under Environmental Sustainability hosted; 22 will participate in Spring 2019 under the theme of Sustainable Development and the Environment;
- 9 U.S. Fellows are travelling in September 2018 for a reciprocal exchange; ~ 8 U.S. Fellows will travel in Winter 2018-2019.

Funding: U.S. Department of State; \$5.8 million; September 2014 – December 2020



ICMA China Center

The ICMA China Center (ICMACC) was formally **established in 2011** as a partnership between ICMA and the China University of Political Science and Law (CUPL)

Mission: To contribute to the quality of local government management in China by conducting research projects, providing technical assistance and training for Chinese local governments, and creating model projects for city improvement to be replicated throughout China.

Goal: To promote professional local government globally through leadership, management and ethics by engaging Chinese national and local governments, and the private sector. the ICMACC provides a unique opportunity for ICMA to forge partnerships with new actors at time of global power restructuring; and provide a valuable opportunity to members.

Partners: ICMA has made strategic connections with relevant organizations in China and created an effective network to support its future endeavors in the country, e.g., The National Development and Reform Commission (NDRC), National Academy of Mayors of China (NAMC), State Administration of Foreign Expert Affair (SAFEA), CUPL and local training organizations such as Qingdao School of District Management.



ICMA China Center

To contribute to the quality of local government management in China

Achievements: ICMACC has facilitated the visits of approximately 150 U.S. and other country city managers and experts to China to share best practices. ICMACC has also facilitated the visits of approximately 200 Chinese local government officials to U.S. cities for partnership and learning opportunities. In 2016, ICMA received the SAFEA “Best Organization Award.” In partnership with the National Academy of Mayors (NAMC), ICMA has translated the Local Planning book into Chinese.

Opportunities for Members: How members can participate in ICMACC activities.

- **Pro-bono Guest Lecturer program-** ICMA members are placed at Chinese universities to deliver one- to two-week courses on city management and related subjects.
- **Study Tour to China** - The program provides members with the opportunity to share technical expertise with local government officials, while it promotes knowledge sharing and cultural exchange. (**Tentative dates April 10-22, 2019**).



ICMA México-Latinoamérica



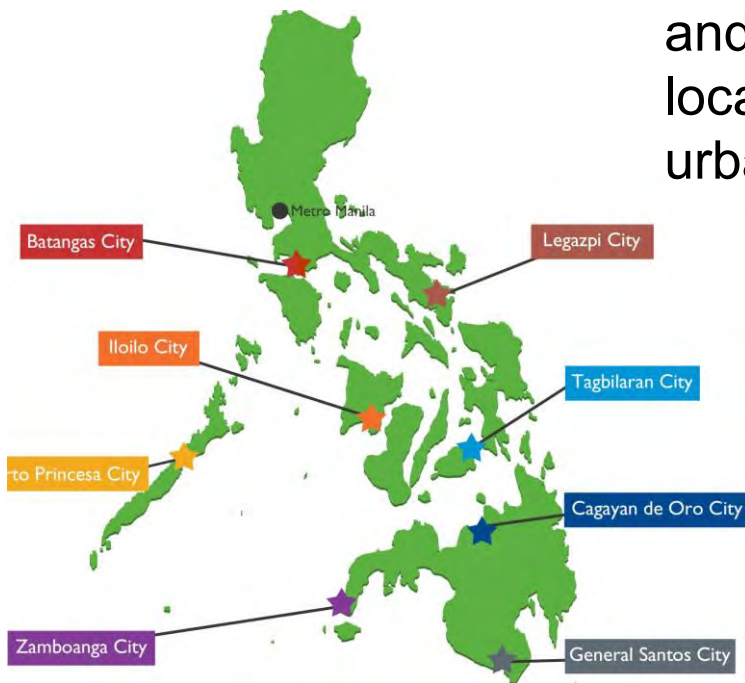
- Established in 2004
- Operates as not-for-profit entity with office in Guadalajara
- Promote professional local government management
- First City Manager in Mexico!!!!
- Develops and applies assessment instruments and other programs that strengthen subnational institutional capacity
- Creates software packages that facilitate daily operations and help make government more efficient using and processing valuable data (priority-based budgeting)
- Support for performance measurement and evaluation systems
- Establish municipal crime and violence prevention committees

- Established in December 2017
- Located in Bratislava, Slovakia
- Managing Director is Mr. Peter Agh, former ICMA Executive Board International Vice President
- Goals:
 - Support all European ICMA members and affiliate organizations
 - Promote ICMA engagement among other local government professional organizations in Europe
- Current Activities
 - 3 grants have been awarded by European donors
 - Regional meeting held in Oslo, Norway in June 2018
- Looking Forward
 - Developing a selection of professional development offerings to circulate globally

Strengthening Urban Resilience for Growth with Equity (SURGE)



Objectives: (1) improve local capacity in inclusive and resilient urban management and processes; (2) promote low-emission local development strategies; (3) expand urban-rural connectivity and access



Technical approach: Assist secondary cities to promote balanced and resilient urban growth

Contract/Grant Value:
\$47 million

Term of Performance: 7/2015 to 7/2020

Strengthening Urban Resilience for Growth with Equity (SURGE)



Accomplishments Year 2:

1. Increased number of City Development Initiative (CDI) cities from 6 to 8 cities
2. Updated Disaster Risk and Reduction Management Plan of Batangas City & Local Climate Change Adaptation Plan of Tagbilaran City
3. Assisted Zamboanga City with drafting the Greenhouse Gas (GHG) Management Plan and Environmental Code
4. Facilitated the streamlining business permits and licensing system (BPLS) in the cities of, Zamboanga, Puerto Princesa, Tagbilaran and General Santos
5. Launched the Sustainable Urban Land Coalition
6. Assisted in the establishment of the Seaweed Network in Puerto Princesa City
7. Published the CDI Newsletter <http://surge.org.ph/cdi-newsletter>

Local Effective Governance (LEGO) - Kosovo

Five-year \$12.9M program funded by the U.S. Agency for International Development.

Purpose: Strengthen the operations and inclusiveness of municipal governance in municipalities with non-majority communities in Kosovo.

Objectives:

- Improved equitable, efficient, and transparent municipal governance which responds to citizens' priorities with a focus on non-majority participation in democratic structures
- Increased active citizen participation of both majority and non-majority communities in municipal structures

Preventing Terrorism Through Community-Based Interventions – Macedonia and Bangladesh

Two-year \$2M program funded by the U.S. State Department Bureau of Counterterrorism

Goal: Empower community actors to counter terrorist ideology via community engagement partnerships, training of family members, educators, and religious authorities to serve as an early warning system for terrorist radicalization, and help develop trust between government officials and the communities they serve.

Project Scope:

- Support new community-based multidisciplinary intervention mechanisms for the benefit of the two countries
- Support the pilot development of a sustainable program in communities with documented cases of terrorist recruitment and radicalization

Feed the Future Tanzania Enabling Growth through Investment and Enterprise Program (ENGINE)

Four-year funded program by the U.S. Agency for International Development (Partnership with IESC).

Purpose:

- Increase private sector investment leading to inclusive, broad-based economic growth in the Tanzanian Mbeya, Morogoro, and Iringa regions, and in Zanzibar.
- Assist the Tanzanian local governments to design and implement policies for growth.

ICMA Role: fielding volunteers and guiding and managing the Local Governance Advisor.

ENGINE

Program results:

- 17 volunteers have completed assignments in Dar es Salaam, Morogoro, Zanzibar, Kilosa, Kyela, Mbeya, Iringa and Dodoma.
- Several volunteers have returned to complete multiple assignments.
- ENGINE volunteers work with local government authorities and other stakeholders to develop a business enabling environment strategy and work plan.



Municipal Partnerships for Violence Prevention in Central America



Objectives: Promote municipal-based violence prevention programs; promote regional peer knowledge networks; and provide assistance to local governments and community groups, in coordination with police efforts; supporting efforts in the Dominican Republic to eliminate transit of men, women, and children subjected to sex trafficking and forced labor (TIP).

Technical approach: City-to-city partnerships with U.S. cities and police departments; training in community-oriented policing; creation of municipal crime and violence prevention committees; sharing of information through a website:

<http://www.amuprev.org>

Accomplishments:

- Supported creation of 21 municipal Crime and Violence Prevention Committees
- Created a Network for Violence Prevention made up of national municipal associations
- Produced 10 videos of successful municipal-led violence prevention initiatives
- Completed a municipal-led violence prevention toolkits (adapted to local contexts)
- Developed a training program on the Brazilian Pacification Police Model
- Certified 8 public prosecutors to lead workshop in 252 schools with the goal of training 12,600 students across 25 municipalities on TIP prevention.



Funding: USAID; \$6.6 million; October 2009 – September 2019

Puerto Rico Municipal Disaster Recovery

Objectives: ICMA led a local governance and service assessment project as part of the FEMA funded disaster recovery planning process for Puerto Rico. ICMA was tasked with leading municipal assessments for all 78 municipalities; topics covered emergency management, local governance, finance and human services, community engagement, planning, public safety, public works, schools, and technology.

Technical approach: In-person interviews with local government officials and staff from 78 municipalities utilizing assessment tool designed by ICMA.

Accomplishments: Successfully completed interviews in all 78 municipalities. Findings informed recommendations for technical assistance and long-term strategies to strengthen communities in Puerto Rico. These recommendations were integrated as part of the governor 's disaster recovery plan presented to congress June 2, 2018.

Funding: US DHS/FEMA; \$500,000; April - July 2018



El Salvador Competitive

Objectives: Provide technical assistance to municipalities in El Salvador to increase the competitiveness of key economic sectors. Generate economic growth, create jobs, and catalyze policy reform in El Salvador by addressing the private and public sector constraints to business competitiveness.

Technical approach: Implement and/or update municipal level plans to develop productive activities, create PPPs, BIDs and regulations for economic development among other areas; Partner select program municipalities with cities in the US for technical CityLinks exchanges

Accomplishments:

- Developed assessment tool to conduct baseline assessment of municipalities
- Assisted in the design of criteria for selecting municipalities that are in a position to develop BIDs
- Peer-to-peer exchange with Pro-bono Urban Programs Manager of San Jose (California) Economic Development Office to conduct a workshop for Project staff and selected municipal staff on how BIDs function, the roles and responsibilities of different actors, including local governments, in promoting economic development, and contribute to establishing criteria to identify and analyze potential projects in selected municipalities to develop BIDs and facilitate coordination with key potential partners.

Funding: USAID; \$523,842; March 2017 – March 30,2020



Guatemala – Creating Economic Opportunities (CEO)



Objectives: Create local economic opportunities with the goal of reducing irregular outward migration through the promotion of investment, financial mobilization, productive infrastructure development, workforce solutions, and small and medium-sized enterprise (SME) growth to create jobs and economic opportunities in Guatemala.

Technical approach:

- Design of interventions to guide CEO project technical assistance to target municipalities (local governments) to improve their capacity to advance economic development agendas and develop productive infrastructure.
- Technical assistance to develop Municipal plans and to evaluate and identify infrastructure needs by working alongside the Government of Guatemala (GOG), municipalities, and the private sector within the Sistema Nacional de Planificación (SNP) and the Sistema de Consejos de Desarrollo Urbano Rural (SCDUR) framework
- Engage Municipalities to develop planning capacity. Support them in developing policies, preparing documents, and submitting projects to the GOG to seek productive infrastructure investment and assistance.

Accomplishments:

- Implemented ICMA's Municipal Capacity Assessment Tool to collect key data from municipalities within target Economic Corridors. The aim of the assessment was to collect data on municipal processes, systems, and capacity to engage the local private sector, complete municipal development plans (MDPs) and municipal zoning plans.
- **Funding:** USAID; \$3 million; March 2018 – January 2023



Solar in Your Community

Objective: To expand solar access to underserved segments of the market, specifically low-and-moderate-income (LMI) households; non-federal governments, and non-profit organizations

Technical Approach: Selected teams compete through an 18-month performance period for final prizes totaling \$1 million. To strengthen their projects/programs, team are offered:

- Technical Assistance Vouchers
- Seed Funding

Accomplishments: The Prize Challenge period of performance ends on October 31, 2018.

Through this time, ICMA has:

- Developed 3 Webinars
- Sourced various resources for the participants to use

Funding: U.S. Department of Energy;
\$3,092,795, March 2018 to March 2020



City Health Dashboard

Objective:

To establish and sustain engaged and productive use of this resource by cities

Technical Approach:

Identify and engage city partners in using the City Health Dashboard through its members and media channels

Accomplishments:

- Solicited members to join the City Advisory Committee
- Supported the launch of the resource in May 2018
- Conducting ongoing outreach to solicit champion cities

Funding: New York University, \$165,518, September 2017 to May 2019

**Measuring 36
health factors and
health drivers for
500 U.S. cities**





Global Programs

Tranter-Leong Scholarships

Scholarship Description

The ICMA International Committee offers two scholarships from the Tranter-Leong Fund to encourage ICMA members to expand their international horizons while advancing the organization's commitment to "think globally, act globally." The scholarships aim to:

- Enhance the professional development of the member
- Further the local government management profession
- Encourage ICMA membership and international affiliate relationships.

Two scholarships are available, one for applicants who seek an experience in Asia and another for applicants who seek an experience elsewhere, other than the United States or Canada.

Scholarship funds must be used for an experience outside the applicant's home country. Examples may include attendance at a conference or other event; teaching at an educational institution; establishing a relationship with an ICMA international affiliate organization; job shadowing in a host community; or similar activities. The scholarships may not be used to repay student loans or to fund solely cultural experiences.

The Tranter-Leong Fund was established at ICMA in 2017 through a generous donation from ICMA Life Member Revan A. F. Tranter, past ICMA President and first chair of the International Committee, and Eugene Y. Leong. Each of these men served as executive director for the Association of Bay Area Governments (ABAG) in California. Upon retirement from ABAG, they started a fund to support interns at ABAG, and the fund later evolved to the Tranter-Leong Fund at ICMA. Under ICMA's stewardship, the two donors and the leadership of the International Committee will use the funds to advance ICMA's commitment to international professional development.

Application Criteria

- The applicant must be an active member of ICMA and must have been a member for at least one year.
- The applicant must demonstrate financial need beyond that covered by any other awards or financial assistance provided by the applicant's employer or state association. The scholarship is limited to direct expenses associated with the proposed international experience.
- The applicant must submit a budget. The maximum individual award is \$5,000. The applicant, if selected, is responsible for any expenses above that amount. A portion of the award can be disbursed in advance, with the rest payable upon submission of an expense report at the end of the experience.
- The applicant must submit an endorsement letter from his or her employer explaining what assistance the employer will provide to the applicant. The employer should describe the benefits it anticipates receiving from the applicant participation in the proposed activity. The applicant may provide additional endorsement letters as well.

Selection

Applicants will be evaluated by a selection committee led by the chair of the ICMA International Committee. Applicants will be evaluated based on need, interests, goals, and employer support.

Tranter-Leong Scholarship Application

(Information marked with an asterisk [*] is required)

Applicant Information

Full name*:

(first, middle, last)

Preferred first name:

Home/mobile telephone:

Preferred email address*:

Current employer*:

Employer website:

Office telephone:

Office address:

(include city, state, country, and ZIP or other postal code)

Your current position and responsibilities*:

Population of your locality:

Population of the metro area around your locality:

Number of employees in your organization:

Number of employees you directly supervise:

Gross expenditures of your organization:

Personal Statement

Provide a one-page narrative to give the application reviewers an overview of you as an individual. This is an opportunity for you to tell the committee more about your career trajectory and what plans you have for the future.

Fellowship Proposal

Describe how you propose to use the scholarship funds. Please address any of the following questions that apply:

- What do you propose to do and where?
- With whom do you propose to interact in the course of your international experience?
- What are your specific goals for the experience?
- What contribution will your experience make toward ICMA's goal of thinking and act globally in recruiting and serving members, fostering a worldwide learning community, sustaining, and strengthening affiliate relationships, and/or providing professional development and support at all career stages?
- When will you carry out the proposed activity? Please include a detailed timeline.
- Why does the activity have to be undertaken in the proposed location? How will the culture and politics of the host location affect what you plan to do?

- How will the experience help advance your professional development? How do you propose to apply the skills, knowledge, and/or network you gain during the scholarship experience?
- How do you intend to share your experience with U.S. and global audiences, both during and after your period abroad? (See suggestions at the end of this application.)
- Address your language skills or, if you do not have local language skills, explain how you will accomplish your goals.
- Please give a detailed budget breakdown of how you will utilize the scholarship funds (up to \$5,000 USD) (required).

Suggestions for Sharing Your Experience

Create a blog/log.

Propose an article for the ICMA website or ICMA newsletter.

Prepare a final report with an abstract or brief summary for publication/presentation, covering topics such as these:

- Unanticipated developments or challenges
- Lessons learned
- Overall impact
- Future plans
- Recognition (outside)
- Other comments

Submit your application as an email attachment to Shraddha Kharel-Pandey at ICMA (skharelpandey@icma.org).

ESTABLISHING INTERNATIONAL PROGRAMS:

A Guide for
State Municipal Management
Associations

FINAL DRAFT

ICMA

Leaders at the Core of Better Communities

September 2018

Prepared by the ICMA International Committee

2018 ICMA International Committee Members:

Chair, Michele Meade
Vice Chair, Marc Landry
Peter Agh
Andrea Arnold
Michelle Crandall
Ryan Eggleston
Gabriel Engeland
Scott Hancock
Michael Jaillet
Christal Kliewer-Weber
Raoul Lavin
Opal Mauldin-Jones
Kellye Mazzoli
Kelly McAdoo
Scott Mitnick
Bill Monahan
Gary Murphy
Jesus Nava
Andrew Neiditz
James Nichols
David Niemeyer
Michael Pleus
Ib Rasmussen
Kim Ryley
Cynthia Seelhammer
Noor Shaikh
Cynthia Steinhauer
C. Seth Sumner
Melissa Valdez-Cummings
Robin Weaver

ICMA Board Liaisons:

W. Lane Bailey
Bruce Channing

Contents

(need to add this once completed)

The Importance of the "I" in ICMA

In February, 2017 the ICMA Executive Board adopted the "Envision ICMA Strategic Plan".
<https://icma.org/sites/default/files/Envision%20ICMA%20Full%20strategic%20Plan.pdf>

This plan reinforces and integrates the international component throughout ICMA programs and initiatives, as well as modifies ICMA's vision statement to reinforce the importance of the "I" in ICMA. In fact, embracing and promoting the international perspective was identified in the strategic plan as a critical driver affecting the members, the profession and the organization.

"Today, with more than half of the world's 7 billion inhabitants living in cities, and with projections showing that continued urbanization will increase this to two-thirds by 2050, the "I" in ICMA is more relevant than ever. The urbanization megatrend, if well managed, will have enormous economic, political, demographic, social, public health, and ecological benefits for all. Given this and other global trends, it is crucial that ICMA strengthen relationships with international affiliates and approach all its programs and services with a global perspective. There are similar issues facing communities around the globe including integration of refugees into communities, climate change, limited resources, unfunded mandates, and there are lessons to be learned from each other. By partnering with our international affiliates, ICMA can provide a network of solutions and enable faster adoption of best practices around the world. ICMA is well positioned to contribute to global efforts in partnership with our affiliates to ensure that our communities are places in which citizens can enjoy safe, prosperous, and productive lives."

- 2017 Envision ICMA Strategic Plan

ICMA Mission and Vision

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

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

"It is the responsibility of each ICMA member to contribute to the effort of achieving the ICMA mission and vision by seeking opportunities to become involved in the international outreach programs of ICMA."

Greg Bielawski, ICMA Senior Advisor and
Former Illinois Manager

The Case for Creating an International Component within State Association Programs

It really is a small world after all, and quickly getting smaller. Persistent advances in communication and transportation technologies have brought the world, literally, to our fingertips. In the time it takes to type on a keyboard or press a few buttons, we can leap thousands of miles across the planet to transact business, talk with friends, or tackle common problems by teaming together. At the same time, the subsequent proliferation of data through media channels has brought us closer to our global neighbors by fostering intercultural dialogue and awareness.

More than communication ties us to the rest of the world. Through advances in communication we have become part of a new global economy. Never before in history have markets accelerated as they do now, with new venues for commerce and production opening across widely disparate locations each day. We have arrived at a point in the postindustrial world where the vitality of a local economy depends greatly, sometimes exclusively, on its place in international markets. These global relationships have appointed to us a moral and professional duty to cultivate improved methods of management in local governance: we and our constituents benefit when we open relationships with international partners.

What does this mean? How should government adapt? Above all, how can we make the shrinking world work to the advantage of local and regional government?

Municipal problems are comparable the world over, and we have a great deal to learn from each other. A budget manager in Charlotte, North Carolina will encounter many of the same logistical challenges her or his counterpart in Central Europe will face. A watershed

San Pedro de Marcoris, Dominican Republic and Fort Lauderdale, Florida, USA recently initiated peer-to-peer exchanges as part of a larger USAID program in an effort to address climate change through improved land use planning processes. Both communities are tackling this challenge together and learning from each other.

manager in Santa Fe, New Mexico could swap notes with administrators in Tel Aviv, Israel. Planners in Buenos Aires, Argentina looking to revitalize their downtown might visit Portland, Oregon to see how others have done it.

Broad differences between language and culture cannot obstruct the shared sense of purpose between government managers; it is this shared purpose that molds the foundation of fresh solutions to old problems. By collaborating with international partners on universal issues, we reap the benefits of new approaches by sharing best practices.

State Association Survey

In 2002, the ICMA Task Force on International Affiliations surveyed state and local government associations regarding international programs. The survey sought to identify existing programs in state associations, as well as what those associations would like to see in proposed or existing international exchange programs. In 2016, a similar survey was distributed to state associations by the ICMA International Committee. The survey was emailed to the presidents of 48 state associations. Responses were received from 20 of the associations.

The following is a summary of the 2016 survey results:

- Associations with a Current Programs - The first series of questions asked about current international programs. Four of the associations responded that they currently have in place some type of an international program for their membership.
- Program Components - Two of the associations, Pennsylvania and Minnesota provided additional information regarding their program components.
 - Pennsylvania
 - Information exchange with municipal associations or other local government support institutions in other countries
 - Highlighting international best practices or case studies in publications, web site, and other information programs
 - Provide a scholarship to support participation in ICMA's International Manager Exchange Program or other international exchange programs
 - Inviting and/or hosting international colleagues at the annual conference or at other association events
 - Minnesota
 - Organizing study tours to other countries or organizing study tours in the US for local government managers from other countries
- Associations without a Current Program – The second series of questions asked those associations that do not currently have **international components in place why they don't** have a program and if they would like to start one, what resources would assist them.
- Reasons for not Participating in International Programs - 80% of the participating state associations responded that they do not have an international component. The reasons provided are shown in Figure 1. Many participants indicate that international engagement is not included in their association mission (8 responses) and that it is not a priority for their organizations (9 responses).
- Information/Support Needed to Consider a Program - Figure 2 indicates what types of information and support state associations are seeking in engaging in international activities. Many of the participating associations are seeking examples of international activities, with some interested in information about international professional development opportunities and assistance with setting up international exchange programs.

Figure 1. Reasons for Not Having an International Component.

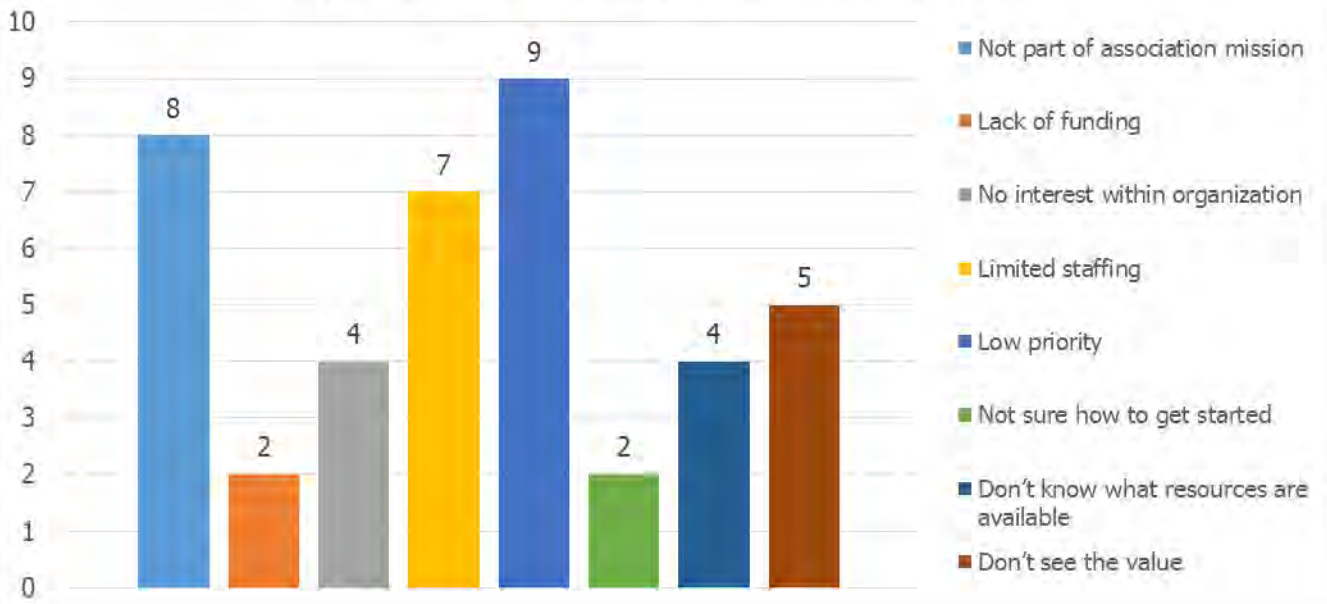


Figure 2. Information & Support being Sought



ICMA and State Program Overview

To operate a successful international program requires many logistical considerations that may require a tremendous amount of time and energy. Survey participants indicated that learning about resources available and examples of how state associations have implemented international program elements would provide valuable support to properly organize and establish a smoothly operating international program. In response to the survey results the following information provides an overview of ICMA International programs and scholarships, as well as, examples of state association implementation of international components.

ICMA Programs

ICMA CityLinks

ICMA began its CityLinks Program in 1997 with United States Aid for International Development (USAID) as a response to economic globalization, accelerated urbanization and rapid decentralization across the globe. The goal of the CityLinks Program is to improve the quality of local governments and strengthen democracy through international municipal partnerships. CityLinks partnerships focus on enhancing basic public services provided to citizens, including environmental management, financial management, economic development, and health. Since its inception, the nearly seventy relationships forged through the program have proven highly successful, leading to real changes in city management in the United States and abroad.

Citylinks partnerships are flexible, with several ways of participating available. Most often, a local government either commits pro-bono staff time to assist a developing city or a program is built from an existing volunteer city-to-city exchange that focuses on technical issues. Once the ICMA makes a match between two cities, a partnership manager is selected from the US city to guide the program along a work plan and schedule. ICMA helps oversee the creation of the work plan, beginning with a diagnostic of the partner city. Exchanges of staff from both partners are conducted in the interest of achieving the work plan goals. The program usually concludes with a final evaluation phase to assess best practices and lessons learned.

Resource cities often find that working in their international partner city unleashes creative solutions to challenges they face at home. Here are reflections from three managers following their CityLink experiences:

- "The trip to Chiang Rai was a very informative and enjoyable trip and I am grateful for the Thai hospitality. What was so striking to me about Chiang Rai is its commitment to collaboration: to engaging and listening to what community leaders have to say about their experience and concerns, and how to learn and move forward together. This is a great model from which we can all learn." - *Lisa Peterson, Deputy City Manager, City of Cambridge*
- **"Fort Lauderdale's interaction with Legazpi has been and continues to be an opportunity to consider their climate adaptation issues and put it in the context of ours. It challenges our assumptions and, in doing so, makes us look at the situation differently...** By changing the conversations, these partnerships are vital to expand our knowledge base by exploring useful solutions to strengthen our resiliency and ensure the long-term

sustainability of our cities.” – Nancy Gassman, Assistant Public Works Director - Sustainability Division, Fort Lauderdale

- **“We often think that the “developed” world has the answers, or will be the ones to promulgate solutions, to major issues like climate adaptation in the face of rapid urbanization. What was apparent after speaking with my peers from the ASEAN cities, is simply that we, here in the US, are not far ahead – if ahead at all – on adequately addressing these issues. There are many lessons we need to learn from our ASEAN peers. Only through collaborative efforts, like CityLinks, will we create the understanding and tools to address the issues of climate adaptation on a global level.”** – Lee Feldman, City Manager, City of Fort Lauderdale

To learn more about some of the most recent partnerships, download a free copy of [CityLinks in Review: Five Years of Fostering Partnerships](#).

Legislative Process and Governance Professional Fellows Program

Launched in 2013 by U.S. President Barack Obama, the [Young Southeast Asian Leaders Initiative](#) (YSEALI) consists of bright young leaders aged 18-35 years from the ASEAN countries. It involves knowledge sharing opportunities and exchange visits.

Most recently under this initiative, ICMA offered a Legislative Process and Governance Professional Fellows Program for 39 professionals from Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar (Burma), Philippines, Singapore, Thailand, and Vietnam and 11 participants from the United States. As part of the program, Fellows travel to the United States and spend the first few days in Washington, D.C. for an orientation, then travel to host communities for four weeks, and return to Washington for a Professional Fellows Congress. U.S. Fellows are selected through a competitive process from among those who host the international **participants. U.S. Fellows travel to their counterparts’ organizations in Asia for two-week** fellowships.

The goal of the program, funded by the U.S. Department of State, [Bureau of Educational and Cultural Affairs](#), is to create long-term, institutionalized partnerships that support emerging leaders and their institutions in the ASEAN countries and the United States to inspire change in creating responsive, open, and accountable governance.

ICMA Scholarship Programs

ICMA has limited scholarship opportunities available to ICMA members to compliment funding you may provide through your state association programming. These scholarships can mitigate the expenses applicants face for travel and lodging. We highly encourage state associations to dedicate their own funding source to assist members in participating in international opportunities. The ICMA International Committee evaluates all applications to the funds and approves disbursements.

John Garvey Scholarship Fund

The John Garvey Fund was established in 1995 following the recommendation of the ICMA International Committee to create a scholarship to assist ICMA members in gaining an international management perspective. The scholarship was named for John Garvey who has served as coordinator of the International Exchange Program for many years. A stated desire of the Committee was to increase the number of women minorities and young professionals participating in international activities.

Scholarship Fund in Memory of William H. "Bill" Hansell, Jr.

The Scholarship Fund in Memory of William H. "Bill" Hansell, Jr. supports participation by U.S. mid-career ICMA members in their participation in international activities. The fund was created in memory of Bill Hansell and to recognize the establishment of ICMA International during his tenure as ICMA Executive Director. The Hansell Fund assists recipients in gaining international experience and learning.

Tranter and Leong Fellowship Program

The Tranter-Leong Fund was established at ICMA in 2017 through a generous donation from ICMA Life Member Revan A. F. Tranter, past ICMA President and first chair of the International Committee, and Eugene Y. Leong. Each of these men served as executive director for the Association of Bay Area Governments (ABAG) in California. Upon retirement from ABAG, they started a fund to support interns at ABAG, and the fund later evolved to the **Tranter-Leong Fund at ICMA. Under ICMA's stewardship, the two donors and the leadership of the International Committee will use the funds to advance ICMA's commitment to international professional development.**

State Association Programs

Some state associations have successfully drawn from organizations not affiliated with the ICMA to develop an international program. State associations should consider these ideas if cooperation with ICMA is not feasible for some reason, or to enhance existing programs.

International Management Exchange Program (IMEP) - Through state associations, ICMA members may also apply to participate in the International Management Exchange Program (IMEP) with counterparts in a variety of countries. Each exchange generally lasts two weeks overseas in the locality of the host manager; in turn, the visit of the international partner **should coincide with ICMA's Annual Conference. Participant applications are usually due in each January, with matching decisions completed around April.** Find additional information about this program here - <https://icma.org/international-management-exchange-program-imep> .

California

California started their California/Australia Exchange Program in 1993 and it remains in place today. This program gives California managers the opportunity to attend the annual State conference of the Local Government Managers Australia (LGMA) in New South Wales or Queensland. Three managers are sent to the Sydney area and one stays in the Brisbane area to participate in the conference and see the local area. Typically, participants have been asked to present at the conference. The California International Committee supports this journey and has provided \$1,500 stipends to help with travel costs. Additionally, LGMA provides each award winner with a complimentary conference registration and three nights of lodging at the conference hotel. Awardees are asked to help coordinate the Australian exchange participants the following year when they attend the California state association conference.

Minnesota

With a large population of Scandinavian descendents, it seemed only logical for the Minnesota City/County Managers Association (MCMA), with the help of former New Brighton city manager Matt Fulton, to establish a relationship with the Swedish City Managers Association and gain an international perspective of the people whom they serve. To launch the process, Mr. Fulton

used relationships with international partners established in past ICMA international task force mid year meetings (Sweden, as well as New Zealand).

Once the MCMA selected their international exchange partner, they solicited Minnesotan city managers to apply to participate. Personnel selected for attendance were surveyed regarding the areas of Swedish administration they wished to explore; land development, for example, or sustainable practices. The MCMA then relayed these surveys to their Swedish hosts, who used them to plan activities for the Minnesotan delegation.

In 2003, the MCMA sent a group of 21 city managers to Sweden for a manager exchange. Swedish city managers apprised their Minnesota counterparts on day-to-day public affairs and responsibilities. In turn, all the city managers agreed to host the Swedish administrators when they visit Minnesota in 2005 for the ICMA Annual Conference.

Nebraska

Several years ago, in **consideration of Nebraska's growing Latino population, the Nebraska City Management Association (NCMA) turned to the ICMA's programs to foster cultural awareness** and better serve their constituents. The NCMA participated in a collaborative effort with the ICMA field office at Mexico City to arrange a hands-on visit. The state association evaluated the eligibility of interested exchange candidates by set criteria:

- percentage of **Latino population in candidate's community**
- rate of Latino population growth
- level of active participation within the NCMA
- time of service within the city
- the length of the remaining term of service a candidate has towards her/his community
- receipt of previous subsidies

NCMA and the ICMA Mexico City field office then put together a five-day trip, arranging hotels, transportation, and an itinerary that included meetings with Mexican officials. They visited Cuautla, Ayala, and the Municipal Development Institute of the State of Morelos. The city managers returned to Nebraska achieving their intended goal of gaining a better understanding of the Latino population residing in Nebraska.

Most recently, the Nebraska City Management Association established a partnership with the University of Adger in Norway. Through this partnership, several Nebraska managers traveled to Norway on a study tour and met with a group of Norway managers. The objectives of this delegation were as follows:

- To establish a formal relationship between NCMA and the Norway group to initiate ongoing communications and exchange of members.
- To determine if any technical assistance can be exchanged.
- To pursue possible Sister City relationships with Norwegian communities of similar size and characteristics of NCMA Member communities.
- To explore whether a joint initiative can be developed to establish a relationship with a Lithuanian City Management Group.
- To engage in study tours of nearby communities to determine if best practices might be introduced to the NCMA Membership.

International Experiences from Pennsylvania and Nebraska

The following are two case studies from Pennsylvania and Nebraska. The first is an ICMA fellowship exchange in Vietnam and the second is an independent state association partnership with a university in Norway that helped facilitate manager exchanges.

Association for Pennsylvania Municipal Management ICMA Fellowship Exchange to Vietnam Written by Denise Fitzgerald, Township Manager, Scott Township

Denise Fitzgerald is the Township Manager in Scott Township, Pennsylvania. She is a member of the Association for Pennsylvania Municipal Management and is an ICMA-Credentialed Manager. Below she shares her experience in participating in an exchange through ICMA in 2016.

1. Program highlights: On Monday, February 22, 2016, after my debriefing at the U.S. Embassy in Vietnam, I met with the Director of CECR, Ly Nguyen. She was kind enough to explain to me what CECR does and how its goal is to help the environment. She also had us meet with different provinces in Hanoi for me to visually see what projects they are working on in cleaning up their lakes in Hanoi. Ly was also accompanied by Tara who is from the US Embassy in Thailand. They recently funded a five-year project to clean up the lakes in Hanoi. One very important item I will be bringing back to my municipality is how they interact with their community and how they are able to have better participation in their events and projects. I will be working more closely with our school district in the future.
2. Progress achieved in accomplishing project goals and objectives: My goal was to better understand the Vietnamese culture and a broader understanding of their government structure and how it works. I have traveled within Halong Bay to remote provinces such as Ban Sen which had a total of twenty homes which can only be accessed by boat and met with many people within the city of Hanoi. After several meetings with the residents and government officials in Hanoi, I have been fortunate to learn both the similarities in their government along with the differences. Their government begins with Wards which are similar to our Township, then District which is similar county level, followed by Province then Central which includes their National Assembly. Their National Assembly parallels our Federal government. In Vietnam, they set up target groups for participation in issues such as environmental. These target groups help and assist in implementation of projects such as improving water quality.

3. Notable success stories: I was fortunate to attend several meetings throughout the provinces of Vietnam with their public officials regarding Environmental issues they are faced with and how they are handling them. We shared experiences and project accomplishments on Environmental Projects.
4. Engagement with U.S. Embassy: Met with Ngo Dinh Quynh, Cultural Affairs Specialist to discuss the similarities and differences in the Vietnamese culture with the United States. We had a knowledgeable discussion on the Vietnamese having a hierarchy mentality and how I am to show equality to everyone when in a group. This was very helpful at some of my functions while staying in Vietnam. He also stated that the Vietnamese people tend to be very inquisitive and to not take it offensively. Again, this was very helpful because some of the questions posed to me at my presentation at the American Center were "how much do you make?" and "how powerful is your position in town?" He also stressed to me the importance of proper attire when visiting pagodas, temples and places of importance. The Vietnamese people are generally modest about clothing and it is important to keep your arms and legs covered.

After my meeting with Quynh, I met with Fenghua Wang, the Information Resource Officer for Vietnam. We reviewed my presentation that I was going to do at the American Center the following week. Fenghua asked that I modify the presentation to a much simpler form as I would be presenting to young students who are just learning about how the American Government works.

5. Potential for ongoing cooperation: After my presentation at the American Center, I had a few questions from the group. I exchanged business cards with some of the participants and they have requested a copy of my presentation which I will be forwarding on to them. I have also offered to assist CECR in the reviewing of grant applications when applying to the United States.
6. Difficulties encountered: I only encountered one difficulty and that was with the reservations at the hotels. There was a language barrier that we could not seem to get through at all three of the hotels in which I stayed. However, once the reservation issues were settled, the hotels were very helpful in assisting me in obtaining taxis to where I needed to go.
7. What were your reasons for participating in this Fellowship? Did the program meet your expectations? Why or why not? My reasoning for participating in the Fellowship was to increase my understanding of different cultures and how they are similar or different to ours in the United States. I also wanted to see the differences in local government compared to local government in another country. This program exceeded my expectations because I have obtained knowledge in both plus more. I had the opportunity to interact with the residents, try all different types of food, and even take in a traditional water puppet show. On the government side, I was able to meet with local government officials **and speak at the U.S. Embassy's American Center where I was posed** a few questions by the audience that lasted over an hour. Their interest in our government was just as intriguing to them as their government structure was to me. Their government

structure from the bottom to the top includes WARDS, then Districts, then Provinces, followed by Central which includes the National Assembly, Political Bureau, the Prime Minister and the Head of the Party. What was very interesting to me is that you must work your way up these ranks to obtain a higher position. I explained that in the United States you can decide tomorrow that you want to run for a State office and you have the right to do that, even Federal. This was very surprising to them. What was surprising to me is how involved the residents of the wards got in the environmental projects.



8. How has your experience changed your outlook on your host country? Home country? Vietnam, especially Hanoi, is a very busy, small business-oriented city. I will never complain about traffic again. Hanoi is very congested and busy due to rapid urbanization. However, it is still very easy for a foreigner, like me, to get around by taxi. Also, in the city of Hanoi, the government is trying to improve the traffic issues by putting in **new streets and placing traffic police at certain intersections. In my country it's not** customary to sit outside on the side of a street on a small plastic chair and eat something a vendor just made but in Hanoi its traditional and common practice. The food was always extremely fresh and very good. Halong Bay was a beautiful part of their country that I had the pleasure of visiting during my stay. Halong Bay is in Northern Vietnam by the Chinese **border and is one of the world's natural** wonders. The bay is dotted with 1,600 limestone islands and inlets. I was able to visit small provinces within Halong Bay and was able to see how the people of the province fish to support their families.



9. What professional experience did you gain from the exchange? What was the most important aspect of the exchange? Most importantly, we strengthened our ties with Vietnam and will continue to build our relationship we have with Hoa and the members of CECR. I have a better understanding of the issues they are faced with especially at an environmental level. The environment is important to everyone in the United States and Vietnam and by working together with new ideas and sharing old ones will help us both in the future.



10. Give specific examples of activities or impactful meetings you had while in your host community. There were many activities and meetings, however, I will list a few. The project CECR (Center for Environmental and Community Research) has been working on targeting local people in 5 wards (O-Cho-Dua Ward, Kim-Lien Ward, Quang-An Ward, Ngoc-Khanh Ward, and Hoang-Van-Thu Ward) and students in Hanoi to improve the water quality of their lakes. We had several meetings with two different

WARDS in their target group. The first meeting took place in the Ward of Kim-Lien. Where they took us to Lake Kimlien where they are working on improving the water quality. Over the past five years, they have promoted water clean-up days, community participation, and community involvement via their student union which is a powerful group of young residents involving themselves in these projects. Students from the Water Resources University donate their time on projects such as these. There were 150 1st and 3rd year students coming from different universities in Hanoi that were recruited and trained for these clean water projects.

The second meeting was in Ward O-Cho-Dua where the government officials there took us to Dong Da Lake where they continue to work on clean water projects but hope to obtain funding to purchase paddle boats to oxygenate the water.

Hoa set up meetings with YSEALI alumni and future selections for the fellows program so that we could share experiences with them.

I also met with individuals who wanted to learn about local government in the United States. We met at the American Center at the U. S. Embassy where I presented how my community fits into the US government system. It went extremely well with a question and answer period lasting over an hour.



11. What advice or information would you give future fellows? The best advice I can give a future fellow would be to do your research on your host community before you get there. Have a couple of things already in your mind that you would like to do or see. Talk to your host before you get to the host community on what their expectations are of you during your stay with them and what you are expecting to get out of your experience in their country.

12. How will you continue to stay involved? Hoa, Ly and myself have exchanged emails and will continue to do so on environmental issues that are going on in our communities and I have also agreed to assist them in the proof-reading of future U.S. grants to help them obtain funding for their important projects. We plan to continue to communicate through Whats App and Skype so that we may continue to stay involved in **each other's community interests/needs.**

13. Any additional comments? On a personal note, aside from the professional aspect of this program, I feel that I have had the opportunity to submerge myself in the Vietnamese culture thanks to this program and I have learned so much about the people **of Vietnam. I had the opportunity to visit beautiful pagodas and Ho Chi Minh's** Mausoleum and Museum. The Temple of Literature was the first university of Vietnam built in 1070. Only the best and the smartest were permitted to attend. With five spectacular courtyards, each having significant meaning, was breathtaking to see. Ho Chi Minh was the most iconic leader of their country and I was able to see how they honor him. Architecture such as the one pillar pagoda and Buddhist temples could be seen throughout Hanoi.

Nebraska City/County Management Association (NCMA)
Partnership with
University of Adger, Kristiansand, Norway
Written by Chris Anderson, City Administrator, Central City

How did the partnership get started? - Professor Robert Blair of the University of Nebraska at Omaha had an ongoing relationship with the University of Adger and specifically with Professor Dag Olaf Torjesen. Together they had an idea to facilitate a professional exchange between their two Public Administration departments and the constituencies they serve. Bob Blair contacted Chris Anderson, City Administrator in Central City, Nebraska to develop a proposal for such an exchange to the NCMA membership. The original proposal is attached at the end of this document. While our final activities varied somewhat from the proposal, the outcomes exceeded our hopes for the project.

Itinerary for NCMA visit to Norway: Our initial 5-day visit to Norway was in August 2014 and included 4 city managers plus Dr. Blair. The structured portions of our schedule are listed below:

August 11 Monday Kristiansand: Start of NCMA Study tour
Visit to the city hall, Municipality of Kristiansand, Lukas Wedemeyer, Radhusgata 18
9:00-9:30 Welcome, Lukas Wedemeyer
9:30-10 Economic development, Lukas Wedemeyer
10-10:30 International relations in Kristiansand, Oyvind Laderud
10:45-11:30 Sustainable development, Kim Ovland
11:30-12:15 Urban development, Ragnar Evensen
12:30-14:00 Lunch Le Monde, Kirkegata 15
14:00-16:00 The Norwegian municipality sector and the role of city managers (rådmenn), Jan Inge Tungesvik, Regional director KS, regional director

Welcome dinner at **Dag Olaf and Gro's** condo on 17.00 after the program in the city hall.

August 12 Tuesday **visit / "safari" municipalities in Agder:**
1. Chris and Michael – Songdalen municipality, Kjell Sverre Langenes, City Manager

Accommodation, Kjell Sverre Langenes will host the US guests in his cabin

2. Joe Johnson – Flekkefjord, Inger Marethe Egeland, Bob and Dag Olaf will accompany Joe to Flekkefjord. Private accommodation in Inger Marethes house at Hidra

3. Joe Mangiamelli – Arendal, Kari Rasmussen, city managers staff, Arendal
Private accommodation in Charlotte Kilands house

August 13 Wednesday
11:00 **Return to Kristiansand from "safari" visits via regional bus.**
Lunch at UiA campus at Gimlemoen. City managers take city bus to campus. Visit to Faculty of Social and Political Science.

12:00-13:00 Per S. Sørensen, Director of Faculty and previous Mayor in Kristiansand, The relationship between political leadership and administration/rådmenn. Meeting room H2-024

13:00-15:00 Dag Ingvar Jacobsen, chair Political Science and Management, UiA

Dinner at the restaurant Sjøhuset hosted by Department of Political Science and Management. Sjøhuset is located near and in walking distance to Odderøya lighthouse. Nebraska city managers return to Odderøya Light House for lodging.



Mayor and City Manager (Radman) of Songdalen at left

Planning the Visit: Starting without any template, the process of planning the visit was long and sometimes frustrating. While existing relationships were in place, there are still issues of

language translation, cultural intent of offers and invitations, time zone differences and the fact that University faculty take several months off during the summer. There was great value in reading online tips and suggestions about visiting another country – **what to bring for gifts, do's and do-not's etc.**



Meeting with University of Adger professors in Norway

Reciprocation: A group of four City Managers and two University of Adger Professors were invited to visit Nebraska in a reciprocal trip. They attended the League of Nebraska Municipalities annual conference, visited the communities of those who previously travelled to Norway, then made the short trip to Kansas City for the ICMA annual conference.



5 guests from Norway attend Nebraska League Conference

Budget and Expenses: NCMA provided a \$2,000 stipend to each member participant. Dr. Blair had expenses covered by University funding. The City of Kristiansand provided free housing for four nights at the Odderoya lighthouse residence as shown in the picture below. City managers opened their homes to us the remaining night. Several meals were taken in personal homes and our hosts provided all ground transportation. While NCMA participants had some out-of-pocket expenses, the amount was very reasonable.

For the reciprocal trip, each city manager had an NCMA host. Our communities covered two hotel nights for our guests during our Nebraska conference and we hosted one night in our homes. We covered all ground transportation and most meals. Our guests had out-of-pocket costs for their two nights in Kansas City during the ICMA conference.



Take Aways:

Nebraska has a strong Scandinavian heritage from the settlement of the state in the mid **1800's**. **Most participants commented** on how easily and naturally we made connections with each other. This can be considered a benefit in the ease with which the exchanges took place **or could be criticized for our group not being "stretched" or having the experience of a** substantially different culture.

Coming from the United States, we may naturally assume we have the answers and everyone else wants to hear how we do it. We have a lot to learn from other countries and in the case of Norway in particular, how government can be conducted in harmony with our residents rather than in an adversarial capacity.

The trips exceeded the hopes and expectations of all those who participated. While there was some initial skepticism of the value of the initiative, all found it to be an extraordinary experience.

ICMA has a formal affiliation agreement with the Norwegian Forum of Municipal Executives. Unfortunately, none of the Norwegian participants, or others we met in Norway, had any familiarity with that agreement. They were almost entirely unfamiliar with ICMA. This caused me to question the value of our international affiliate agreements if there is no personal

contact, if there is no follow up, or if the entity affiliated with conducts no outreach to its membership to advocate for ICMA.

Each party was anxious to show off their localities and the other party was anxious to soak it in. My son and I participated in an unforgettable sailboat race in the fjords. My Norwegian guest watched his first American football game as I explained how it worked from the stands of our local high school game. We appreciated fantastic local museums in both countries and much more.



Having a couple of champions for the project is essential. There were many opportunities for the ball to get dropped, but you need one or two advocates on both sides who will push as hard as it takes to keep it moving

NCMA International Initiative Submitted Proposal

Dr. Robert Blair, University of Nebraska, School of Public Administration, and Chris Anderson have been working to develop an NCMA International Initiative to facilitate learning and professional exchanges in Europe. The initial objective was establishing a relationship in Lithuania. The strategy has evolved to initially establish a working relationship with local government professionals in Norway, which is near Lithuania. This shift has occurred due to concerns about unstable local government political considerations and the desire to enlist assistance from the Norway delegation.

Lithuania is like Nebraska in its size, rural character, and existence of many smaller communities. The country has struggled with establishing professional management as we know it while transitioning from being a Soviet controlled State. Current events and news media reports show that Russia continues to exert influence in the country and desires to bring them back into a close economic relationship. Their efforts toward democratization could be enhanced through a better understanding of the democratic principles our profession promotes. University of Nebraska Omaha currently has a working relationship with Siauliai University in Lithuania and is exploring ways to collaborate. In the future professional exchanges of local government administrators is an option, but there is still significant work to do in this area.

Proposal: Blair & Anderson would propose to establish this initiative with an NCMA delegation traveling with Dr. Blair to Norway in June of 2014. Dr. Blair has established relationships with Adger University in Kristiansand, Norway and with Stale Stormark who is organizing a group of

city managers in Norway. They propose to send a delegation of 4 NCMA Members to accompany Dr. Blair with the following objectives:

1. To establish a formal relationship between NCMA, Stale and the Norway group to initiate ongoing communications and exchange of members. Stale is also active with the International Committee of ICMA.
2. To determine if any technical assistance can be exchanged.
3. To pursue possible Sister City relationships with Norwegian communities of similar size and characteristics of NCMA member communities.
4. To explore whether a joint initiative can be developed to establish a relationship with a Lithuanian city management group.
5. To engage in study tours of nearby communities to determine if best practices might be introduced to the NCMA membership.

Funding Request: Participants will need transportation from Nebraska to the Kristiansand, Norway airport. They will also have some lodging, transportation and food costs in the country. A request of \$2,000 per participant is requested for a total of \$8,000. Dr. Blair will obtain funding independent from NCMA.



Update – August 2018

NCMA continued its exchange program with another visit to the Kristiansand area from August 12-17, 2018

Monday 13th of August – visiting Arendalsuka

KS-Agder – welcome reception/lunch:

Welcome, by major of Arendal municipality, Robert Cornels Nordli

Boat transport to the old port, Pollen and participation at the Arendalsuka – a national annual event held since 2012. **It's the largest political gathering in Norway. The event has a clear mission to strengthen the belief in political empowerment and democracy through an open debate and involvement.**



Tuesday 14th of August

Visit to **"New Kristiansand"**- the merger of Søgne, Songdalen and Kristiansand municipalities (will merge by 1st of January 2020).

10:00 am – Political background and leadership in the merging project. Astrid Hilde, Mayor in municipality of Søgne, deputy of Fellesnemnda.

10:20 am – How to merge and build one greater and better municipality out of three – in only two years? City manager of Songdalen Kjell A Kristiansen, member of Program board of the new Kristiansand municipality

11:00 am – How we organized the program **"Building new Kristiansand"** Program advisors Kjell Sverre Langenes and Anne Aunevik

11:45 am – How we inform and communicate the merger-program.

Communications manager Kristin Wallevik Timenes

12:15 pm – Lunch in City Hall

12:45 City-walk – Bystranda – Otterdalspark – The Fishmarket- by CEO of planning- and building in Kristiansand municipality, Venke Moe

13:45 pm – The Concert Hall Kilden (CEO, Hans Anthonsen)

14:45 pm – Light meal at the Fishmarket

17:00 pm – Sailing regatta in Søgne



Wednesday 15th of August – workshop at University of Agder

10.00 am (Associate Professor Dag Olaf Torjesen and Professor Robert Blair)

University of Agder, Dep. of Political Science and Management

Nordic and Norwegian local government – welfare municipalities and the decentralized Nordic model – challenged but still viable?

Public Service Motivation among Danish, Norwegian and US local government CEO's

Comparative research project – City managers in Denmark and Norway

Comparative city management: Norway, Scandinavia versus US

(PhD-fellow Bjørnulf Arntsen, UIA) *Drivers and barriers of inter-municipal cooperation*

Thursday 16th of August – visit to the western part of Vest-Agder county – Lyngdal and Flekkefjord

The amalgamation process between Lyngdal- and Audnedal Municipalities –Diagnosing and Changing Organizational Culture

(By Professor Morten Øgaard and researcher Linda Hye)

Visit to Kvåsfossen Waterfall and the Salmon Staircase

Summary:

We enjoyed the opportunity to continue our friendships and professional exchange with our Norwegian peers. Our discussion focused heavily on the municipal consolidation process underway across Norway. The concepts of consolidation, mergers, cost efficiencies and the like are common across cultures.

Maintaining the momentum of our exchange with pending retirements and natural turnover in positions is an ongoing concern. We are identifying key individuals on both sides who are tasked with either keeping the program alive or bringing other up to speed to do so.

Suggestions for Initiating an International Program

Developing a global perspective in managing a local community is becoming increasingly relevant and important. Yet it typically starts small and will evolve over time with consistent, and persistent, leadership. Initiating an international program begins with the simple appreciation of the importance of establishing, promoting, and adopting a global perspective regarding professional local government management. Experience has demonstrated that initiating a program only depends on making it a priority. Most local government executives understand the importance and relevance of having an international perspective; it simply **doesn't get the attention it needs** amid other daily pressures. That is why it is important to reach out and request assistance from other available local, regional, and state resources. It is also critical, and surprisingly easy, to reach out to colleagues in other countries through the ICMA and their respective state affiliates.

What follows are some steps on how to organize and establish an international program within your state.

Step 1: Identify Interested and Experienced Managers to Form a Committee

- Identify and solicit the interest of managers with international experience, preferably managers that have participated with the ICMA or other professional exchange programs in the past.
- **Schedule an informal opportunity at an annual Manager's conference to solicit thoughts** and input from colleagues about the importance and benefit of having an international perspective in the work they do. Inquire about how an international perspective might benefit multi-national companies located in their communities.
- Managers with an international background and experience better understand the benefit, needs, and objectives of an international exchange. Find a way to have them become champions in the conversation.

Step 2: Identify Program Objectives through Committee Leadership

- Work with the state association to establish a committee focused on the development and promotion of an international program. Establish a work program that integrates the **identification of international best practices and new perspectives in the Association's** marketing material. Conduct an environmental scan of the Association membership that identifies local issues or projects reflecting an international perspective in local service delivery or economic development activities.
- Maintain awareness of possible resources available through ICMA and/or USAID that support international activities or opportunities for colleagues to travel abroad and engage in international community building. Exchange programs are a wonderful way to help build an international program and expand on the benefits of having an international perspective.
- In developing a formal international program, develop a budget that considers the material costs of establishing an international program as well as a workplan that will help advance a formal strategic based on costs and benefits of an approved strategic plan and workplan. These goals will be key in securing grants or financial assistance from organizations like the State Association, ICMA, or USAID.

Step 3: Allocate Funds from State Association Budgets to Accomplish Objectives

- Work with the leadership of your State Association to establish a formal budget for supporting an international program.
- Establish a scholarship program that supports professional opportunities to engage internationally. It is not unreasonable to ask managers to assist in financially supporting the costs associated with an international opportunity. In many situations, the host managers will help with lodging costs. Consider the best way to allocate what will be a likely limited amount of scholarship proceeds for those managers interested in participating.
- Motivate the state association by encouraging active participation

Step 4: Utilize ICMA Resources to Help with the Program

- Consider which ICMA program will best help accomplish state association objectives for an international exchange (i.e. waived convention fees for visitors and/or making connections with USAID).
- Use ICMA field offices to assist with logistical details: itineraries, translators, travel, and so on.
- Take advantage of the international programs and activities that take place during the annual conference. You should certainly reach out and introduce yourself to members of the international delegation. You will find the international conference attendees to be interested in meeting you as well! It could be the start of a rewarding and exciting international program.

Some Final Considerations

Westwood, Massachusetts **Town Administrator Mike Jaillet offers the following “lessons learned”** for those interested in pursuing their own international exchange programs. These valuable insights speak to the practical aspects of an international program from the perspective of a participating/hosting town manager.

Publicity

Often, managers and administrators feel reluctant to become involved in international exchange programs because they do not recognize the benefits for the community they serve. It is important to publicize the activities of the program, simply by inviting all members of the media to events (the local paper, regional paper, radio station, or cable or regional television stations). This provides the reporters with an opportunity to cover the event and to speak directly with the participants. The press always treats this as a positive story set apart from the local political coverage. In one instance, the Montenegrin Mayors visiting as part of a Resource Cities (now called ICMA CityLinks) Program attended a traditional annual Town Meeting. Sitting to the side (with an earphone through which an interpreter could explain the process), they viewed first hand the meeting for about an hour. The press stories that flowed from this event overwhelmed the actual issues covered in the town meeting.

Awards

These international programs require a significant investment of time and effort to coordinate and conduct these international programs. State associations should acknowledge individuals that have made this contribution by presenting the individuals with an award or some type of accommodation at one of its meetings. The ICMA in the past has also acknowledged state associations that have participated in a successful international exchange program.

Two-way Exchange

The participants in any exchange, whether they are the host or the visitor, can benefit significantly. The differences in approach to addressing and resolving local issues vary more significantly between countries than they do between regions within countries. Therefore, it is imperative that both parties of an exchange share and compare similarities and differences. For example, when Irish government officials visited a local New England community, a lengthy discussion commenced about how different library services in the United States differed from library services in Ireland and Northern Ireland. As a result, both the hosting and visiting communities reached a more complete understanding of how they could provide specific services differently.

Itinerary

It is extremely important that the hosts obtain as clear an understanding of what the visitors would like to see and learn about as far in advance as possible. The visiting officials should prepare a memorandum for their host on the purpose of the exchange and the issues they wish to learn about. This report should include, as an addendum, the resume of each of the participants and a brief community summary.

Transportation

There are a variety of ways to handle in-country transportation. In some instances, it simply makes sense to rent a large van for the period of the exchange. On other occasions,

as a cost-effective alternative, the various participating communities can coordinate transportation. Many communities have recreation or senior vans or buses that they may use to transport the groups to sites and/or between communities.

Keep It Real

When officials visit another country, they are interested and impressed by physically seeing the differences. Therefore, avoid the common mistake of bringing groups into a meeting room, like the meeting rooms in their own country, to hear and receive a presentation, even if it includes pictures. Rather, take them to a site under discussion and show them.

Food

Individuals traveling on an exchange program will usually get fed at each stop in their travels. For instance, a traveling group may start out with a breakfast at their hotel before transferring to a community where they will eat after a presentation, and then transport to another community, only to be fed again for an afternoon break, followed up by dinner. On prolonged exchanges, participants may even gain several pounds from overeating.

Information Overload

Hosts provide visitors with lots of international material at each stop along the way. Often the material provided is never again used and not taken outside of the hotel room they stay in. So instead, provide enough materials available on a desk and near the exit of meeting rooms along with a bag and encourage the individuals to take what information they want.

Gifts

Communities and associations, either hosting or visiting as part of an exchange program, should prepare to exchange gifts. The international communities often give a community Coat of Arms, flags representing their country, or some other memorabilia or handicrafts. Since most American communities do not naturally prepare well in this regard, each should spend some time and money on similar representations of their community that they can exchange with the visitors or hosts (i.e. mounted city/town seals, pens, postcards or pictures, local crafts, etc.).

Entertainment

Often visiting groups are well attended during the normal working hours with site visits and presentations. However, especially on weekends, very little happens in the way of organized entertainment during their down time. The hosting community or communities can arrange with local sporting organizations, museums and other attractions to provide the visitors with free or discounted admission. The visitors often would like an opportunity to shop for gifts for family and friends as well, and hosts should plan for that.

Perspectives from Our Colleagues

"Somewhere in the world there is a community (or more realistically - many communities) that shares your culture or shares your challenges but has a different perspective on solutions than you do. Don't you owe it to yourself and to your community to seek them out and share ideas and solutions? Everyone benefits, and with today's technology, email communications, social media and online translation services, sharing globally is much easier. Find your soulmate community across the world and work together. It will be worth it personally and professionally."

- Michele Meade, 2018-2019 ICMA International Committee Chair and Former ICMA Northeast Vice President

"One the most enriching experiences from my public service career thus far has been the international experiences. **I've learned abroad about new** approaches and structures to public services. There are always new ways to approach similar objectives. Doing international work stretches you and challenges the established mindset of what is possible. **I've met amazing** people and made friends with whom I will stay in touch.

I have also **come home to appreciate aspects of my "regular" work.** The way we do things and work together is not so bad with some perspective. I keep seeking international experiences for these reasons while I continue my work in USA city management and will do so long into the future."

- Clay Pearson, Former ICMA International Committee Chair

"Interacting, traveling and working with municipal officials from around the world has been truly enriching. As we attend graduate school and then come up through the field we learn the various nuisances of the American public/political arena, but until you get the international perspective you **don't** genuinely understand public service. No matter who you interact with or where you travel to, public officials across the globe are striving to improve the livelihood for their respective residents and ensure a safe environment while doing so. My international experience has definitely been a significant highlight **in my career.**"

- Victor Cardenas, John Garvey Scholarship Recipient and former member of the ICMA International Committee

Appendix

ICMA Resources on the Web

- ICMA: <https://icma.org/>
- ICMA International Management Exchange Program: <https://icma.org/international-management-exchange-program-imep>
- ICMA CityLinks Program: <https://icma.org/what-citylinks>

Other Resources

- Sister Cities International: <http://www.sistercities.org/>
- Rotary International: <http://www.rotary.org/>
- CLAIR Japan Local Government Center: <http://www.jlgc.org/>



ENVISION

ICMA

A Report to the Membership

Multi-Year Strategic Plan

ABOUT THE ENVISION ICMA TASK FORCE

In early 2015, ICMA embarked on a process to develop a strategic plan that will guide the association's efforts in the years to come. Over a period of two years, a 40-member Strategic Planning Task Force actively engaged the membership and the ICMA Executive Board in refreshing the association's mission, vision, and strategic initiatives in order to ensure that ICMA continues to serve members of the profession effectively and stays relevant in today's environment of rapid, perpetual change.

Leading the Task Force were Sheryl Sculley, city manager of San Antonio, Texas, and Vice-Chair Lee Worsley, executive director of the Triangle J Council of Governments in North Carolina.

2015–17 STRATEGIC PLANNING TASK FORCE MEMBERS

Task Force Chair

Sheryl Sculley

City Manager, San Antonio, TX

Task Force Vice-Chair

Lee Worsley

Executive Director,
Triangle J Council of Governments, NC

Susane Aguilar

Management Analyst,
Western Municipal Water District
Riverside, CA

Elizabeth Anderson-Cadogan

Business Engagement Manager,
District of Columbia Office of
Contracting and Procurement

Christopher Anderson

City Administrator, Central City, NE

Creighton Avila

Principal Administrative Analyst,
El Dorado County, CA

Paolo Beltran

Assistant to the City Manager,
Lakewood, CA

Edward Benavides

Chief Executive Officer, Tricentennial
Commission,
San Antonio, TX

Martha Bennett

Chief Operating Officer,
The Metro Council, Portland, OR

Norton Bonaparte

City Manager, Sanford, FL

Olivia Burrell-Jackson

Local Government Management
Fellow, Decatur, GA

Eric Campbell

Assistant City Manager, Dallas, TX

Jane Christenson,

Deputy City Administrator,
Redmond, WA

Ricardo Cortes

Assistant City Manager, Seguin, TX

Kelly Cupit

Township Administrator,
Green Brook, NJ

Edwin Daley

Assistant City Manager, Emporia, VA

Allison Deitch

Assistant Village Manager, Flossmoor, IL

Simon Farbrother

Former City Manager,
Edmonton, Alberta, Canada

Robert Garza

Former City Manager, Las Cruces, NM

Magda Gonzalez

City Manager, Half Moon Bay, CA

Jorge Gonzalez

Village Manager, Bal Harbour, FL

Bridgette Gransden

County Administrator/Controller,
Midland County, MI

Clint Gridley

City Administrator, Woodbury, MN

Cheryl Harrison-Lee

City Administrator, Gardner, KS

Veda Hunter

Senior Budget & Management Analyst,
Prince George's County, MD

Christal Kliewer-Weber

Assistant City Manager,
Lee's Summit, MO

Yuejiao Liu

Project Manager Supervisor, Public
Works Department, Austin, TX

James Malloy

Town Manager, Westborough, MA

Tony Mazzucco

Town Administrator, Adams, MA

Kimbra McCarthy

Assistant City Manager –
Administrative Services,
Redwood City, CA

Amy McEwan

Deputy County Manager,
Lake County, IL

Alex McIntyre

City Manager, Menlo Park, CA

Peggy Merriss

City Manager, Decatur, GA

Emily Moon

Deputy City Administrator,
Issaquah, WA

Alison Ortowski

Assistant City Manager, Southlake, TX

Andrew Pederson

Village Manager, Bayside, WI

Wesley Pierson

City Manager, Addison, TX

Susan Sherman

Deputy City Manager, Olathe, KS

Pamela Wideman

Deputy Director, Neighborhood and
Business Services, Charlotte, NC

Michael Willis

Former City Manager, Shellharbour
City Council, New South Wales,
Australia

Alison Zelms

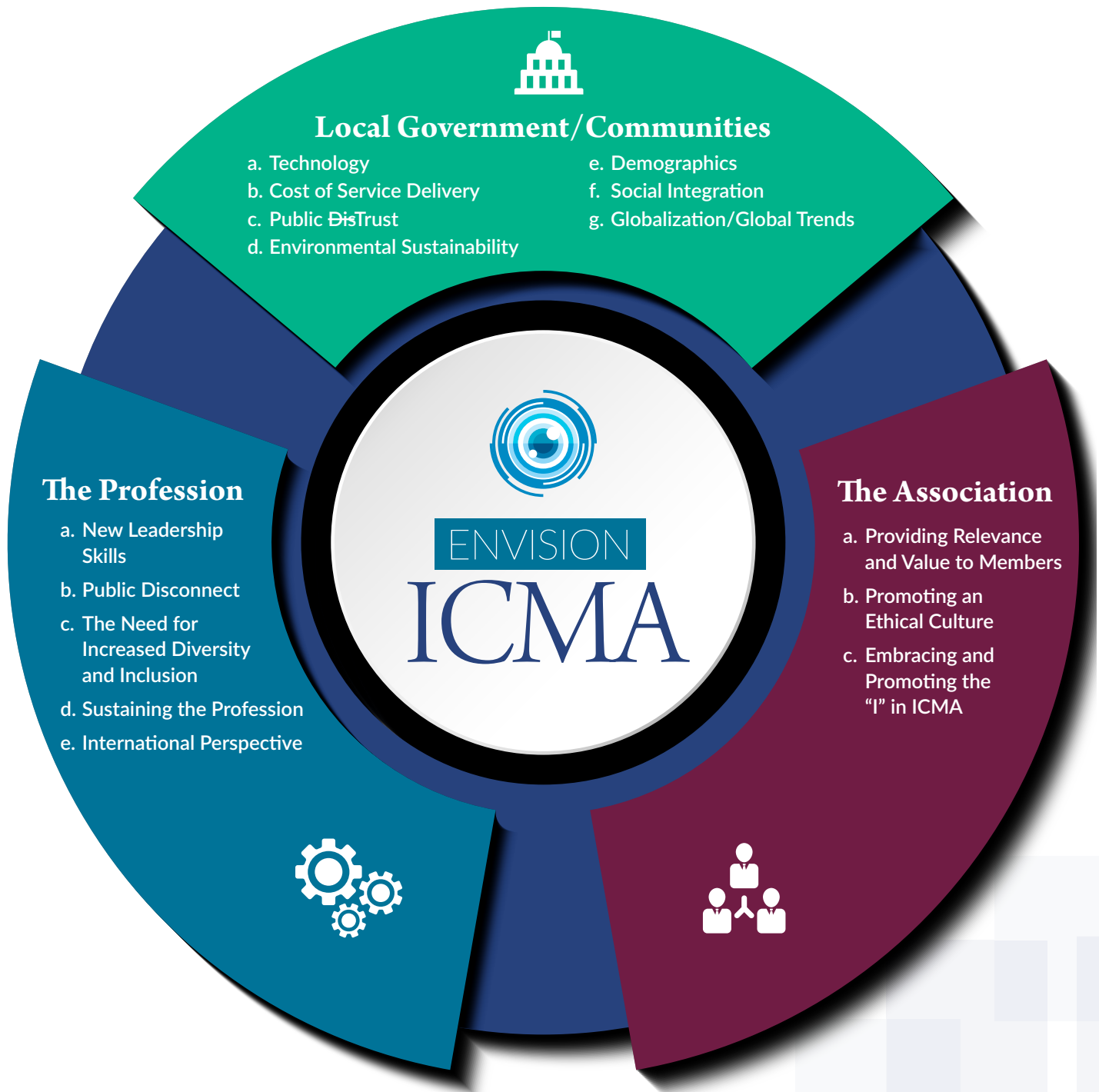
Deputy City Manager, Mankato, MN

Amber Snowden

Task Force Staff Liaison

CRITICAL STRATEGIC FACTORS

Local governments and management professionals worldwide will face a number of environmental forces, trends, and drivers in the years ahead. The Task Force grouped these critical strategic factors into three categories: those impacting local government/communities; those affecting the profession; and those affecting ICMA as an association.





THE IMPORTANCE OF OUR MEMBERS

ICMA members and stakeholders are essential to the success of ICMA's initiatives.

The Strategic Planning Task Force spent two years conducting focus groups and surveys; consulting members directly at the ICMA Annual Conference, regional summits, and other meetings; and participating in an online engagement platform that provided a discussion forum.

The data and feedback from these outreach efforts were an essential resource used by the Task Force, helping it identify five key priorities for the association and the strategies that ICMA should pursue to advance the state of the art and the state of the profession and to continue to provide value to its members.

The Task Force identified these key priorities:



**Member Benefits
and Growth**



**Learning
Community**



**Thought Leadership
and Resource Network**



**Advocacy and
Outreach**



**Governance
and Operations**

Now it's time to envision the future as we employ the strategies that will advance these key priorities.

MISSION & VISION

MISSION

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

VISION

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

CORE BELIEFS

WE BELIEVE IN:

1. **PUBLIC SERVICE:** including the stewardship of democratic principles and the efficient and transparent use of public resources
2. **ETHICS:** as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics
3. **COUNCIL-MANAGER FORM OF GOVERNMENT AND PROFESSIONAL MANAGEMENT:** as the preferred local government structure
4. **EQUITY AND INCLUSION:** ensuring that local governments are inclusive and mirror the diversity in communities
5. **THE CONTINUOUS PURSUIT OF EXCELLENCE:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement
6. **STEWARDSHIP:** balancing resources including people, financial, social capital, and environmental so that communities are better than we found them
7. **LEADERSHIP:** developing leadership capacity and attracting and developing future generations of leaders.



STRATEGIC INITIATIVES

The Priorities of

ENVISION

ICMA



ENVISION

THE MEMBERSHIP

STRATEGIES

- **GROWTH AND RETENTION.** ICMA will maintain an organizational priority to grow and retain a network of connected professionals around the world who value ICMA, starting by engaging future professionals when they are students.
- **EQUITY AND INCLUSION.** ICMA will offer increased opportunities for professional and leadership development and provide training and resources that encourage local governments to hire people of diverse backgrounds.
- **SUPPORT FOR ALL CAREER STAGES, GLOBALLY.** To support all members in both the U.S. and other countries, ICMA will continue to offer leadership and professional development programs, career resources, ethics education and advice, credentialing, networking opportunities, support for members in transition, and retirement planning through ICMA-RC.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Join a membership task force
- Help nurture future professionals by hosting or supporting local government management fellows and international fellows



“The worldwide learning community“ initiative is important to ICMA for two main reasons. First, it recognizes that communities and local governments throughout the world share many of the same challenges — population change, economic change, environmental threats, and the effects of technology on our lives. Second, it provides real value to our members as it focuses on building the skills and abilities of local government professionals throughout their careers.

— Martha Bennett
Chief Operating Officer, The Metro Council, Portland, OR



ENVISION

A WORLDWIDE LEARNING COMMUNITY

STRATEGIES

- **STRENGTHENED RELATIONSHIPS.** ICMA will strengthen its global presence with international affiliates and approach its programs and services with a global perspective.
- **CAREER DEVELOPMENT.** ICMA will deliver learning opportunities for every career stage to help professionals do their jobs well and stay updated on skills they need to succeed and grow.
- **CONNECTED COMMUNITIES.** A mechanism for mutual exchange of best practices will provide members with opportunities to engage, learn, and ultimately expand their knowledge and skills to meet challenges faced by their communities.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Support your next generation leaders by proactively encouraging professional development
- Become a credentialed manager
- Share your successful practices with communities facing similar challenges around the world through ICMA's global opportunities

The importance of being an organization that supports and develops Future Ready leaders could not be overstated in the new Strategic Plan. The question always remained as to how ICMA would continue to embrace this.

— Alex D. McIntyre, City Manager, City of Menlo Park, CA





ENVISION

FUTURE-READY LEADERS

STRATEGIES

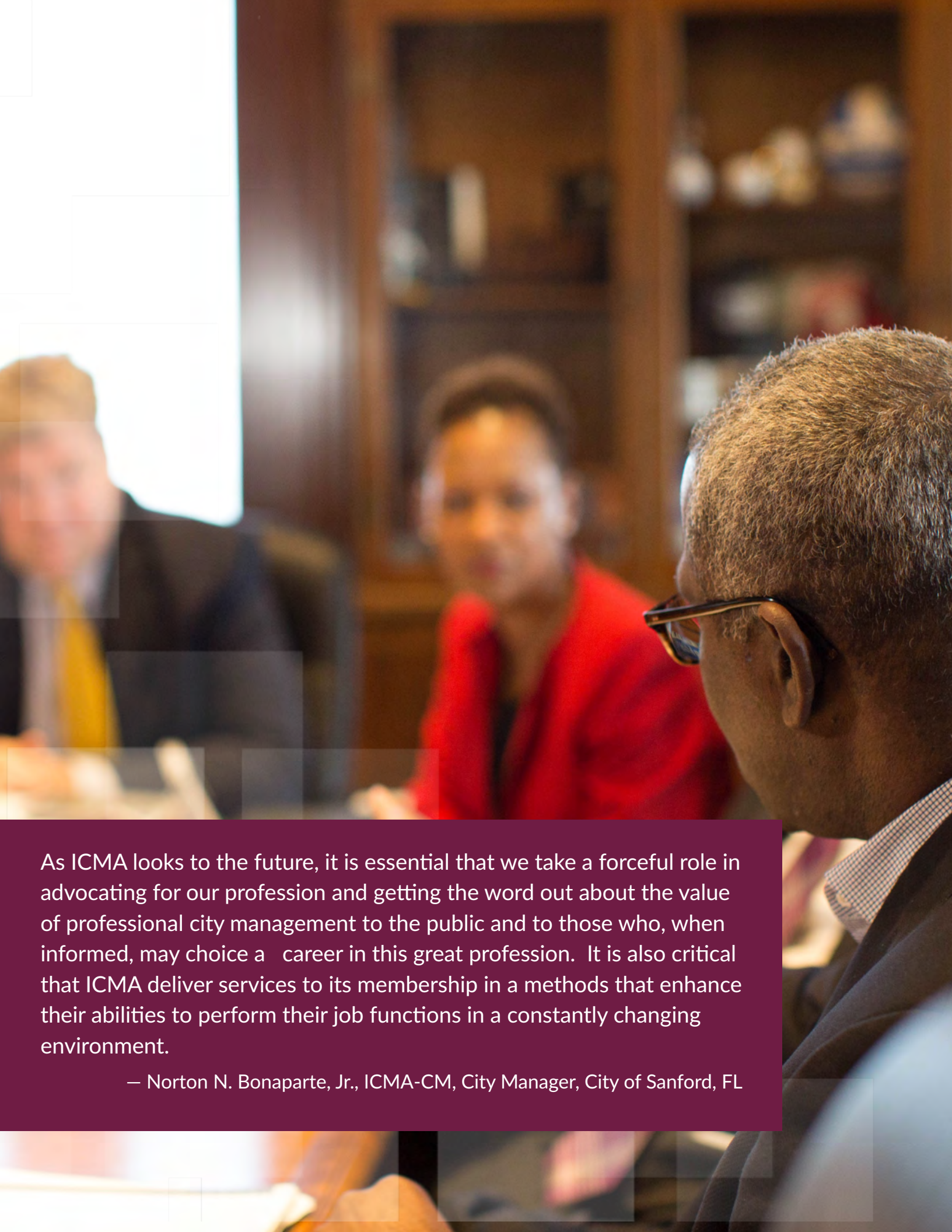
- **CONTINUOUS RESEARCH.** By identifying issues that will affect the profession down the road, playing an advocacy role in public policy discussions, and providing resources and training, ICMA will better prepare members for future challenges.
- **ICMA AS THE RESOURCE FOR LEADING PRACTICES.** ICMA will design and deliver leadership and professional development programs and provide other resources that prepare members to address the important trends, drivers, and issues affecting their communities.
- **TOTAL ACCESSIBILITY.** ICMA will capitalize on existing forms of content and delivery methods as well as test new approaches to reach audiences, no matter their location.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Complete the surveys ICMA conducts to advance best practices
- Share your leading practices by participating in conference panels or developing case studies
- Participate in roundtables or online discussions about hot topics
- Share your conference experience with your staff and management team through the ICMA virtual conference



As ICMA looks to the future, it is essential that we take a forceful role in advocating for our profession and getting the word out about the value of professional city management to the public and to those who, when informed, may choose a career in this great profession. It is also critical that ICMA deliver services to its membership in a methods that enhance their abilities to perform their job functions in a constantly changing environment.

— Norton N. Bonaparte, Jr., ICMA-CM, City Manager, City of Sanford, FL



ENVISION

A VALUED ORGANIZATION AND PROFESSION

STRATEGIES

- **PROMOTE THE PROFESSION.** To attract the next generation of professional managers and to promote the value of the profession, ICMA will expand its outreach to elected officials, educational institutions, and the public.
- **LEVERAGE TECHNOLOGY.** To meet the varying needs of members and stakeholders, ICMA will deliver purposeful content with current and relevant technology.
- **LAND THE JOB.** ICMA will continue to provide the tools members need to supercharge their job searches and their careers.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Reach out to schools and civic organizations to advocate for the profession
- Sponsor an ICMA Student Chapter
- Share ideas, information, and career opportunities with your network by connecting through ICMA's social media and outreach channels



As a member service organization, the heart of ICMA's ability to effectively serve is its staff and a solid foundation for governance of the organization. The Strategic Plan addresses the importance of sound operational and financial practices; strategies to recruit and retain an outstanding and diverse ICMA staff; periodic review of our dues structure and an evaluation of the Executive Board's selection process.

— Lee Worsley, Executive Director, Triangle J Council of Governments, Durham, NC



ENVISION

A STRONG, VITAL ORGANIZATION

STRATEGIES

- **ORGANIZATIONAL EXCELLENCE.** ICMA will focus on streamlining processes to ensure compliance with policies, increase efficiency, and minimize financial and legal risks.
- **DIVERSE WORKFORCE.** To attract and retain outstanding and diverse staff, ICMA will build on employee motivation, employee innovation, recruitment and retention strategies, and continuous quality improvement.
- **SOUND GOVERNANCE.** ICMA will work to ensure that its governance rules and practices are aligned with the association's strategic goals and core beliefs and that they are inclusive, clear, and well understood by the membership.
- **DIVERSE REVENUE STREAM.** ICMA will support a range of viable business lines to diversify the Association's revenue stream.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Run for a position on the board of your state association or affiliate organization
- Run for the ICMA Executive Board
- Respond to requests for member feedback on issues related to ICMA's governance



ENVISION
ICMA

Here's how we're going to make Envision ICMA happen:

- ▶ The key priorities and strategies in the Strategic Plan will provide direction for ICMA's annual budgets and work plans going forward.
- ▶ Annually, the Board will provide members with a progress report on how the plan is being implemented and will review the Strategic Plan itself to ensure its continued relevance.
- ▶ Members will continue to be consulted on updating the plan and evaluating progress in achieving its objectives.

WE WELCOME YOUR FEEDBACK!

Share your thoughts and ideas about the future of ICMA and the Strategic Plan by joining the conversation on Twitter, using

#ENVISIONICMA

Countries where the ICMA International Committee and its predecessors have met since first deciding to have a Spring meeting outside the U.S. in a country with an ICMA affiliate:

- 1998: UK (St Albans, England)
- 1999: Mexico (Guadalajara)
- 2000: Jamaica (Montego Bay)
- 2001: Sweden (Malmö)
- 2002: Australia (Sydney)
- (2003: Washington, DC)
- 2004: Slovakia (Bratislava) in conjunction with ICMA Central European Study Tour
- 2005: Netherlands (Haarlem)
- 2006: South Africa (Johannesburg)
- 2007: Ireland (Dublin)
- 2008: India (Bangalore)
- 2009: Slovakia (Bratislava)
- 2010: New Zealand (Rotorua) in conjunction with International Leading Practices Symposium
- 2011: UK (Cardiff, Wales) in conjunction with Commonwealth Local Government Conference
- 2012: Japan (Tokyo) by invitation of Council of Local Authorities for International Relations
- 2013: Denmark (Copenhagen) in conjunction with KOMDIR 100th Anniversary celebration
- 2014: China (Yangzhou); **1st International Regional Summit** in conjunction with ICMA China Center, China University of Political Science and Law, Yangzhou Government
- 2015: New Zealand (Wellington); **2nd Intl Regional Summit** in conjunction with ICMA Executive Board meeting
- 2016: Czech Republic (Prague); **3rd Intl Regional Summit** in conjunction with European City Managers' Network meeting
- 2017: Dominican Republic (Santo Domingo); **4th Intl Regional Summit** in conjunction with USAID Planning for Climate Adaptation Program mid-term conference
- 2018: Israel (Tel Aviv); **5th Intl Regional Summit** in conjunction with ICMA Executive Board meeting

Currently affiliated countries where the International Committee has not had a Spring meeting:

- Bangladesh
- Belgium
- Canada
- Guatemala (Confederation of Municipalities of Central America and the Caribbean)
- Honduras
- Indonesia
- Kenya
- Nepal
- Norway
- Philippines
- Romania
- Russia
- South Korea
- Sri Lanka
- Swaziland
- Tanzania
- United Arab Emirates (Environ. Centre for Arab Towns, Dubai)
- Vietnam

ICMA Executive Board meetings outside the U.S. since 2000 (not including those at an ICMA conference):

- July, 2000: Liverpool, England
- January, 2002: Guadalajara, Mexico
- July, 2003: Halifax, Nova Scotia, Canada
- February, 2005: Merida, Mexico
- June, 2012: Bratislava, Slovakia
- May, 2014: Edmonton, Alberta, Canada
- February, 2015: New Zealand (Wellington) in conjunction with 2nd Intl Regional Summit

Hosting Responsibilities for the ICMA International Regional Conference

WHAT:

Each year, the ICMA International Committee meets at the ICMA International Regional Conference at a location outside of North America. Every third year, the ICMA Executive Board will join the International Committee at the International Regional Conference for a joint meeting.

The ICMA International Regional Conference is typically a 2-day educational meeting coupled with opportunities for local government study tours and sightseeing preceding and/or following the Conference. Typical attendance is in the range of 50 to 70, not including attendees from the host country.

The Conference is a chance for attendees to engage in meaningful, constructive conversation and sharing of innovative ideas and best practices with the affiliate organizations, leading to the furtherance of professional local government management and good governance worldwide, both in the host country and in members' home countries.

The Regional Conference would be focused on professional development opportunities for all parties on key values of transparency, ethics, efficiency and equitable service to citizens. In addition, the sessions would deal with technical government issues in the host country, such as the local government structure, operations, needs, challenges, and issues, comparing them with those elements in Committee members' home countries. The experience is to be a two-way learning opportunity.

Past experience shows great interest by attendees in spending some additional time in the host country, in conjunction with the Regional Conference. Where feasible, the Committee will work with the local hosts to develop pre- and post-meeting tours that will serve both personal and professional purposes, further exposing members to the host country's culture and everyday life. These would be offered at the attendees' sole expense and participation would be voluntary.

WHO:

All ICMA members and international affiliates members are invited to participate. The ICMA International Committee are volunteer members of ICMA chosen to serve as the primary advisor on international issues to the ICMA Executive Board, helping them to implement the board's policy on international activities. International Committee members serve terms of one, two, or three years and include representatives from each of ICMA's international affiliate organizations. The committee meets each year at the ICMA Annual Conference and conducts a second meeting jointly with an affiliate organization or partner in its home country, during the International Regional Conference focusing on professional exchange and contribution to the international knowledge base.

WHEN:

The International Regional Summit typically is held sometime between February and June dependent upon scheduling of ICMA and local partner.

COST:

There is no registration fee for participants to attend. However, if the International Regional Conference is being hosted in conjunction with the affiliate organization conference, the affiliate organization is free to charge its own member as it typically would. ICMA aims to keep this event low cost for attendees and both organizations – ICMA and the affiliate organization. As possible, hosting affiliate organizations may find sponsorships for meals and transportation of the group. Optional pre- and post-study tours and sightseeing are paid for by the attendees who choose to participate.

EXPECTATIONS OF HOST:

- Ideally the International Regional Conference would take place in conjunction with an existing conference/event in the affiliate organization country to allow for greatest amount of exchange to occur between attendees and local government managers in the host country.
- Find a suitable hotel and conference venue for participants that includes meeting space within the hotel or within walking distance. Arrange for group rates at hotel to extend several days before and after the official Conference and for the hotel stay to include daily breakfast if possible.
- Advertise the Regional Conference to members of the affiliate organization and other local government professionals in the country/region. We hope there will be strong attendance from managers in the host country.
- Arrange content of Regional Conference and put together a detailed agenda for distribution to Conference attendees.
- Arrange for (and pay for) hosted meals during the conference (typically breakfast (if not included in hotel stay), coffee breaks and lunch). Sometimes the host will also arrange for at least one group dinner and the remaining dinners would be at attendees own cost.
- Arrange for study tours and sightseeing options (including transportation) with nearby communities to extend learning opportunities. Typically, the attendees will pay a fee for these to cover the transportation, admission fees and lunch if it is an all-day event. Some host organizations work with a travel agent or conference and visitor's bureau to arrange these activities.

Questionnaire on Hosting the Regional Meeting

- Name of organization:** Click or tap here to enter text.
Address: Click or tap here to enter text.
Website: Click or tap here to enter text.
Contact person: Click or tap here to enter text.
Email address: Click or tap here to enter text.
Telephone number: Click or tap here to enter text.

1. Do you wish to submit a proposal? Check the appropriate box: Yes No
2. If no, why not? (not enough lead time, too expensive, don't have the organizational capacity to host, etc.)
Click or tap here to enter text.
3. If you can't host in 2019, would you consider hosting in the future?
Check the appropriate box: Yes No
4. If you would consider hosting in the future, would you have the ability to host a larger group of between 50 to 70 attendees (not including host country attendees) when there is a joint meeting with the International Committee and the ICMA Board? The next opportunity for this would be in 2021.

Check the appropriate box: Yes No
5. Proposed site of conference (city): Click or tap here to enter text.
6. Proposed dates of conference: Click or tap here to enter text.
7. Would this be in conjunction with an existing event/conference in your country? Check the appropriate box: Yes No
8. If yes and you have information about this event/conference already prepared, please include it with your proposal. Click or tap here to enter text.
9. If yes, how many participants attend your event/conference? Click or tap here to enter text.
10. Do you wish to speak to ICMA by phone prior to submitting a proposal?
Check the appropriate box: Yes No