

PM

PUBLIC MANAGEMENT

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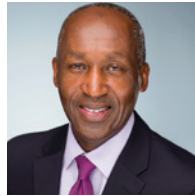
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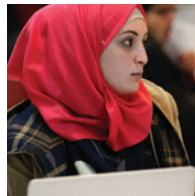
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BY KEVIN DUGGAN, ICMA-CM

A QUICK COURSE ON INTEGRITY

Timeless lessons for the taking

Integrity is a term that is used frequently, but often without thoughtful deliberation or true commitment. Like honesty and ethics, it is regularly, and often casually, deployed to extol the virtues of many leaders, including those in public office.

But what does it mean to be a person of integrity? What do we need to do in order to actually earn the description of “being a person of integrity?”

Author Stephen L. Carter tackled this question in his 1996 book aptly titled *Integrity*. He also spoke on the topic at that year’s ICMA Annual Conference.

While written more than 20 years ago, Carter’s book still offers important and timeless lessons for those who want to use the term integrity in a serious and thoughtful manner. In many ways, it resonates even more strongly in our current times, with such challenges as “fake news” and a surprisingly varied debate over what is truth.

Ethical vs. Integrity

While the terms ethical and integrity are often used interchangeably, there is useful criteria for differentiating between the two. Being ethical can be defined as conducting yourself consistently with some form of *accepted criteria* regarding conduct.

Accepted criteria can take many forms, including laws, regulations, policies, codes of conduct, and the like. Ethical conduct also requires that individuals act consistently according to the values of various groups or society as a whole, whether written or not.

Many individuals find themselves in hot water by thinking that following

a specific set of written criteria will be sufficient to avoid ethical missteps. One example intended to guard against the overreliance on following the letter of written rules is ICMA’s Code of Ethics proverbial Tenet 13, which states “Don’t be Stupid!”

So how is integrity different from ethical? While ethics refers to following various organizational and societal expectations, integrity can be viewed as the characteristic of *consistently* (when it is both easy and when it is hard) following those expectations.

A person of integrity fulfills his or her ethical responsibilities under all circumstances and without variance. For a person of integrity, being ethical “most of the time” is not an option. While all too frequently individuals proclaim integrity apparently without much thought or commitment, Carter suggests that being serious about integrity requires *three steps* when considering a course of action.

The first is to thoughtfully consider or discern what is right and what is wrong in a particular circumstance. The second step is to act on what you have discerned, even if at personal cost. The third step is to be willing to say openly what you are doing and that you are acting on your understanding of right from wrong.

Give Serious Consideration

Unfortunately, many don’t even get through the first step. That is, thoughtfully considering various courses of action and determining what is the best thing to do based on our values.

Often, we will make quick decisions with expediency being the primary



Public Management (PM) aims to inspire innovation, inform decision making, connect leading-edge thinking to everyday challenges, and serve ICMA members and local governments in creating and sustaining thriving communities throughout the world.

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consideration. Taking the time to seriously consider the consequences of our actions is fundamental to increasing the odds of making the right decision.

In the case of the second step, sometimes we fail the test of integrity by not following what we have discerned is the most appropriate course of action because of negative consequences. This can be doing something at variance to what we do know is right or simply not doing anything at all (when some action is required).

Examples of such consequences can be personal or organizational embarrassment, financial loss, loss of friends, or disaffection of coworkers. It is often much easier to understand what the right course of action is than to actually take that action.

And at times, the third criteria can be the most challenging – being unwilling to be clear and state publicly, if necessary, what we did and why we did it. This step requires a forthrightness regarding what our actions are and on what basis we are taking these actions.

This can be challenging since doing the right thing is not always the popular course. The expectations, however, are high for those in the public sector for transparency in not only what we did, but also why we did it.

For Carter, the key to truly being a person of integrity is being consistent. Carter clearly communicates this principle: “But whether or not the public consistently values consistency, the student of integrity must value it, because only by the willingness to apply a principle consistently—in particular, to apply it when there is risk of criticism from friends and allies—can any one of us demonstrate the *integrity* a leader must have.”

High Standards

If there were a mirror opposite of integrity, a good candidate would be hypocrisy. The inability to have our actions be consistent with our stated values, or to vary our values based on the circumstances, disqualifies us from the ability to profess to have integrity.

As public officials, we are held to high standards for both ethical conduct and integrity. While it is easy to understand and espouse ethical values, are we willing to truly undertake the serious reflection and take the sometimes difficult actions that are required to truly be people of integrity? **PM**



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HOW HAVE YOU AND YOUR COMMUNITY BENEFITED FROM WORKING WITH LOCAL GOVERNMENT PROFESSIONALS IN INTERNATIONAL COMMUNITIES?



WILLIAM MONAHAN, ICMA-CM

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While managing the city of Tigard, Oregon, I was involved in ICMA's Resource Cities program. We were matched with Samarinda and Balikpapan, Indonesia.

Our community benefited by learning more about the people of these cities, their lives and cultures, and the challenges they faced in delivering quality municipal services. Our eyes were opened to the fact that challenges we faced in Tigard were often minor compared to the basic daily service delivery needs our counterparts in Indonesia faced.

We were both humbled and inspired by the work ethic, commitment to community, and aspirations of the local government professionals in Samarinda and Balikpapan. The experience was life changing for me, and it inspired me to pursue opportunities to do more work in international settings.



MARIE WATTS

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ICMA's Professional Fellows program provides the unique opportunity to see the world through a local government professional's eyes from the other side of the world.

While working together, we recognized the fact that we share similar values and navigate similar challenges, which involve balancing development with preserving open space, in the pursuit of enhancing the quality of life for those we serve.

Like other U.S. cities, Cedar Hill is embarking on a journey to become a more walkable community. This program allowed us to see another community that has mastered it, and now we have a lifelong, collaborative partnership.

Cedar Hill staff will attest that we received more from the experience than we gave. Our community sees our city in a new light.



LEE FELDMAN

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I write this as I sit in Yangzhou, China, having just completed teaching a course in U.S. local government at the China University of Political Science and Law. This has been my latest endeavor in exploring the international opportunities afforded to ICMA members.

I have also been able to participate in ICMA's CityLinks™ programs in South-eastern India and Haiti, as well as study tours in China, Israel, and the Dominican Republic. Each of these ventures has been a two-way learning process, where I have been able to share concepts of local governance from a practitioner's perspective.

At the same time, I have had the opportunity to explore leading practices that international partners have promulgated. Simply put, the essence of ICMA's international programs is the exchange of ideas for the betterment of our communities and the practice of professional local government.



MICHAEL JAILLET

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Personally bitten by the need to experience cultural diversity from my service as a Peace Corps Volunteer in Burkina Faso in the mid-70s, as well as my international experiences as a long-standing member of the ICMA International Committee, I rarely pass up an opportunity to host exchanges or travel abroad.

I recently spent three weeks in Tanzania on a pro bono work assignment for an International Executive Service Corps (IESC) USAID contract as ICMA's subcontracted economic development practitioner.

The assignment was to work with local IESC personnel to interview a district's government officials, agencies, and business owners about a business permitting, licensing, and monitoring process. This work sought to identify improvements that could be made to encourage successful business development.

As always, I came away from the experience with deep appreciation of the dedication and creativity of local public servants who find ways with less resources than we enjoy in the U.S. to improve conditions in their communities.

For all the differences that exist among the people and nations of the world, there is much more that we have in common, especially among public servants who experience tremendous satisfaction from making life better in the communities they serve.



KATHRYN DODSON

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The ICMA project in Zanzibar took me back to the basics of why communities engage in economic development: to build prosperous communities. Jobs give people revenue and opportunities, while taxes provide for infrastructure, schools, and other community needs.

In Zanzibar, economic strategies must align with the workforce and environmental sustainability. In the U.S., there are so many opportunities that it is easy to stray from the basics—why not go after Amazon or the next glittering opportunity, regardless of whether it is a good fit?

When you are in a community that can't afford to make mistakes, you don't. Working with ICMA in Zanzibar renewed my commitment to help cities use their unique attributes to find their best economic opportunities.



CLAY PEARSON

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I attended the first ICMA International Academy that ICMA staff presented in 2004. From there it was off and running.

I learned about the early days of South African democracy and appreciated more about our own U.S. structures and traditions. While in Novi, Michigan, I was honored to participate in the Japanese government's Council of Local Authorities for International Relations (CLAIR) and a study trip to Tokyo and Sendai.

The people and hospitality there were incredible. That experience inspired me while serving in Novi, which has a large Japanese expatriate population, to start a reciprocal hosting.

Throughout my professional career, I've volunteered to serve on the ICMA International Committee and learned so much from the trips where I've invested my time and resources. I come back a more aware and complete local government professional.

I've had the opportunity to teach in Beijing at the ICMA China Center and know a little more about that country's potential. Back home in Pearland, Texas, we've hosted international delegations and from them are able to acquire growth and appreciation for the world and our diverse community. **PM**

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PUTTING THE “I” IN ICMA

If asked “What does ICMA do?”, your first thoughts may be enforcement of the ICMA Code of Ethics; production of our renowned annual conference; or the development of such resources as workshops, webinars, and this magazine.

But what if you were asked specifically about the “I” in ICMA? What does our organization do to earn the “international” in our name?

As a long-time member, I knew that ICMA was involved in international activities, but I did not fully understand the depth and breadth of that work until I became executive director.

During the past two years, I’ve had an opportunity to learn more about the “I” firsthand by attending the annual conference of ICMA’s affiliate, the New Zealand Society of Local Government Managers (SOLGM); participating in ICMA International Regional Conferences in the Dominican Republic (DR) and in conjunction with the ICMA Executive Board meeting in Israel; and visiting Ramallah to meet with the Association of Palestinian Local Authorities, to name a few.

I have been deeply affected by these experiences. As I described in an earlier report on my trip to the DR, as an ICMA member for nearly four decades, I had never fully understood the important role that our professional association plays in the world, particularly the impact we have in developing nations.

From the experiences I described above, I learned that building better communities—whether at home or abroad—isn’t something that just happens on paper. It happens in practice.

Through our international development work funded primarily by the United States Agency for International Development, ICMA provides hands-on, expert technical and management assistance to communities throughout the world in such areas as climate adaptation, public safety, governance and capacity building, water service delivery, and disaster mitigation and preparedness. And much of what we learn in one country is relevant to what we do in others—and in the U.S.

Finally, the “I” in our name also represents our international members, our 30-plus international affiliates, and our presence abroad with the ICMA China Center, ICMA México-Latinoamérica, ICMA Europe; the Urban Management Centre in India; and much more.

We developed this special issue of *PM* magazine to celebrate ICMA’s 30 years of international work. For those of you who are already familiar with what we do globally, I hope this issue inspires you—as my international trips and observations have inspired me.

For those of you who are just becoming aware of ICMA’s work in this area, this issue is a way of introducing you to what we do every day to serve the “I” in ICMA and how you can engage with your peers internationally.



MARC OTT

Enjoy the read!

Regards,

Marc Ott
Executive Director
ICMA





Global Local Government NETWORK

Members are a crucial part of ICMA's international work | By David Grossman

In 2014, ICMA celebrated its 100th anniversary culminating in a record-breaking annual conference in Charlotte, North Carolina. An important part of that joyful celebration was acknowledging the 25th anniversary of ICMA's international program, formally established in 1989.

An article in ICMA's *2014 Municipal Year Book*, which would be the final year that a bound hardcover Year Book would be published, chronicled ICMA's evolution as an international organization. This epic article (<https://icma.org/icma-international>) has become mandatory reading for ICMA staff and is presented to incoming ICMA Executive Board members to offer an appreciation of the value to our members and to the organization of working internationally.

Strong Beginnings

While the "I" in ICMA was added in 1924, following that year's annual

conference in Montreal, Canada, a significant award from the U.S. Agency for International Development in 1989 lent the "I" new meaning. The Municipal Development and Management Project provided the opportunity for ICMA to establish a network of practitioners who were ready to assist their colleagues in developing and democratizing countries.

As local governments worldwide absorbed new responsibilities and faced the new challenges of rapid urbanization and decentralization of government authority, ICMA's mission, vision, and core values proved to be perfectly in sync with new emphases in U.S. foreign assistance policy goals.

It became evident that professionalism in local government and the skill set of managers would be critical elements to achieving economic development, stability, and quality of life for residents in communities worldwide.

The *Municipal Year Book* article

explains how ICMA ramped up its resource base to work internationally, relying first and foremost on its membership to supply the required expertise and talent. It describes ICMA contributions following the fall of the Berlin Wall and in Eastern Europe after the dissolution of the Soviet Union; to the decentralization process in Latin America; and to democratization and the fall of apartheid in South Africa.

It also tells about the contributions to natural disaster responses in Asia; to the work in such conflict and post-conflict countries as Iraq and Afghanistan; and to the birth of our now trademarked international flagship approach called "CityLinks™" extending the program's reach globally.

As the international program matured, it attracted awards from other



ICMA's work has reached more than 70 countries.

donors and undertook projects in an ever-wider range of local government technical areas. The article ends with a brief but compelling look forward, poignantly noting that in today's rapidly urbanizing world, ICMA's work is more relevant than ever.

Integrating a Global Approach

Closing in on the program's 30th anniversary, the "I" in ICMA is increasingly woven into the fabric of the association. During its early years, the international program gave ICMA a greater sense of urgency to expand its thinking, upgrade technology, and improve communication with individuals around the world. ICMA members eagerly embraced the opportunity to provide peer-to-peer support to their colleagues around the world.

When the cities of Tetouan, Morocco, and Raleigh, North Carolina, were paired up in the 1990s to share Raleigh's

award-winning sewer department expertise, the two staffs immediately found common ground. Although there were language challenges, they communicated well because they all "spoke sewer."

These early experiences of sharing good practices and building long-term relationships were the precursors for ICMA's CityLinks program.

In recent years, several organizational steps have been taken to integrate a global approach into ICMA's governance structure and its overall activity programming. The organization's current five-year strategic plan, *Envision ICMA*, consolidates and legitimizes these gains.

Recognizing that a local government, to be a learning organization and to remain competitive among its peers, must be outward looking and engaged internationally, a key mantra of the strategy is "think globally, act globally." The mantra includes these four priorities:

1. Develop coordinated strategy to increase brand awareness of ICMA and its benefits to international affiliates.
2. Promote international awareness and perspective of the local impact of globalization.

Benefits of International Solutions

In its international work, ICMA seeks to identify local solutions to local challenges—and then put in place programs ensuring that improvements in governance and service delivery can be sustained into the future.

ICMA's members have eagerly embraced city-to-city partnerships to share knowledge and best practices with their counterparts in developing and decentralizing countries. Partnerships and friendships enrich all participants and frequently endure after project funding ends.

ANNUAL RESULTS



ICMA's funded projects benefit local governments and the communities they serve.

3. Develop a more robust learning network of U.S. and international members.
4. Sustain ICMA's technical assistance globally to foster professional management and create sustainable communities.

In 2011, the ICMA board added a third international vice president to its structure in recognition of the increasing engagement of the organization internationally. The international "region"

in Bratislava, Slovakia, which officially opened for business in December 2017. ICMA Europe will be a unifying entity for ICMA's European affiliates and will pilot joint ICMA and affiliate programming that can then be extended to all affiliates worldwide.

At its May 2018 meeting, the Executive Board signaled its ever-increasing interest in global programs by establishing the Committee on Global Vision and Collaboration—a standing board committee that has the responsibility

affiliates for increased communication and information sharing, as well as to include online professional development offerings, webinars, and virtual participation in workshops and conferences to enhance two-way learning.

Michele Meade, chair of the ICMA International Committee (IC), has this to say about ICMA's international work: "Local government is global and the challenges and opportunities we face in North America are the same as the challenges and opportunities faced around the world. The value of participation on the International Committee or just through attending the IC meetings and the International Regional Conference, where all are welcome, is to view our challenges and opportunities through a different cultural lens.

"We can help one another see new ways to serve our communities and new ways to solve common problems. It is

ICMA staff consolidated international and U.S.- focused grants and contract work into one integrated team called the Global Programs team.

was then recognized as ICMA's sixth targeted region, in addition to five U.S. regions already designated for discrete programming.

In 2014, the first annual International Regional Summit was held in Yangzhou, China. The board established a policy to meet every third year in collaboration with the ICMA member-driven International Committee in a local government outside of the U.S. and hosted by an ICMA international affiliate organization.

In February 2018, this joint meeting was held in Tel Aviv, Israel, and hosted by the Federation of Local Authorities in Israel. The board also approved the establishment of ICMA Europe, located

of overseeing the myriad international activities taking place throughout the association.

Team and Committee Commitment

The ICMA International Committee has become one of the most sought-after volunteer opportunities offered by the association. To accommodate the high demand for involvement in the committee, a special "friends of the committee" status has been established, thereby providing more members with the ability to participate.

ICMA staff and International Committee members are collaborating to design a robust program with international

Affiliate Partnerships

ICMA has 32 affiliate partnerships with organizations around the world that seek to promote local government excellence through opportunities to learn from each other. More information on the partnerships can be found at <https://icma.org/international-affiliates>.

While ICMA has benefited from long-standing affiliation agreements with local government associations in Europe, a formal over-arching presence was first created in December 2017 by the ICMA Executive Board with the establishment of ICMA Europe located in Bratislava, Slovakia.

Peter Agh, former ICMA Executive Board international vice president, was named managing director. ICMA Europe's goal is to support all European ICMA members and ICMA affiliate organizations as well as promote ICMA engagement among other local government professional organizations.

ICMA Europe's successes include the award of three grants from European donors to help with such local government regional cooperation as city-to-city exchanges and regional conferences.

In June 2018, Agh convened a regional meeting in Oslo, Norway, which attracted participants from 12 countries, including 10 ICMA European affiliates.

Looking forward, ICMA Europe is evaluating affiliate agreements with the hope of deepening its relationships in Europe, while also continuing and expanding its funded work to promote local government excellence.

incredibly rewarding and interesting to convene with colleagues on other continents and discover different cultures and different perspectives of local government.”

ICMA staff are also putting the “I” in their activity programming. As noted above, the Professional Development team is both adapting existing training materials to the international audience and taking into consideration global requirements when designing new instructional materials. The Local Government 101 and 201 online courses (see icma.org), for example, are now offered to international affiliates as well as U.S. members.

ICMA's *Local Planning: Contemporary Principles and Practice* book (a.k.a., the *Planning Green Book*) has been trans-

lated into the Mandarin language by the National Academy for Mayors of China to augment its training program. A city management certificate training program is under design for delivery in China, and other affiliates have expressed interest in adapting the ICMA “credentialed manager” program for their members.

The “I” in ICMA is increasingly woven into the fabric of the association.

lated into the Mandarin language by the National Academy for Mayors of China to augment its training program.

ICMA staff consolidated international and U.S.-focused grants and contract work into one integrated team called the Global Programs team. This allows for the development of technical approaches to local government management challenges across all parts of the world.

Basic approaches to improved management are applicable worldwide, including local economic development, service delivery, budgeting and revenue enhancement, performance management, resident engagement, and more.

Emerging trends also are global in nature—climate adaptation and resiliency, urban health priorities, renewable energy usage, infrastructure finance, and combating violent extremism. In this

Fully Immersed

vein, in addition to the ICMA International Committee, the Global Programs team also supports the member Sustainable Communities Advisory Committee and the Smart Communities Advisory Board as its global project portfolio addresses sustainability and smart community issues and challenges.

ICMA's Research and Policy team is taking a global approach to selecting research and survey topics. A survey, for example, was conducted in 2016 on local government perceptions of smart city technology applications in the U.S., China, and India, which provided comparative data across the three countries.

The Outreach and Marketing team regularly seeks international content to

post and include in all ICMA outreach materials and communication channels. The Professional Development team invites international speakers and expert panelists to present at annual conferences and is including more international universities in the ICMA student chapter program attracting Next-generation international practitioners into the fold.

The ensuing articles in this issue of *PM* magazine explain how ICMA capitalizes on its understanding that communities learn best from other communities, and they demonstrate how the association serves as a convener of local government practitioners that support a global local government network and provide a platform for continuous learning and information sharing.

You will read how the association's strong membership base serves to differentiate ICMA in the international and U.S. consulting marketplace and provides it with the credibility to have a seat at the global table.

The success of ICMA's programs is measured not only in terms of the

numbers of people who are trained, the institutions that are strengthened, and the communities touched, but also the number of ICMA members who are engaged to contribute to global efforts. This ensures that communities are places where residents can enjoy safe, prosperous, and productive lives.

Indeed, the “I” in ICMA is more relevant than ever, so as you read on, also “think globally, act globally!” **PM**



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Improving Local Management in Mexico

Working toward a better way of life

By Octavio Chavez and Isabelle Bully-Omicin

In the mid-1990s, a small group of ICMA members from the Phoenix, Arizona, area began to visit cities in northern Mexico to engage in mutual, cross-border learning. ICMA's formal involvement in Mexico started in Juarez in 1996 with the first U.S. Agency for International Development (USAID)-funded ICMA project in Mexico, which focused on promoting environmentally sustainable community projects.

ICMA then capitalized on those relationships between the cities in the Phoenix area and Mexico to obtain funding from USAID for a program based on technical exchanges of six municipalities in the state of Jalisco, along with nine cities in the Phoenix metro area. The five-year program, 1998 to 2003, involved dozens of exchanges between the cities to improve service delivery, financial

management practices, and resident engagement.

At the conclusion of the USAID-funded program, ICMA decided to establish a local office to carry out ICMA's mission to promote professional management and good ethical practices in Mexico. Since then, ICMA/México-Latinoamérica (ICMA-ML) has worked with municipalities and state agencies to develop tools that can improve local management in Mexico.

This includes setting up performance management systems, measuring institutional capacity, promoting transparency and accountability, and helping local entities develop budgets based on results and ethical conduct in local operations. Municipalities like Puebla have been able to continuously operate a performance measurement system despite changes

in administrations, gaining it national recognition.

Other Mexican municipalities like Corregidora and Delicias have been able to change their budgeting systems, leading to greater accountability. Results can be measured more effectively and validated. Ruben Fernandez, executive director of the Lawyers Municipal Association, expressed that “the most important thing that the local governments need, here and everywhere in the world, is to have technical personnel responsible to assure quality over political interests.”

Advocating for Professionalism

In a country where as recently as three years ago, mayors could not be reelected and where the strong mayor form of government is the norm, ICMA-ML has been able to reach out to hundreds of local government officials and staff with the message that professional local government management is good for a community and that having a professional public manager can help provide a safer, better quality of life for the population, sustained over time.

In addition to speaking at seminars and workshops at the invitation of municipal associations, universities and business groups, ICMA-ML continuously reaches out to mayoral and council candidates as well as elected mayors and



Tools Developed by

ICMA

MÉXICO/LATINOAMÉRICA



councilmembers to discuss ways that they can govern in a more transparent and effective way.

One key element is that ICMA-ML has always remained politically neutral, working with all different parties. Sergio Arredondo, executive director of the National Federation of Municipalities of Mexico (FENAMM), has commented that “ICMA has been an ally in the management modernization efforts.”

Even though the idea of having a professional manager who is not politically associated with the mayor was formally proposed in 1994 in a state congress (state of Nuevo León, in northern Mexico), it wasn't until 2002 that a municipality (Tijuana) had a municipal administrator (2002–2005) with no known ties to the mayor.

In the subsequent period (2005–2007), Tijuana eliminated the position. It reestablished the position in the following term (2007–2010), but the administrator had ties to the mayor's political party. Consequently, Tijuana did not reinstate the position after that period.

In the meantime, ICMA-ML had been working closely with the business community in Sinaloa, making the business case for professional local government management and that good government performance has a direct contribution to a region's competitiveness.



Institutional Capacity

- Inventory of Institutional Capacity (ICAPI): A diagnostic model to define good institutional capacities that promote sustainable, efficient, and transparent operations that are used to perform diagnostic assessments of local government operations.
- Recognition for Municipal Institutional Strengthening (REFIM): Uses the ICAPI model to establish a baseline from which subsequent applications of the diagnostic are performed to gauge performance improvements.
- Municipal Institutional Strengthening Index for Violence Prevention: An index developed under the USAID-funded Mexico Citizen Coexistence Project that identifies local capacities related to resident participation, technical and administrative tools, staffing, legal framework and communication, transparency, and accountability.



Performance Management

- National Development Indicator System (SINDES): A voluntary performance indicator system modeled on ICMA's former Center for Performance Measurement and includes 108 comparative indicators in nine core areas of local government that are adopted by the participants (local governments).
- Government Performance Measurement Indicators System (SIMDEG): An assessment of municipal performance incorporated into the yearly auditing process developed in collaboration with the state auditor's office in Campeche, a state in Mexico.



Ethics

- Development of codes of conduct.
- Assistance to develop operational rules and structures to favor ethical behaviors.
- Public Ethics Consolidation Program (MECP): A model to promote public ethics in subnational organizations. (Funded by USAID/Mexico)
- System of Exercises for Ethical Decision Making (SEDE): An interactive web-based tool to conduct ethical exercises with feedback.
- Anonymous System of Questions and Denunciations (SAADD): An interactive web-based platform that enables individuals to cite incidences anonymously when they feel there has been an ethical issue and to file ethical complaints. (Funded by USAID/MECP)



Accountability and Transparency

- Citizens Group for Transparent Municipalities (CIMTRA): A 37-item questionnaire covering nine topics to evaluate a local government's level of transparency, generating a score from 0 to 100. The questionnaire measures (1) information provided to civil society by the government; (2) the way communications between government and society operate; and (3) transparency in governmental services.



Financial Health

- Finance Officer Certification Program.
- *Guide to Develop a Multi-Year Budget*: A guide designed to be used by subnational governments in Latin America to help improve financial projections, reflect possible future conditions, and establish mechanisms that can ensure financial health.
- *A Practitioner's Guide to Improve Local Authority Creditworthiness*: A tool based on the financial health model promoted by ICMA (Five Elements of Fiscal Health).
- Results-based Budget Migration: A process that uses logical framework concepts to ensure that there is a logic between what is being budgeted for and the targeted results.

Eventually, the message was also conveyed to local government officials, and in 2013, a municipal ordinance was passed in the municipality of Navolato, Sinaloa (150,000 population), to create the position of municipal administrator.

The selected administrator served from January 2014 to December 2016, showing positive results with respect to budget management, incurring both significant savings and process improvements. As a result of the operational restructuring, the municipality was able to cover all its payroll commitments, which is something that many of the other municipalities in the state, particularly those of similar size, could not do on a regular basis.

Unfortunately, the next mayor reverted to the previous administrative structure. Miguel Calderon, Navolato's

former mayor, indicated that "ICMA has assisted in understanding how professionalism implies less corruption and more honesty in the midst of political class interests that resist change."

ICMA-ML has not given up on its efforts. These initiatives proved that even in a country like Mexico, where local government is so politicized, there could be successful and workable schemes for professional management.

In four state congresses and in the federal congress, bills have been introduced to include the position of municipal administrator within the municipal government organizational structure. ICMA-ML is on the front lines of these initiatives, ensuring that what is being proposed stays as true as possible to what defines a professional local government manager.

This message is gaining more and more traction. Adan Laracilla, executive director of one of the municipal associations in Mexico—National Association of Mayors (ANAC)—stated recently that "Our association recognizes the lack of professionalism in local governments as a major issue."

Much of the progress made is thanks to the efforts of ICMA members who have participated in ICMA programs in Mexico as pro bono volunteers and whose cities have engaged in technical exchanges with their Mexican counterparts, as well as critical support from the ICMA Executive Board, whose members have traveled to Mexico on multiple occasions to talk about professional local government management. **PM**

These initiatives proved that even in a country like Mexico, where local government is so politicized, there could be successful and workable schemes for professional management.



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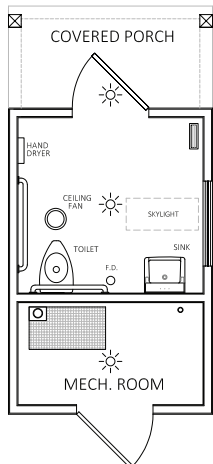
and **ISABELLE BULLY-OMICTIN** is regional director, Latin American/Caribbean Programs, ICMA, San Jose, California (iomictin@icma.org).

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CityLinks:

A Model of Excellence and Innovation

Peer-to-peer learning at its best | By Jessica Johnston

From the beginning, ICMA's international work has relied on the knowledge and experience of its members. Looking back, it was these initial interactions between members and practitioners in the former Soviet Union and Latin America that laid the groundwork for what would become ICMA's trademarked methodology called CityLinks.™

Year after year, ICMA is told by members that they learn best from each

other. Whether it's through in-person interactions at ICMA's annual conference, real-life case studies, or other professional development offerings, we know that peer-to-peer learning has lasting impacts.

Witnessing the relationships that ICMA members built with their counterparts in developing and transitioning countries early on, ICMA collaborated with the U.S. Agency for International Development (USAID) in 1997 to

formalize the first iteration of the CityLinks model, called Resource Cities.

At that time, many countries and local governments were struggling with newfound local responsibilities. The decentralization of functions and services that were once provided by national governments were now being provided locally. ICMA worked closely with communities across Eastern Europe and Central Asia, including Albania, Bulgaria, Kazakhstan, Macedonia, and Serbia, to enhance the



Attendee at CityLinks App2Action Challenge Project Showcase event.



Representatives from Somerville, Massachusetts, in La Ceiba, Honduras, discuss climate-related threats and adaptation approaches as part of CityLinks Exchange.



Officials from Legazpi, Philippines, visit Ft. Lauderdale, Florida, to learn how to strengthen their urban resiliency plan.

administrative structures necessary to generate revenue and provide basic public services.

By creating strong foundations, ICMA members, through city-to-city partnerships, helped create the types of public and private linkages that foster local economic growth and community stability.

Noting the success of the Resource Cities program, ICMA formalized CityLinks as a trademarked methodology in 2010. Since then, ICMA has used this tailored peer-to-peer learning methodology throughout its international programming, creating partnerships around the world.

Facing New Challenges

While many of the basic services that local governments have been asked to provide since 1989 have not fundamentally changed, the challenges now facing local governments across the globe have evolved.

Local government leaders must now consider how the rise of urbanization, a changing climate, instantaneous

and constant connection through the Internet and smartphones, and global terror threats, just to name a few, will impact their operations.

Recognizing and anticipating these challenges, ICMA, in partnership with USAID and the Department of State, designed peer-to-peer learning programs that address evolving challenges that help communities be more resilient to often uncertain futures.

In 2011, USAID asked ICMA to focus city-to-city partnerships on short-term pilot projects that would increase community resilience in the areas of climate change, food security, and water and sanitation. Faced with a new area of focus in its international work, climate change, ICMA had to think through innovative city partnership models that could leverage local government management and scientific expertise, to find “promising practices” in a field where virtually no leading practices existed.

Resource Development

Unlike previous CityLinks programs, USAID made a substantial investment,

through ICMA, to ensure that the resources developed and lessons learned were shared and communicated with development partners worldwide.

While customized plans are a cornerstone of the CityLinks methodology, ICMA developed a suite of training materials, factsheets, webinars, primers, articles, assessments, and tools that could be adapted for different contexts and future USAID programming. See this suite of CityLinks resources at <https://icma.org/citylinks>.

Addressing climate change at a local level forced ICMA members and staff to put into practice our mantra of “thinking globally and acting locally.” To find the necessary expertise and promising practices that had been applied at local levels, ICMA looked to its colleagues in Australia and Europe.

With help from ICMA affiliate Local Government Professionals Australia, ICMA paired Gold Coast, Australia, with Semarang, Indonesia. Through the partnership, ICMA facilitated a memorandum of understanding (MOU) and working relationship between



The CityLinks partnership model assesses local context and then designs
It combines results-oriented peer-to-peer exchanges with

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.

Diponegoro University and the city of Semarang.

The Danish Hydraulic Institute (DPI) donated hydraulic modeling software for use by post graduate students at Diponegoro. The university committed to working with graduate students and city staff to use the data to help inform planning decisions.

During the exchange, technical experts from the Gold Coast worked with both the city and the university to create a hydrodynamic model of the Java Sea that will be the basis of future models that are refined for the city. This ongoing partnership between an academic institution and a city is an example of the way that CityLinks facilitates sustainable solutions.

As ICMA imagines the next 30 years of partnerships, we look forward to the opportunity to continually engage our membership to solve the future's most difficult global challenges one local community at a time. The map located here highlights some of ICMA's most prominent partnerships in the CityLinks program. **PM**



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.



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.



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.

 **JESSICA JOHNSTON** is program director for sustainability and climate change, ICMA, Washington, D.C. (jjohnston@icma.org).

a project that will enhance local capacity to tackle and overcome challenges.
hands-on technical assistance and knowledge sharing between visits.

CITYLINKS HAS ACHIEVED:

Over 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.



#ICMA2018 Wrap-Up:

Four Days of Courageous Leadership

A growing list of difficult social and economic issues transcend geographic boundaries, and the key to success is courageous leadership. This was a key theme of ICMA's 104th Annual Conference, held in Baltimore on September 23–26, 2018.

Day One: The science of timing



Daniel Pink, author of *When: The Scientific Secrets of Perfect Timing*, and the opening general session keynote speaker, shared fundamental principles that he says will help local government leaders perform better. He pointed out the hidden patterns of the day that profoundly affect our mood and performance, emphasized the power of periodic breaks, and advised that leaders should communicate bad news before good news because people like to end with something that elevates.

> [Read more about the scientific secrets of perfect timing: *icma.org/perfect-timing*.](#)

Pink was introduced by ICMA President David Johnstone, who welcomed attendees and set the stage for the conference theme of courageous leadership with examples of members around the world who lead with integrity and innovative approaches in the face of disasters and environmental challenges.

Day Two: Exploring the attributes shared by great leaders

Pulitzer Prize-winning author and historian Doris Kearns Goodwin returned to ICMA's keynote stage to draw from her newest book, *Leadership in*



Turbulent Times. Goodwin examined the characteristics that contribute to the reputations of four presidents—Abraham Lincoln, Theodore Roosevelt, Franklin D. Roosevelt, and Lyndon B. Johnson—all of whom successfully led the country through some of its most chaotic times.

> [Read more on how these leaders cultivated cultures that motivated and inspired the best in their employees at: *icma.org/turbulent-times*.](#)

Day Three: Courageous leaders need patience and self-discipline



Greg Bell, Tuesday's keynote speaker and author of *Water the Bamboo*, suggested that local government leaders need to ask how they can deliver services faster.

The secret to success lies not only in speed but also in patience, perseverance, self-discipline, and courage. As with bamboo, good ideas may require a lengthy period of nurturing before they come to fruition. "It's important to be patient with processes, people, and yourself," he said. "Persevere by nurturing high-value activities and be self-disciplined in your actions. Leaders need courage and they need to encourage their teams," he added.

> [Read more about the importance of patience and self-discipline at: *icma.org/courageous-leader*.](#)

Day Four: Envision an environment in which all are welcome



At the Celebration of Service on Wednesday, David Johnstone moved into the past president slot and Karen Pinkos, assistant city manager of El Cerrito, California, was inducted as the 2018–19 ICMA president, along with the incoming president-elect and vice presidents. Pinkos kicked off her new role with one of the most memorable quotes of #ICMA2018: "The story of local government is the story of making people's lives better." It was the perfect summation of the Local Government Service and Excellence Awards, which recognized and celebrated local leaders for their dedication to public service and professional management.

Keynote speaker Wes Moore, author of *The Other Wes Moore* and CEO of New York City's Robin Hood organization, the largest foundation with a sole focus on alleviating poverty, encouraged attendees, when thinking about their communities, to consider how they think about developing educational systems that prepare young people for the future, and housing policies that can grow real estate values without leaving some residents underserved. He asked "What kind of society are we going to foster? Who is it that we will choose to fight for?" This often means fighting for people who have traditionally been left out of the conversation.

> [Read more about building an inclusive community at: *icma.org/all-are-welcome*.](#)

TWEETABLE MOMENTS

with #ICMAProud



#ICMA2018
by the Numbers



3,413

Total Attendees



2,668

Members in Attendance

223

Exhibitors

53

Sponsors

310

Speakers



155

Sessions (Educational, Special, Roundtables, Solutions Track and Learning Lab)



25

Countries Represented at #ICMA2018



9,218

Steps Per Day by an ICMA Staff Member



210

#ICMAProud Tweets



150

Pairs of ICMA Socks Distributed

Keith Bergman @TAlittletonMA • Sep 25
Those four decades went by quickly. Honored to have such a long career in local government service #localgov #serviceaward #ICMAProud

Tanya Spiegel @tsspiegel • Sep 26
"The story of #localgov is the story we all share together." - @kepinkos #ICMA2018 #ICMAProud

ICMA EVENTS @ICMAEvents • Sep 23
Opal Mauldin-Jones walks away with the 1st EVER Leadership Trailblazer Award! Pictured here with her 2 daughters. Congratulations, Opal! #ICMA2018 #ICMAProud #WomenLeadingGov

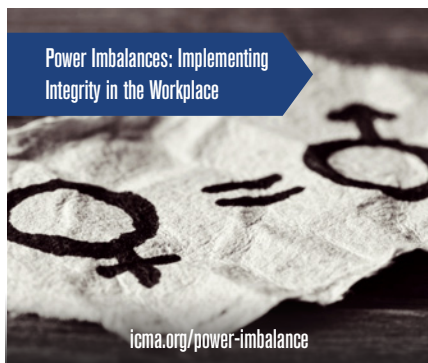
Jane Brautigam @jane_brautigam • Sep 24
So cool that there are 5 women in the #ICMA presidential succession! It's beginning to be a regular occurrence! #ICMAProud #ICMA2018 #SheLeadsGov

SPCM @spcpcom • Sep 25
Full house at the #ICMA round table discussion "Developing Political Intelligence". Excellent opportunity to learn and network! Lessons on "how the political function in a political environment"! @Trammell_Evelyn @ICMAEvents #ICMA2018 #ICMAProud

Sheryl Long, MMA @SherylLong19 • Sep 23
#ICMA2018 ready to learn, engage and bring home perspectives that only professionals from across the world can provide. #network #read #ICMAProud

Shanna Lodge @scorpiosphinx23 • Sep 26
So long, #ICMA2018 and farewell, Baltimore! I'm never more #ICMAProud than when I have the privilege to learn alongside #localgov administrators from across the country and around the globe.

Revisit 2018 Session Favorites



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ICMA Fellows with host Cori Burbach and family visiting Dubuque County farm in Dubuque, Iowa.

Next Generation LEADERSHIP

ICMA programs educate leaders of tomorrow

ICMA has implemented a Professional Fellows Program (PFP) for the past eight years funded by the U.S. Department of State. During those eight years, ICMA has placed 319 international Fellows and 99 U.S. outbound Fellows in 83 host communities and organizations.

PFP's overall goal is to create a global network of emerging leaders to positively impact practices at their organizations and communities by enriching their leadership skills and cultural understanding. The program also provides opportunities for knowledge exchange and ongoing collaboration.

The project partners with the Young Southeast Asian Leaders Initiative

(YSEALI), whose mission is to build leadership capabilities of youth in Southeast Asia and promote cross-border cooperation to solve regional and global challenges.

Dubuque, Iowa: A record of involvement. Dubuque first hosted international Fellows through PFP in 2011. Since then, the city has hosted Fellows from 16 countries. As a host, Dubuque has welcomed Fellows two times a year, for a month at a time.

Bookending this time in Dubuque, the Fellows also spend time with ICMA staff in Washington, D.C., learning about U.S. forms of government, building leadership skills, and networking.

By Cori Burbach and Roma Shah

To be accepted into the program, applicants propose a subject area that they would like to learn more about and a project they would like to work on in their home community once they return. The mutual goal is to expose them to best practices and connect them to experts and resources in their assigned community to help them implement that project.

Important lessons learned. The Fellows arrive with a specific area of interest. One of the keys to our success in Dubuque has been to engage residents, businesses, nonprofits, and schools in our holistic approach to

sustainability. Sarawut Peakhunthood, an environmental official from Thailand, visited Dubuque in May 2018 with a goal of building the capacity of farmers to manage community water resources.

By the end of his trip, his vision had expanded to include much more. “Give a man a fish, you feed him a day. If you teach him how to fish you feed him for a lifetime,” Peakhunthood noted as the most important lesson he learned here.

He said that water management in normal and emergency situations, food security through good farming practices, water quality testing, community facilities, waste management, and other topics are all part of bridging community gaps and linking them together under the theme of “environmental sustainability.”

The Fellows who have visited Dubuque have had varied interests, including resource management, sustainable agriculture, public health improvement, and hazard mitigation. They work for local and national governments, nongovernmental organizations, universities, and other places. Most of the Fellows are poised to become the next generation of leaders in their communities.

Visits abroad. As part of the exchange program, 12 Dubuque staff members have traveled abroad to spend time with the communities its Fellows represent. In 2016, I [author Burbach] had the opportunity to represent Dubuque in Chiang Rai, Thailand. The visit proved valuable for the community and was personally and professionally life-changing for me too.

I visited Chiang Rai, the hometown of Be Phumirat, a Fellow who had visited Dubuque in 2015. In the time since she had returned, Phumirat was working to implement some of the programs and concepts she had learned about in the United States. During my time in Chiang Rai, I met with the mayor, professional staff members, educators, and community leaders, and helped support efforts led by Phumirat.

A sustainability exchange wouldn’t be complete without a visit to the community landfill or wastewater treatment plant, and I certainly did those things. But the lessons that have stayed with me over time center around people, and how we communicate regardless of national-ity or language.

I watched kindergarteners educate their classmates on protecting against mosquitoes to avoid vector-borne

disease, an impact of climate change there. I am part of a team of leaders working on creating a more welcoming and equitable community in Dubuque, and in Chiang Rai I had so many meaningful experiences related to that work.

I was truly dropped somewhere completely out of my comfort zone, attended religious and cultural activities with the mayor, and was free to ask questions that were sometimes deeply political or personal to learn more about a culture different than mine.

“The most fascinating thing about the program is that everyone has shared their professions and empowered each other. I am now working in the environmental sustainability sector in my hometown, and I know that I have friends who support me and I support them too,” said Phumirat, who today I would describe as a successful organic strawberry farmer in Chiang Rai and a dear friend.

Building a global network. Following the exchange of Fellows, ICMA helps with the development of a network of young leaders across the U.S. and Southeast Asia. Asian Fellows work together across national boundaries to implement regional projects that improve the resiliency of their communities and organizations.

As a host community, Dubuque has committed to stay in contact with the Fellows and assist them as they implement the concepts they learned here. Together, we are all building a global network of young leaders committed to improving the environments and communities we live in.

More information on becoming a host can be found at <https://icma.org/YSEALI>.

Additional NextGen Initiatives

ICMA has a host of Next Generation Initiatives created to attract and inspire a wide and diverse group of people to the local government management



Cori Burbach with host Fellow’s family during a host visit to Chiang Rai, Thailand.



ICMA member Mark Watson with students from one of his lectures at the China University of Political Science and Law as part of ICMA's Guest Lecture program held on July 14–21, 2018.

profession, including students, early and mid-career professionals, and individuals from other fields. They include the ICMA Coaching Program, student chapters, management fellowships, and more.

Whether still in school, a recent graduate, or early career, based in the U.S. or elsewhere, ICMA encourages its younger members to get involved: Start an international student chapter, apply for a scholarship that provides new international experiences, or volunteer to host an ICMA Fellow.

NextGen leaders are in the position to be the sage advisers of tomorrow, and ICMA will continue to seek new opportunities for them to impact and enrich communities around the globe.

Engaging Students and Universities

The next generation for local government begins with students. As a part of its initiatives, ICMA launched student chapters in 2010. The chapters introduce and integrate students into local government and the management profession and familiarize them with ICMA members, resources, and the Code of Ethics.

These chapters also establish

connections between ICMA, schools, students, state associations, and managers. There are currently 78 student chapters, including one international chapter in Bangladesh at North South University.

Beyond student chapters, ICMA has engaged young professionals internationally, primarily through its partners at the ICMA China Center and the Urban Management Centre in India. The ICMA China Center was formally established in 2011 as a partnership between ICMA and the China University of Political Science and Law (CUPL).

A large focus of this agreement is to further the Chinese government's mission to fund collaboration by leading Chinese universities with other institutions to foster innovation through learning exchanges, joint conferences, and publications. ICMA helps with the learning opportunities offered to Chinese students and professionals as they navigate the local government profession.

Originally founded through ICMA's USAID-funded programmatic work in India, the Urban Management Centre (UMC) now works toward professionalizing urban management in India and

South Asia. Through its network of local government associations, specifically ICMA, it combines the experience of local government practitioners with that of seasoned national and international consultants.

They design, implement, and evaluate municipal development and urban management programs, especially in university courses. With ICMA's input, UMC's director developed a two-year masters' program in urban management for a leading Indian University. With these programs, UMC is teaching students based on knowledge and input from ICMA's members.

For more information on student chapters and Local Government Management Fellows, contact Kea'erra Wilson at kwilson@icma.org. For more information on ICMA China Center and UMC, contact global@icma.org.

Global Support Scholarships

Three scholarships are available for NextGen members to help finance their international activities. ICMA's International Committee provides guidance and input in overseeing these scholarships.

Many of these funds were created by or in honor of long-standing members who championed the opportunity for ICMA members to have international experiences that support the “I” in ICMA and help our next generation of leaders grow.

The International Committee selects the recipients of the scholarships and reviews how the funds were used to benefit members and the profession. The three international scholarships geared towards NextGen include:

The Tranter-Leong Fund. This scholarship was established at ICMA in 2017 through a generous donation from ICMA Life Member, previous ICMA president, and the first chair of the International Committee Revan Tranter and ICMA Life Member Eugene Leong.

Each of these men served as executive director for the Association of Bay Area Governments (ABAG), San Francisco, California. The fund provides two scholarships annually to allow young professionals to expand their international horizons.

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. The scholarships aim to enhance the professional development of the member, further the local government management profession, and encourage ICMA membership and international affiliate relationships.

The Kennedy-Shaw Fund. Founded in 1979, this scholarship supports airfare costs of participants in the International Management Exchange Program (IMEP). This fund was repurposed in 2015 to take the place of the Burkhalter-Dever Award that originally supported members,

including young professionals participating in IMEP.

This exchange program enables members to learn best practices through an exchange with a local government professional in another country, usually a member of one of ICMA’s affiliates, which is a local government professional organization that partners with ICMA through a mutually beneficial agreement to help its members grow professionally. A list of the current affiliates can be found at <https://icma.org/international-affiliates>.

Each exchange generally includes two weeks in the locality of the host manager, plus attendance at the host association’s annual or other special meeting in countries where language is not a barrier.

The John Garvey Fund. This program was established in 1995, following the recommendation of the ICMA International Committee to create a scholarship

that would enable young professionals to have an international experience, including participation at the ICMA International Regional Conference.

This scholarship is especially geared towards increasing the participation of women, people of color, and young professionals in IMEP and other activities. ICMA’s International Committee annually awards two scholarships, typically to one person from the U.S. and one who is not. The scholarship was named for John Garvey, who served as coordinator of the International Exchange Program for many years.

For more information on scholarships, contact global@icma.org. Scholarship applications are typically due in the beginning of each calendar year. **PM**



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NextGen leaders are in the position to be the sage advisers of tomorrow, and ICMA will continue to seek new opportunities for them to impact and enrich communities around the globe.



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An International Legacy of Sharing

By Isabelle Bully-Omictin
and Emma Troxler

ICMA volunteers pay it forward

Pro bono volunteers have been an integral part of ICMA's global programs during the past 30 years. Local government staff from the United States, along with experts in their selected professions, have donated their time and shared their know-how and experience with counterparts from all over the world.

Assignments can range from one- to two-day workshops to three-month commitments, and whether the support is short- or long-term, pro bonos leave a lasting impact on the people they interact with and the programs they support.

ICMA members help create urban disaster preparedness plans, revamp solid waste management systems, support community-oriented policing, and more. No matter the work, pro bono volunteers leave a legacy by sharing innovative tools and methodologies that can be adapted to the local context.

The benefits of the exchanges are mutual. Volunteers tell us time and time again that they come back to their jobs with new momentum, a different perspective, and generally enriched by the experience.

Here are highlights of these experiences during the years and the impact that they have had on both the volunteers and their counterparts.

CityLinks™—The Bulgaria Program

With initial funding from USAID, in 1997 ICMA began facilitating city-to-city



A city tour of Providence, Rhode Island, was facilitated by ICMA member Richard Kerbel on November 3, 2017, for the Guangdong Province delegation. The delegation included representatives from three organizations: Department of Housing and Urban Rural Development of Guangdong Province, Urban Space Planning and Architectural Design Company, Ltd. (ShenZhen), and Guangzhou University Design Company, Ltd. The group was hosted by ICMA for a training program on planning, construction, and management of historical trails in the United States.

partnerships through its CityLinks™ program (also see article “CityLinks: A Model of Excellence and Innovation” in this issue). CityLinks enables municipal officials and staff in developing countries to draw on the resources and knowledge of their U.S. counterparts to find sustainable solutions tailored to the real needs of their communities. In the past decade alone, more than 700 dedicated city and county professionals have completed volunteer assignments for ICMA.

One of the longest-lasting partnership programs was the Bulgaria Technical

Twinning Program, which evolved into the Bulgaria CityLinks Program. It served as a model of partnerships between developing cities and U.S. cities and strengthened the capacity of Bulgarian local governments.

Through technical assistance from U.S. partners, mostly pro bono volunteers, Bulgarian local governments developed or adapted a range of innovative governance practices and models that encouraged partnerships among the public, private sector, and NGOs, leading to improvement of local government

operations and the provision of services to citizens.

Key accomplishments of the Bulgaria CityLinks Program include 25 new local economic development (LED) projects in the past three years of the program that resulted in 2,500 jobs; 140 million Euros invested in new business projects; the position of local economic development specialist created in 39 municipalities; 33 municipalities certified as “ready for business”; and lasting relationships that were created between Bulgarian municipalities and their counterparts in the United States.

In addition to the impact in Bulgaria, this program also had a lasting impact on ICMA’s member participants. ICMA member Gary O’Connell, former city manager, Charlottesville, Virginia, says, “In Charlottesville we found our experience in Bulgaria to be remarkable. Lasting partnerships and a Sister City, lasting relationships, and a sense of making a positive difference top the list. We were surprised that our staff and councilmembers who participated learned more than we shared.

“It was a tremendous and energizing learning experience. We privately hosted more than 10 exchanges in Charlottesville over time, so very much a two-way partnership.”

Tanzania: Enabling Growth Through Investment and Enterprise

ICMA is an implementing partner in the four-year USAID-funded 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.

ICMA’s role on the project is to improve the capacity of the public sector to implement policies promoting an environment that enables business by working with Tanzanian local government authorities and helping them

establish and implement policies that will enable economic growth.

ICMA is deploying volunteers to support local efforts with mentoring and coaching, training, and providing direct technical assistance to build local capacity.

During the past 18 months, ICMA deployed 14 ICMA members for 18 different in-country assignments. These volunteers provided 432 labor days. Three nonmember volunteers also deployed for a total of 78 days.

Assignments included developing the foundation documents of the Zanzibar Association of Local Government Authorities (LGAs) and designing the training methodology and developing the training materials for the Policy Reform Priority Setting Tool (PRPT) to be used by Tanzanian LGAs.

Assignments also included completing an action plan, an annual strategy, and a set of actions to address needs and challenges to the business-enabling environment for the LGAs and strengthening the president’s office for regional administration and local governments.

Golden Gate University Professor Jay Gonzalez, a volunteer through the program, facilitated a public-private discussion that led to an agreement between the Morogoro Municipal Council and private sector to reduce the service levy.

According to Morogoro Tanzania Chamber of Commerce for Industry and Agriculture Chairman Mwadhini Myanza, “Apart from a lower service levy impacting on LGA revenue, it will create ownership of the process amongst the business community and fairness of service levy payment among the business community, including new business groups that are not subscribed to the levy.”

China Program

The ICMA China Center was established by ICMA and the China University of Political Science and Law (CUPL) in

2011. The center’s mission is 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.

ICMA is officially approved to provide training and technical assistance for Chinese local government officials in China and the United States by the Chinese State Administration of Foreign Experts Affairs (SAFEA).

ICMA China Center has been able to provide ICMA members an opportunity to share their expertise and influence with the next generation of local government professionals by designing and delivering various courses related to public administration. From 2013 to 2017, 12 ICMA members participated in the pro bono guest lecture program and taught summer courses at CUPL, and approximately 100 students have taken the courses.

From July 1, 2017, to June 30, 2018, 28 ICMA members engaged in multiple study tours that trained 133 Chinese delegates, which resulted in 27 community partnership being built.

ICMA members and other volunteers have also supported study tours for visiting Chinese colleagues to U.S. cities. The volunteers have helped develop study tour agendas and have hosted the Chinese delegations in their communities.

Our members have all reported that participating in the China programs has been a rewarding experience. ICMA Life Member William (Bill) Monahan has been working in China through ICMA since 2013, teaching courses on urbanization, speaking at conferences, and taking part in study tours.

“I feel I have made a difference demonstrating that ICMA members are individuals helping government officials in other countries striving to better engage with and understand the needs

of their citizens so that services may be equitably delivered,” says Monahan. “Our motivation is to serve all citizens while maintaining the public trust.

“I believe I have made a difference by demonstrating my commitment to public service, willingness to share without an expectation of reward, and hope that the expertise we can expose them to will be applied for the benefit of all citizens.”

Fellows Program

Since 2010, ICMA has received awards to manage different iterations of the Department of State Professional Fellows Program. The overall goal of the program is to create a global network of emerging local government leaders to positively impact practices at their organizations and in their communities by enriching their leadership skills and cultural understanding and by providing opportunities for knowledge exchange and ongoing collaboration.

The program has brought professionals from Asian/Pacific countries to the United States for visits that include Fellowships in U.S. local governments. Through the program, volunteer host communities in the United States provide individually tailored four-week programs based on the Fellows’ professional interests and background. Hosts, many of them ICMA members, introduce Fellows to various stakeholders in their communities—nonprofits, private business, and advocacy groups—that help expand the Fellows’ networks and deepen their understanding on issues related to their profession.

Hosts provide Fellows with a professional development program that includes direct experience with the day-to-day workings of a U.S. local government and an opportunity to form professional relationships with their American counterparts, as well as expose Fellows to interesting cultural activities in their community.

Christal Weber, assistant city manager, Lee’s Summit, Missouri, says “This was an amazing opportunity for our community, and we would do it all over again without hesitation! It was an incredible professional resource to have industry experts with a fresh and unique perspective and experiences working alongside us on issues and to expand our collegial network.

“As a host city we also were able to come together as a community to learn more about the beliefs, systems, and culture of our Fellows’ communities, and examine and discuss differences and similarities. We hope we have built lifelong professional and personal bonds.” **PM**



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Professionalism Advances in India

ICMA helps sow seeds of progress

By Manvita Baradi and
Meghna Malhotra

Since the late 1990s, India has experienced rapid urbanization accompanied by inadequate infrastructure, resulting in deterioration of services and environmental degradation.

Despite being the engines of economic growth, quality of life was deteriorating in large cities. Urban local governments that are responsible for the provision of essential services in cities and are statutorily made responsible

to levy taxes faced severe challenges in delivering these services due to a lack of professionalism, insufficient technical know-how, and poor financial management.

The 74th Constitutional Amendment of India, which was enacted in 1992, was created to grant more autonomy to local bodies together with the allocation of financial resources from the central and state governments. This amendment, however, was not implemented in its true spirit by the respective state

governments and the situation continues to be dismal.

Seeking ICMA's Help

It was in this climate that the U.S. Agency for International Development (USAID) sought assistance from ICMA more than 20 years ago to facilitate formation of city managers' associations in India. Since its formation in 1914, ICMA has supported and advocated for professional management of local governments throughout the world, so it was apt that USAID and United States-Asia Environmental Partnership (USAEP) offices worked with ICMA to support the formation of a professional cadre of city managers.

In 1997, ICMA India was established in Ahmedabad, Gujarat, to implement projects in the country, and projects ranging from association building to disaster management and reconstruction were implemented by ICMA. What started as ICMA India then morphed into a local nonprofit company, and the Urban Management Centre (UMC) was established in 2006 with the objective to promote professional urban and local governance in the region.

UMC has since grown into an organization of staff, revenue, and projects, and it continues to be affiliated with ICMA and act as ICMA's implementing partner in the region. The authors of this article, who are two former ICMA India staff members, continue to lead UMC.

The first association was formed in the state of Gujarat in 1997. Through the



Officials from Oldsmar, Palm Bay, and Port Orange, Florida, and Tamil Nadu, India, work together to improve water quality.

support of ICMA India, measures were initiated to provide training to urban local bodies (ULBs) through the sharing of experiences of well-performing cities within and outside the country.

Within three years of its founding, City Managers Association Gujarat (CMAG)—along with support from ICMA staff and membership—had kick-started numerous programs. Looking at the success, USAID requested ICMA to set up associations in 12 more states across India.

These 12 associations, formed between 2000 and 2006, focused on three primary objectives: training and capacity building, networking and shar-

Drawing from the experience of ICMA's Center for Performance Measurement, CMAG also initiated the Urban Indicators and Performance Measurement program. This was one of the first attempts in India to establish a framework for measuring performance of urban local governments.

This effort was then scaled up to other state city managers associations (CMAs), which acted as facilitators and guides to assist city governments across India in improving their service delivery to citizens. Urban indicators are a valuable tool for demonstrating how city managers can view their own organizations and decide for themselves

Cuddalore and Nagapattinam in Tamil Nadu, India. Members from cities in Florida helped assess and improve financial management, water management, and storm-water drainage systems in the two cities. They actively engaged with their peers to leave behind financially stronger cities with improved services and with capacities to manage disasters.

In 2006, the state of Andhra Pradesh requested the Urban Management Centre (UMC) to prepare a disaster management manual for local governments. UMC reached out to ICMA members for their technical support to help draft the disaster preparedness manual.

“We understand their method of doing things and understand how we can contextualise in our city. . . . It is not very easy for a city manager to have an opportunity to sit with another city manager in another country and observe their working closely.”

—Mr. Srinivasa Murthy, IAS, former Commissioner, Bangalore Municipal Corporation, Bangalore, India

ing among cities, and advocacy to higher levels of government.

These associations provided the much-needed platform for city managers to discuss common problems and as a collective voice, raise a demand for increased autonomy and devolution of powers to local governments. This association movement brought camaraderie among local government officials.

Working with CMAG

ICMA established a formal affiliation with City Managers Association Gujarat (CMAG) and the two associations also established a manager exchange program through which ICMA and advisory group members undertook a two- and three-week peer exchange to learn from each other and develop professional linkages.

The first such exchange took place in 1999 between the city manager of Garland, Texas, and the executive engineer of Bhavnagar in Gujarat, India. A form of these exchanges still takes place today through ICMA's International Management Exchange Program.

what changes are needed to improve their performance.

Learning Exchanges Flourish

ICMA members have also been intrinsically involved in Indian local governance work through ICMA's CityLinks™ program. ICMA members from Garland, Texas; Sacramento County, California; and Reno, Nevada, worked with peer city managers in India to respond to such challenges as citizen-led planning, reducing congestion, and improving waste management.

These peer-to-peer learning exchanges have resulted in lasting partnerships that have gone beyond the technical exchanges and led to significant systemic changes in local governments.

Bangalore, India, for instance, set up civic centres modelled on the “one-stop-shops” of Reno, Nevada, while the city of Indore was able to design and construct its first landfill cell with the help of experts from Garland, Texas.

The CityLinks model was also used to support the tsunami-hit cities of

The engagement of ICMA staff and membership in India's programs continued over the years. When we were asked to set up a two-year master's program in urban management, ICMA members were engaged to design programs for continued professional development for city managers.

ICMA's seeds of professional local government management that were sown in 1997 continue to grow in the current era of urban development in India, where there is an unparalleled need for ethical, nonpartisan, skilled, and efficient local governments. **PM**



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ICMA's seeds of professional local government management that were sown in 1997 continue to grow in the current era of urban development in India.

A Global Exchange at a LOCAL LEVEL

By Ross Hoff

Exchanges expand members' personal and professional horizons

ICMA's contacts with professional societies of local government managers outside of North America began in earnest in the 1950s, when then Executive Director Orin Nolting traveled abroad on several occasions to promote the council-manager form of government. He was especially active in Western Europe, where city managers at the time may have enjoyed greater public appreciation and professional respect than was true in parts of the United States.

In 1979, a visit by seven European local government administrators to North America was part of ICMA's

European-North American Urban Executive Exchange Program. A group of North American managers returned the Europeans' visits in early 1980.

Expanding Horizons

Thus began ICMA's International Management Exchange Program (IMEP), which, in the 39 intervening years, has provided opportunities for hundreds of ICMA members to expand their horizons by collaborating with their colleagues from around the world.

Under the auspices of IMEP, ICMA's U.S. members and their counterparts

from one of ICMA's international affiliate organizations spend up to two weeks in their match partner's locality and attend the hosting association's annual or other special meeting in countries where language is not a barrier.

Participants learn about local government leadership, management, and service delivery practices in their exchange partner's country by experiencing the day-to-day professional and after-work activities of the host. Staying in each other's homes allows participants an in-depth experience of local culture, minimizes expenses, and has fostered many lifelong professional friendships.

Partners are encouraged to participate in the exchanges, as are children if agreed to by the hosts. Host associations provide complimentary meeting registration, hotel accommodations, and meals for participants and partners during the annual meeting portion of the exchange.

Though the number of annual IMEP matches has decreased from its heyday in the 1980s and 1990s, those that are made—most notably with colleagues from the Society of Local Government Managers in New Zealand, which is a perennial supporter of the program—continue to be one of the most tangible manifestations of ICMA's cooperation with its international affiliate organizations.

An outgrowth of the success of IMEP, ICMA's first formal international affiliate agreement with the Society of Local Authority Chief Executives (SOLACE) in



City Administrator Courtney Christensen, Mission Hills, Kansas, took part in an overseas manager exchange with Clutha District Council, New Zealand, and visited with Council Chief Executive Steve Hill.



Mary Jo Tohill

Mel Usher and Mike Garvey together on their 1994 exchange in Sete, France.

Insights and Friendship

“There is so much that I learned and experienced [on the International Management Exchange Program]. I found the experience invaluable and, though I think I am enthusiastic about my job and this profession, going to a different country really energized me.

It gave me a chance to view our country and government from the outside, to view another country from the inside, to see what we do well, and what we need to improve upon.”

—Courtney Christensen, city administrator, Mission Hills, Kansas, 2017, and IMEP match with Steve Hill, chief executive, Clutha District Council, New Zealand.

“I have only completed one exchange, and that’s enough! Mike [Garvey] and I first visited one another in 1994. He was city manager in San Carlos, California, and I was chief executive in South Somerset. Since then, we and our families have become lifelong friends.

Our relationships have deepened over the years, and we have met and consulted with one another on several occasions. I have learnt a lot from Mike professionally, often throwing into conversations, “Ah yes, but in California they. . .”

When this was written, we had arranged to meet again in September [2018], and Mike has already arranged a visit for me with one of his colleagues in Oregon. I salute ICMA for being so helpful!”

—Mel Usher, Retired Chief Executive, South Somerset, United Kingdom.

the United Kingdom was signed in 1987 at the initiative of then-ICMA Executive Director Bill Hansell.

Affiliation agreements soon followed with associations in Australia, Canada, and New Zealand. In the 1990s, several agreements were signed with new associations that were created as spinoffs of ICMA’s funded international technical assistance programs.

A Mutual Commitment

Today, ICMA maintains formal affiliate relationships with 32 local government professional organizations worldwide. These mutually beneficial partnerships are formalized by signed agreements that commit both organizations to:

- Collaborate in the exchange of leading practices and expansion of each organization’s knowledge base.
- Expand the international perspectives of each organization’s individual members.
- Join resources where appropriate to more effectively foster professional local government management worldwide.

In maintaining these affiliate relationships, senior officials of each organization attend each other’s conferences; liaisons assigned by ICMA’s International Committee and association staff establish annual work plans and contribute to each other’s publications; international

affiliates host ICMA’s spring International Regional Conferences and occasional ICMA Executive Board meetings; and members continue to engage in one-on-one exchanges through the IMEP.

Watch for the announcement of future opportunities to participate in an exchange or serve on the International Committee. Venture beyond your local, state, and national borders and connect with colleagues around the world who are tackling challenges similar to yours! **PM**



ROSS HOFF recently retired from his position as ICMA conference director. He was director of ICMA’s International Member Programs from 1987 to 1992 and from 1994 until 2017.



Make an INTERNATIONAL Commitment

Look to the future | By Andrea Fox

For the past 30 years, ICMA members have participated in international exchanges, hosted Fellows, served on a pro bono basis, and volunteered their time and resources not only to take the best parts of their communities and share them with the world, but also to learn from what the world has to teach them.

In the past year alone, through ICMA's grants and contracts-funded work, more than 300 individuals donated their time to provide technical assistance to ICMA programs.

The world will continue to change in ways we can foresee, and ways we won't. The need for support from a community of local government colleagues will undoubtedly persist. We invite you to be a part of putting the "I" in ICMA.

Here are six ways for members to engage in ICMA's international activities:

1. Attend the two-day International Development Academy. Held each year at ICMA's Annual Conference, this pre-conference workshop describes in detail how to get involved in ICMA's international activities. This is the best and most comprehensive overview and a great starting point. More information is available from ICMA staff member Isabelle Bully-Omictin at iomictin@icma.org.

2. Apply for the International Management Exchange Program to spend two weeks abroad learning about management and service delivery practices in your exchange partner's country and attend your host association's annual or other special meeting. Apply at <http://icma.org/imep>.

3. Host a Fellow. ICMA matches Fellows with U.S. host communities that provide educational and cultural

experiences for them during a two-week period. In return, hosts may apply for reciprocal visits in the Fellow's country. Apply at <https://icma.org/YSEALI>.

4. Join our database of volunteers and consultants. Send your resume to global@icma.org and specify if you are looking for volunteer or consulting opportunities. Include your technical expertise and other interests. ICMA staff members will refer to the database as opportunities arise.

5. Submit your name for a scholarship to participate in various international activities. Apply and learn more at <https://icma.org/scholarships>.

6. Apply to serve on the ICMA International Committee during ICMA's annual call for volunteers, which is issued each spring at ICMA.org. **PM**



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ICMA International Projects

International Projects Managed or Supported by ICMA in 2018



Funder/Project Name	Primary Technical Area	Project Goal (Location)
USAID/Strong Hubs for Afghan Hope and Resilience (SHAHAR)	Local Governance	Realize the national government's vision for a nationwide municipal governance system that supports individual municipalities. (Afghanistan)
USAID/Municipal Partnerships for Violence Prevention in Central America and the Dominican Republic	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. (Brazil, Dominican Republic, El Salvador, Guatemala, Honduras, and Panama)
USDOS/YSEALI Environmental Fellows and YSEALI Legislative Fellows	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. (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam, and USA)
ICMA/China Center	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, and creating model projects for city improvement. (China, USA)
USAID/Planning for Climate Adaptation Program	Resilience	Increase the resilience of Dominican municipalities to the impacts of climate change by mainstreaming climate change considerations into participatory urban planning. (Dominican Republic)
USAID/El Salvador Competitive	Economic Growth	Provide technical assistance to municipalities in El Salvador with the primary objective of increasing the competitiveness of key economic sectors. (El Salvador)
USAID/Waste Management Technologies in Regions	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. (Georgia)
USAID/Guatemala Creating Economic Opportunities (CEO)	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. (Guatemala)
CEPT Research and Development Foundation (CRDF)/CEPT City Management Training	Local Governance	Enhance the capacity of local government managers, supervisors, administrators, and students to better manage cities in India. (India)
USAID/Jordan Local Enterprise Support (LENS)	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 to facilitate growth in targeted governates in Jordan. (Jordan)
USAID/Local Effective Governance (LEGO) activity in Kosovo	Local Governance	Strengthen the operations and inclusiveness of municipal governance in municipalities with non-majority communities in Kosovo. (Kosovo)
USAID/Supporting the Government of Mexico's Transparency Goals	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. (Mexico)
USAID/Strengthening Urban Resilience for Growth with Equity (SURGE)	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. (Philippines)
USAID/Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)	Economic Growth	Improve the capacity of the public sector to establish and implement policies that promote an enabling business environment. (Tanzania)
USAID/Support of the Urban Policy (SOUP)	Communications	Conduct knowledge management and communications activities in support of USAID's Urban Team. (USA)
National Science Foundation/EPIC-N International Training and Development Workshop	Sustainability	Facilitate the formation of partnerships between local governments and higher education institutions to create more sustainable and resilient communities. (USA)
USAID/Decentralization Offering Better Results and Efficiency (DOBRE) Study Tour	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. (USA)

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

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- Municipal Enterprise Funds
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- Privatization
- Elected Officials and Management Staff
- Strategic Planning
- Town-Gown Relations
- Working with Unions

Roger Kemp's background and professional skills are highlighted on his website. Dr. Kemp was a city manager in politically, economically, socially, and ethnically diverse communities.

He has written and edited books on these subjects, and can speak on them with knowledge of the national best practices in each field. Call or e-mail Roger for more information.

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